École Des Hautes Études Commerciales

This dissertation is submitted in partial fulfillment of the requirements for the master's degree in Commercial Sciences

Specialty: International Affairs

<u>Theme:</u>

Study of an international marketing strategy

Case of BG-ICC

<u>Elaborated by:</u>
MELOUK Meriem Djamila Bahia

<u>Supervised by:</u>
Dr. Rachid ALLIOUCHE

10th promotion
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Dedications:

I would like to dedicate this humble work to my parents, my brother and sister for being my biggest supporters and who have made countless sacrifices for me and have been there with me every step of the way, I love you all deeply.

I am also grateful to my friends for their help and unwavering support during this journey.

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Abstract:

In the highly competitive realm of the international markets, effective international marketing strategies play a pivotal role in boosting brand image and enhancing company visibility.

A variety of measures are included in international marketing plans to improve brand recognition and broaden business exposure. This entails carrying out in-depth market research, defining target markets, and adjusting marketing strategies to suit each group's unique requirements. Creating a captivating brand image through the creation of a distinctive logo, harmonious visual components, and consistent branding across all marketing platforms is another important part.

Businesses can successfully set themselves apart from rivals, draw in new clients, and promote long-term success in the dynamic machine tool industry by putting into practice a well-defined international marketing plan centered on brand image enhancement and corporate visibility.

Key words: International marketing, international marketing strategy, brand image, visibility.

Résumé

Dans le domaine hautement concurrentiel du marché international, les stratégies de marketing international efficaces jouent un rôle crucial dans la promotion de l'image de marque et l'amélioration de la visibilité de l'entreprise.

Une variété de mesures sont incluses dans les plans de marketing international pour améliorer la reconnaissance de la marque et élargir l'exposition de l'entreprise. Cela implique de réaliser des recherches approfondies sur le marché, de définir les marchés cibles et d'ajuster les stratégies de marketing pour répondre aux besoins spécifiques de chaque groupe. La création d'une image de marque captivante grâce à la création d'un logo distinctif, d'éléments visuels harmonieux et d'une identité de marque cohérente sur toutes les plateformes de marketing est également un aspect important.

Les entreprises peuvent se démarquer avec succès de leurs concurrents, attirer de nouveaux clients et promouvoir le succès à long terme dans le dynamique secteur des machines-outils en mettant en œuvre un plan de marketing international bien défini axé sur l'amélioration de l'image de marque et la visibilité de l'entreprise.

Mots clé : Marketing international, stratégie de marketing international,
image de marque, visibilité.

ملخص

في عالم تنافسي للغاية، تلعب استراتيجيات التسويق الدولية الفعالة دورًا محوريًا في تعزيز صورة العلامة التجارية وتحسين رؤية الشركة.

يتم تضمين مجموعة متنوعة من التدابير في خطط التسويق الدولية لتحسين التعرف على العلامة التجارية وتوسيع نطاق التعرض للأعمال. يستلزم ذلك إجراء أبحاث سوق متعمقة، وتحديد الأسواق المستهدفة، وتعديل استراتيجيات التسويق لتلائم المتطلبات الفريدة لكل مجموعة. يعد إنشاء صورة جذابة للعلامة التجارية من خلال إنشاء شعار مميز ومكونات مرئية متناغمة وعلامة تجارية متسقة عبر جميع منصات التسويق جزءًا مهمًا آخر.

يمكن للشركات أن تميز نفسها عن المنافسين بنجاح، وجذب عملاء جدد، وتعزيز النجاح على المدى الطويل في صناعة الأدوات الآلية الديناميكية من خلال وضع خطة تسويق دولية محددة جيدًا تركز على تحسين صورة العلامة التجارية ورؤية الشركة.

الكلمات المفتاحية
التسويق الدولي، استراتيجية التسويق الدولي، صورة العلامة التجارية، رؤية

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Summary

General introduction

Businesses are rapidly realizing the value of international marketing in boosting their brand's awareness and forging a strong presence in overseas markets in today's interconnected global marketplace. Developing a strong foreign marketing strategy is crucial given the increasing opportunities and challenges brought on by globalization.

Developing an international marketing plan is essential for successfully boosting brand awareness in overseas markets. This tactical strategy demands in-depth market research, including customer behavior understanding, competitor analysis, and market segmentation. Utilizing this information, companies may create a custom marketing plan that fits the specific requirements of each target market.

An important component of an international marketing strategy is tailoring marketing initiatives to the cultural norms and consumer preferences of other markets. The process of tailoring goods, messages, and marketing efforts so that they appeal to regional audiences is known as localization. Businesses may forge a sincere relationship with clients and enhance brand awareness and loyalty by considering cultural sensitivities, linguistic variations, and consumer goals.

An international marketing plan also offers chances for brand development and growth, companies that increase their customer base by entering new markets have access to previously available consumer categories. Companies can expand further into these markets and boost sales and revenue by wisely exploiting their brand recognition and exposure. An organization can take advantage of worldwide prospects by utilizing an international marketing strategy as a catalyst for brand growth and market penetration.

In order to increase brand visibility in international markets, international marketing and the creation of an international marketing plan are essential. Businesses can successfully enter and thrive in global markets by comprehending the distinctive features of each market, tailoring marketing strategies to local preferences, and utilizing digital platforms. Companies may increase brand awareness, attract global consumers' attention, and establish a strong grip in overseas markets by developing and implementing an effective international marketing plan. The importance of international marketing and strategy in accomplishing sustainable growth and success on a global scale cannot be understated as firms navigate the challenges of globalization.

Our research theme is embedded within this context, and it explores the idea of international marketing and digs into the ways that employing an international marketing strategy can greatly improve brand visibility in international markets.

We therefore attempt throughout this thesis to answer the following question:

"How does the elaborated international marketing strategy manag to effectively aid to the company's expansion in foreign markets?"

Thus, the following secondary questions are raised:

-What steps should be taken to create an international marketing strategy that effectively appeals to diverse markets for a business looking to expand its product or service offerings in various regions?

-Does an international marketing strategy enhance brand visibility in foreign markets?

- Does market research and analysis improve the international marketing strategy's effectiveness for successful expansion into foreign markets?

We put out the following hypotheses in an effort to address these questions:

-H1: The elaborated international marketing strategy managed to effectively aid to the company's expansion in foreign markets.

-H2: Yes, the international marketing strategy is used to enhance brand visibility in new foreign markets.

To organize the elements of response to the problem, we opted for a descriptive approach at first, then analytical, centered around three chapters, two first chapters devoted to the theoretical aspects and a last practical chapter, ourwork will be organized as follows:

1- International marketing and its strategies: Includes a theoretical introduction to international marketing its applicability the differentiation between international and domestic marketing its advantages as well as its limits and its different strategies

2- The global market of Machin tools and the process of developing an international marketing strategy: In order to have an idea of the environment in which the company under study operates.

3- BG-ICC: Analysis of the existing situation: This chapter is devoted to the study of BG-ICC practices in terms of elaborating international marketing strategies and working on exports.

For the realization of this work we based ourselves on the existing documentation on this subject at the level of our school, our own documentation, as well as on the documentation and qualitative research (semi-directive interview) in the main company.

CHAPTER I

Introduction

International marketing and its tactics are extremely important in global business activities. International marketing is crucial for companies trying to spread their influence beyond local borders, much as importing is for commercial procedures. The goal remains the same: to fill a market demand.

By understanding the fundamentals of international marketing, companies can unlock the potential for global growth and navigate the aspects of international business successfully.

As globalization continues to reshape the business landscape, companies are compelled to venture into foreign markets to tap into new opportunities and gain a competitive edge.

This chapter delves into the realm of international marketing, examining its inherent limitations and challenges. It explores the factors that influence international marketing decisions and highlights the diverse strategies employed to navigate global markets successfully. Through a comprehensive analysis, this chapter provides insights into the complex landscape of international marketing.

Section 01: international marketing.

1. International marketing

1.1. Definition

International marketing refers to the strategic planning, implementation, and coordination of marketing activities across national boundaries. It involves the application of marketing principles and strategies in multiple countries or regions, considering the diverse cultural, economic, political, and legal factors that influence consumer behavior and business operations. The goal of international marketing is to effectively promote products or services in global markets, expand market reach, establish brand presence, and generate profitable business opportunities beyond domestic borders. It encompasses market research, market entry strategies, product localization, pricing, distribution, promotion, and customer relationship management on an international scale.

Simply, the International Marketing is to undertake the marketing activities in more than one nation. It is often called as **Global Marketing**, i.e. designing the marketing mix (ex. Product, price, place, promotion) worldwide and customizing it according to the preferences of different nation people.

The foremost decision that any company has to make is whether to go international or not, the company may not want to globalize because of its huge market share in the domestic market and do not want to learn the new laws and rules of the international market.

But however, there are following reasons that attract the organization to be global: [1]

- Increased Economies of Scale
- High-profit opportunities in the international market than the domestic market
- Huge Market Share
- Elongated life of the product
- Untapped International Market

[1] https://businessjargons.com/international-marketing.html (consulted 28/05/2023 at 1PM)

These are the simplest definitions of international marketing by Authors:[2]

"International promoting is the international method of designing and the death penalty the conception rating, promotion and distribution of concepts, goods, and services to form exchanges that satisfy individual and organizational objectives."

- American Marketing Association (AMA)

"Global marketing is concerned with integrating and standardizing marketing actions across a number of geographic markets."

- Kotler

"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." It is different from domestic marketing in as much as the exchange takes place beyond the frontiers, thereby involving different markets and consumers who might have different needs, wants and behavioral attributes."

- P¨

The term "international marketing" has multiple meanings, much like many other management concepts. The simplest definition of international marketing is the practice of performing at least one marketing job outside of national boundaries. For Keegan (1995, page 3, translated by us), global marketing is "... the process of optimizing resources and focusing the objectives of an organization through the opportunities of a global market"[3].

Therefore, working across boundaries and in a global market would be the distinctiveness of international or global marketing. The definitions of "international marketing" implicitly refer to the fundamental definitions of marketing. Modern definitions of marketing encompass all efforts involved in maintaining a positive relationship with customers.

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[2] https://getuplearn.com/blog/international-marketing/ (consulted 2023-05-28 2PM)
[3] GREEN (M) and KEEGAN (W): **Global Marketing**, Pearson, London; New York, 1995, p.3.

International marketing is, therefore, the process by which individuals and companies:

- Identify needs and wants of customers in different international markets.
- Provide products, services, technologies and ideas competitively to satisfy needs and wants of different customer groups in different markets.
- Communicate information about the assets being transferred across political and cultural boundaries.
- Deliver the products and services internationally using one or a combination of foreign entry modes.[4]

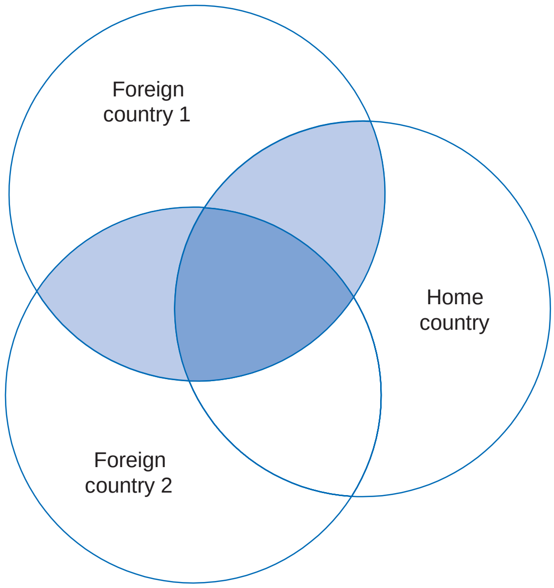
1.2. The applicability of international marketing:

Marketing is a universal activity that is widely applicable, regardless of the political, social, and eco- nomic systems of a country. However, it does not indicate that customers must or should be pleased in the same manner everywhere in the world. Due to differences in culture, affluence, degree of economic development, and other factors, consumers from different nations are very different from one another. Therefore, the same product may be used by customers without them having the same need or motivation, and they may also use various items to fulfill the same need. For instance, different cuisines are employed in various nations to satiate the same demand for hunger. Furthermore, whereas Indians may stay warm by burning cow dung, Americans and Europeans can stay warm using gas or electricity.

Marketing mix and marketing principles are frequently misunderstood. Good marketing practices apply to all industries. One fundamental idea is that marketers should adopt the marketing concept (i.e., employing an integrated marketing strategy to meet both consumer and business objectives). No matter where they are from, marketers should focus on their customers. This universal principle does not, however, imply that every market needs the same marketing mix. Being client-focused does not include employing the same marketing plan in a new setting.

[4]BRADLEY (F): **International Marketing Strategy**, Pearson, London, 2005, p.3.

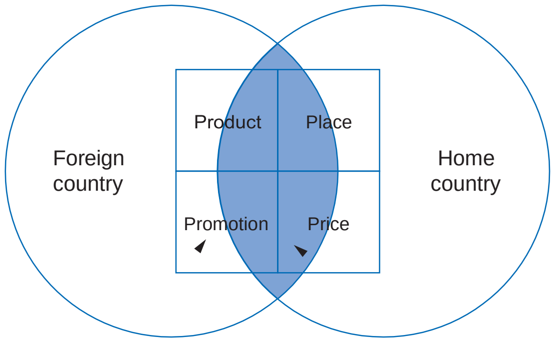
Figure 01 : Environmental divergence and convergence[5]



Source: ONKVISIT (S) et SHAW (J.J), **International marketing: strategy and theory**, Routledge, London; New York, 2009, p.7.

Figure 02: Environmental effect on international marketing mix[6]

[5] ONKVISIT (S) et SHAW (J.J): **International marketing: strategy and theory**, Routledge, London; New York, 2009, p.7.
[6] ONKVISIT (S) et SHAW (J.J): **International marketing: strategy and theory**, Routledge, London; New York, 2009, p.7.



Source: ONKVISIT (S) et SHAW (J.J), **International marketing: strategy and theory**, Routledge, London; New York, 2009, p.7.

2. Factors influencing international marketing

An international marketer must manage at least two levels of unpredictable uncertainty instead of just one, which makes their job more challenging than a domestic marketer's, each foreign country where a firm conducts business adds a unique set of uncontrolled factors to the unpredictability of any business environment.

The duty of an international marketer is more difficult than that of a domestic marketer since there are at least two layers of uncontrollable uncertainty that must be managed rather than just one. The uncontrollable components of any business environment contribute to uncertainty, but each foreign nation where a corporation conducts business adds a special set of uncontrollable.

The elements you stated that affect global marketing are as follows:

- **Cultural Factors:** Culture plays a significant role in international marketing. Language, values, conventions, beliefs, and consumer behaviour are among its constituent parts. To modify marketing tactics and message to connect with the target audience in various nations, it is essential to understand cultural subtleties. Cultural sensitivity and adaptability are crucial since what is accepted and desirable in one culture might not be the same in another.

➢ **Economic Factors:** The economy has a significant influence on global marketing. The GDP, income levels, buying power, inflation rates, and economic stability of a nation are some of these variables. They have an impact on customers' purchasing power and susceptibility, pricing policies, market potential, and investment choices. Businesses must evaluate the financial climate in their target areas to assess market viability and modify marketing plans as necessary.

➢ **Legal Factors:** Legal factors include labour laws, government regulations, trade policies, intellectual property laws, and standards for product safety. Success in international marketing depends on following by these laws and rules. Infractions of the law may result in fines, harm to one's reputation, or even obstacles to entering a market. To maintain compliance and reduce risks, businesses must understand the legal environment of each target market.

➢ **Political Factors:** A nation's political factors include its government's stability and its laws and programs. Political stability promotes a favourable business climate, but political upheaval or legislative changes can provide risks and difficulties for global marketers. Moreover, political considerations prices, market access, and trade agreements can all have an impact on price, distribution, and market entrance strategies.

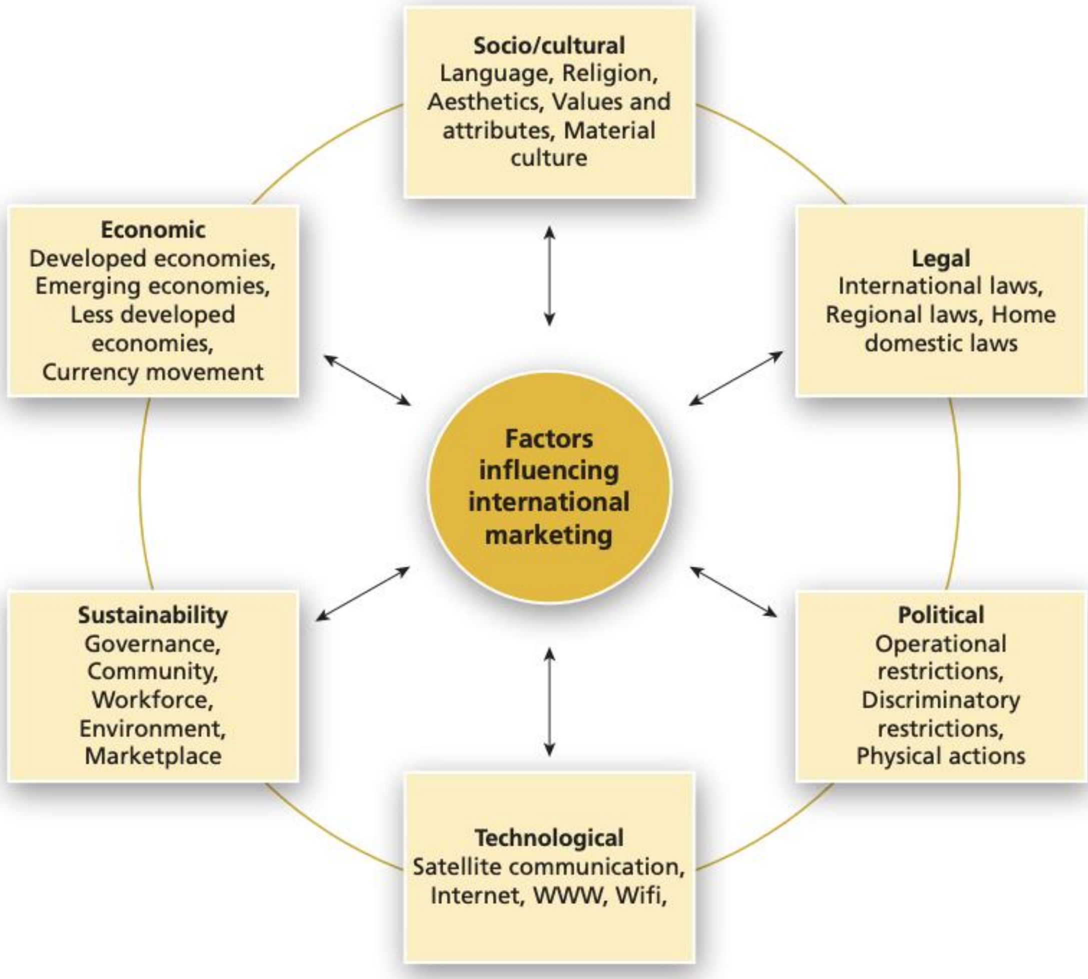
➢ **Technological Factors:** Technological advancements greatly impact international marketing. Different nations have varying degrees of technology infrastructure, internet usage, mobile usage, e-commerce platforms, and digital marketing skills. Businesses may choose the best platforms and channels to reach their target audience by understanding the technical environment. Emerging technologies like virtual reality, big data analytics, and artificial intelligence can also alter marketing plans and consumer interactions.

➢ **Sustainability:** International marketing now heavily considers sustainability. Consumers are becoming more aware of social and environmental problems. Businesses must express their commitment to environmental sustainability, ethical sourcing, and social impact through their marketing initiatives. green advertising Corporate social responsibility programs and eco-friendly products can have a favourable impact on consumer image and loyalty.

These elements interact and influence global marketing plans and decision-making. To compete in a variety of worldwide markets, businesses must do in-depth market research, adjust to cultural variations, adhere to regulatory requirements, watch economic and political events, embrace technical breakthroughs, and incorporate sustainability concepts.

Figure 03: Factors influencing international marketing[7]

[7] DOOLE(I), LOWE (R) and KENYON (A): **International Marketing Strategy: Analysis, Development and Implementation 8th edition,** Cengage, United Kingdom, 2019, p.8.



Source: DOOLE(I), LOWE (R) and KENYON (A), **International Marketing Strategy: Analysis, Development and Implementation 8th edition,** Cengage, United Kingdom, 2019,p.8.

3. Differences between domestic and international marketing

Marketing is the administration and use of a company's resources in an efficient and effective manner to suit both the needs of its customers and its own aims and objectives.

A wide range of actions are included in marketing, such as conceptualizing, pricing, promoting, and disseminating products, services, and ideas in order to engage target audiences in dialogue and meet business and consumer goals.

Typically, businesses begin their activities on a domestic level. They find it simpler to operate in a home context since they are already aware with the market circumstances, regulations, rules, and client preferences. Additionally, domestic marketing only needs a little amount of money, which makes it easier for businesses to compete locally. However, the domestic market's reach is constrained, and as a result, businesses' growth quickly stagnates. As a result, they want to expand their operations to the global market, which offers significant opportunities for growth and significantly higher returns. International marketing is, however, a very risky endeavor, and for businesses to succeed, a high level of dedication is required.

They must invest a lot of time and energy into learning about the new market and creating plans so that they may overcome the different difficulties they face there.

Some of the distinctive characteristics of domestic marketing and foreign marketing are listed below:

3.1. Domestic Marketing:

The supply and demand of products and services within a single nation is known as domestic marketing. Although the company may have many market sectors, in domestic trade a firm fundamentally only must deal with one group of consumers and one set of competitive, economic, and market challenges.

In domestic marketing, there are no language hurdles, and gathering and analyzing information on regional marketing trends and customer wants is simpler and faster.

The organization may make judgments and create successful and efficient marketing plans with the aid of domestic marketing. In comparison, the firms need fewer financial resources, and the risk elements are also lower. Local markets are smaller than international markets in terms of accessible market platform and geographical borders, even though most businesses aim for international trade.

3.2. International marketing:

The promotion of a company's market via the sale of its goods to consumers in other nations is known as international marketing. It is quite difficult and necessitates significant financial resources. Every country has its own business laws, and any firm looking to do business abroad must first familiarize itself with these laws, rules, and guidelines. diverse countries have diverse consumer preferences, choices, and tastes. To meet the demands of various consumers, new marketing tactics must be used.

Marketing on a global scale takes more time and effort. Risks are very likely to occur. Any business operating on the global market must constantly be ready to handle unexpected changes in the marketing environment.[8]

The following are some distinctions between domestic marketing and international marketing:

Table 01: Differences Between Domestic and International Marketing[9]

Decision Variable	Domestic Marketing	International Marketing
Market Segment	Single Market & Sub-markets	Multiple Markets Multiple Sub-markets
Market Control	Easier as only a single market and sub-market is served	More challenging as new factors like culture, religion, government policy, and so forth come into play.
Market Research	Awareness of the market in domestic market is high, therefore one can even do without marketresearch	Imperative

[8] https://www.tutorialspoint.com/international_marketing/international_and_domestic_marketing.htm (consulted 2023-05-28 2:58 PM)
[9] https://egyankosh.ac.in/bitstream/123456789/93258/1/Unit-1.pdf (consulted 2023-05-29 4PM)

Administration	Since the control is over a single set up, administration is relatively easier	Multiple markets, multiple mix of marketing variables demand a new set up of administrative machinery
Product Mix	The decision is taken solely on the grounds of providing better service to increase revenue-stages of PLC may be ignored	Although the decision grounds, are identical, market adaptability and acceptability become a question
Product Quality	Product quality may be placed anywhere on the BCG Matrix of productand price	With the production function, Product quality is normally high even if the technology is old
Product Design	Since the product is designed for the market question of adapting does not arise	Product has to be adapted to every market segment.
Product Development	Product developed to meet domestic market needs. When the product reaches end of its life cycle, it is withdrawn	Products developed to meet international market needs. May move to new markets where it may be in growth or introduction stages
Advertising	Single market-Single message, question of adaptation. Limited to sub-segments, media choice known with certainty	Multiple market-multiple message depending on the emphasis demanded by each market-message may be adapted to new markets or could be universal-complex media availability

4. The different scops of international marketing

The manner that foreign companies access global marketplaces is referred to as the scope of international marketing. The trade of goods across international borders in order to satiate customer requirements and wants is referred to as international marketing. Include the following categories in the scope of international involvement: [10]

a) **Imports:**

The simplest kind of international marketing a business may engage in is importing goods from abroad and selling them on their home market. Only in exceptional circumstances, where there is a market for foreign goods or services in the home country, is this possible. In accordance with market demands, businesses also localize imported goods.

b) **Exports:**

In contrast to importation and mercantilism, businesses export their finished products to foreign markets or on to their various franchises in distant marketplaces where they will sell the product to their communities for making significant profits.

c) **Contractual agreements:**

When a company ventures beyond of its national borders, its ability to advertise internationally exposes it to more opportunities to grow significantly. The market, the consumer base, and even sales volume and earnings all grow. By entering into legal agreements with several abroad partners, businesses may develop enormously.

d) **Joint venturing:**

Two companies will part ways and enter a potential market. The investments, gains, or losses have already been determined in terms of value and time frame. Due to restrictions to new entrants in foreign markets, it might be advantageous for businesses to form a team to expand their worldwide selling.

A local partner will be extremely beneficial for conducting business since they have a domestic grasp of the market dynamics in addition to being operationally efficient.

e) Fully owned manufacturing:

Companies can possess all the manufacturing of a nation if they have a considerably higher degree of participation on foreign lands. This facility will be used by the business to export goods to nearby countries or sell goods within the nation. Owning a fully owned production improves the managerial caliber of the company.

f) Growth opportunities:

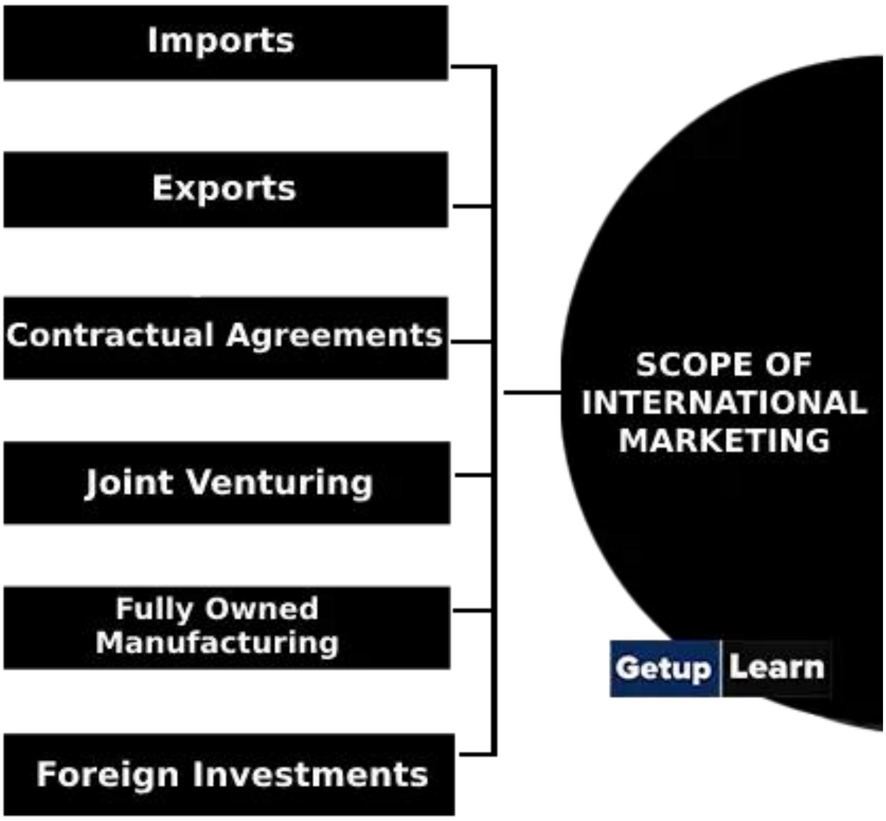
By trade with one another on a global scale, both developing and underdeveloped nations have many prospects for progress. The countries' imports and exports increase their profitability and aid in their national and international expansion.

g) Foreign investments:

Foreign investment is a crucial component of global commerce. Investments made using finances from outside the country are known as foreign investments. Foreign investment is made through international corporate investments in other nations. Direct and portfolio investments are the two categories of foreign investments.

Figure 04: Scope of International Maketing[11]

[11] https://getuplearn.com/blog/international-marketing/ (consulted 2023-05-28 2PM)



Source: https://getuplearn.com/blog/internationalmarketing/?utm_content=expand_article

5. The benefits of international marketing:

Businesses that enter international marketplaces can profit greatly from international marketing, it increases market reach and sales potential by giving access to a broader consumer base, it helps companies to tap into new and growing markets in order to diversify their income sources. By exposing marketers to other cultures, customer habits, and market dynamics, international marketing also encourages creativity and learning. Also, it provides chances for economies of scale and cost reductions through international sourcing and production.

Additionally, worldwide brand recognition and reputation are improved through international marketing, which results in a larger market share and long-term commercial success.

Adopting international marketing tactics may position companies as global participants in the dynamic world of commerce and open enormous development potential.

The following benefits are provided to firms through international marketing:

- The product cannot be manufactured locally due to geographical and natural limitations, yet it is widely available thanks to foreign marketing.
- By providing a variety of goods and ventures, improve the quality of life for the people.
- Extraordinary benefits at times of distress, including starvation and floods.
- The benefit of cost differentiation. the benefits of employment specialization and division on a global scale.
- Commercial activity between nations on a social and a personal level.
- To make effective use of residential surplus, introduce fresh product lines, raise the standard of production, and promote international cooperation.

Figure 05: Advantages of International Marketing[12]

[12] https://avada.io/resources/international-marketing.html (consulted 2023-05-28 23:57PM)

Source: https://avada.io/resources/international-marketing.html

Despite all the advantages mentioned above, there are a few drawbacks associated with international marketing. These include the meddling of powerful and wealthy companies in the political system of the host nation, the elimination of local competition and employment, and even the eradication of the local culture. The following table lists both the advantages and disadvantages of worldwide marketing.

6. Challenges and limits of international marketing:

The efficiency of international marketing might be troubled by several restrictions and difficulties, here are some significant restrictions and difficulties:

- **Cultural Disparities:**

When it comes to international marketing, cultural differences between nations can be a major obstacle. Marketing techniques must be modified in order to account for cultural differences in subtleties, values, beliefs, and rituals. Ineffective communication, improper message, and cultural misunderstandings can result from a failure to recognize these distinctions.

- **Language Barriers:**

Another difficulty in worldwide marketing is the diversity of languages. It is crucial to effectively translate marketing materials while keeping the desired message and cultural sensitivity. If language difficulties are not appropriately handled, communication gaps and misunderstandings may occur.

- **Legal and Regulatory Disparities:**

Every nation has a unique set of laws, rules, and policies that regulate marketing operations. It can be difficult and time-consuming to adjust to and comply with these rules. Local law violations may incur penalties, fines, or even legal action, which might harm a company's reputation.

- **Market Research and Data Availability:**

In certain nations, especially emerging markets, it can be difficult to get accurate and trustworthy market research data. Effective marketing planning and decision-making are hampered by the lack of data availability, which makes it challenging to evaluate market potential, customer behavior, and trends.

- **Economic and Political Instability:**

International marketing efforts can be greatly impacted by economic fluctuations, currency exchange rates, political instability, and policy changes. Unexpected occurrences like economic downturns, political unrest, or trade disputes might jeopardize marketing strategies and investments.

- **Competitive environment:**

When pursuing foreign markets, one frequently encounters local and international rivalry. To succeed, it becomes essential to comprehend the competitive environment, position the brand effectively, and set yourself apart from rivals.

- **Communication and Coordination:**

Coordinating marketing efforts across national boundaries and cultural differences may be challenging. Due to variances in time zones, communication preferences, and decision-making procedures, it can be difficult to ensure consistent message, brand image, and coordination between headquarters and local employees.

A thorough awareness of the target markets, careful planning, and adaptability are necessary for successful international marketing. In-depth market research, solid relationships, establishing cultural competency, and being adaptable and sensitive to the dynamics of global marketplaces are all necessary to overcome these constraints and difficulties.

Section 02: international marketing strategies

1. International marketing strategies: definition

A company's international marketing strategy is a thorough plan created to direct its operations and decision-making procedures while entering and operating in overseas markets. It entails locating target markets, comprehending their special traits, and developing methods to successfully position and advertise goods or services inside those markets.

A successful international marketing plan considers the difficulties and variations present in international markets, including political, legal, economic, and cultural aspects. It seeks to take advantage of chances and reduce dangers related to geographic expansion.

The strategy often contains market research and analysis, product adaptation or customization, price plans, the choice of a distribution method, advertising techniques, and attention to local cultural differences and trade laws.

Additionally, it entails analyzing and addressing competition, managing logistics in the supply chain, and forming strategic alliances or partnerships.

An international marketing strategy aims to maximize market share, boost profitability, create strong brand awareness, and cultivate devoted client bases in overseas markets. Target markets must be thoroughly understood, there must be flexibility and adaptability in the approach, and there must be ongoing monitoring and change depending on market dynamics and consumer input.

There are many reasons why a firm decides to internationalize:

- Small or saturated domestic market or better opportunities abroad.
- Shortening product and technology life cycles; excess capacity and resources or unique competence in the firm; n desire to follow competitors or customers abroad.
- Growth aspirations and international orientation of the firm.

- An opportunistic response to unsolicited order or request from abroad.
- Backward or forward integration to reduce costs and increase control.[13]

2. Types of international marketing strategies

International marketing strategies are essential for businesses expanding their operations beyond domestic borders, consider each of these strategies as a point on the spectrum between two elements: reactivity at the local level and global integration.

Local responsiveness relates to how organizations satisfy the demands of a certain market meaning how much they vary from market to market. This is about the full customer experience, from payment methods to images and product selections or specs.

Global integration, on the other hand, refers to a standard that businesses attain as they grow in size. Brands that target global integration have little to no variation among nations.

Here are four different types of international marketing strategies:

2.1. International Strategy:

Firms pursuing an international strategy are unconcerned about expenses or conforming to local cultural norms. They make little to no effort to promote their items worldwide.

A successful worldwide strategy concentrates on a single point of contact while exporting goods and services all over the world. As a result, it performs poorly in terms of both global integration and local response.

Because it is the most accessible of the four, an international strategy is frequently the first approach used by businesses when expanding into secondary markets. It is simply an extension of your domestic strategy, with a centralized or head office in your home market and items exported to target markets.

[13]BRADLEY (F): **International Marketing Strategy**, Pearson, London, 2005, p.3.

The main advantage of this method is that it allows you to quickly assess your product's worldwide appeal without making big expenditures in infrastructure or employees in other areas.

By employing this method, you will be able to:

- Create a consistent, instantly identifiable brand.
- Reduce expenses by consolidating management procedures.
- Simplify your product portfolio based on worldwide performance.

If you're unclear how your items will do in other countries or just want to test the waters, the export model is a secure bet. However, an international strategy has limitations, which is why many businesses start with an international strategy before moving on to one of the other three strategies.

You're stuck paying higher taxes and tariffs every time you export with an export-driven approach, and it might be difficult to organize supply chains and customer support with just offices in your home market. And just because you're dabbling in a worldwide market does not exempt you of the need for translation. Regardless of the extent of global integration you pursue, your clients must be able to comprehend what you offer and how to pay for it.

Regardless of these hurdles, an international strategy is by far the most popular for firms, particularly when they begin to take their initial steps toward globalization and international expansion into new nations.

2.2. Multi-domestic strategy (localization):

The multi-domestic strategy focuses on adapting products, services, and marketing activities to match the unique needs of various markets. This strategy takes into account cultural, linguistic, legal, and economic variations between nations. Companies can obtain a competitive edge by adapting their goods to local consumer preferences. Product modification, price tactics, marketing communication, and distribution routes adapted to each market may all be part of localization.

The most significant benefit is a highly specialized, localized product that directly fits client likes and preferences, with people on the ground in that region who understand cultural subtleties. By employing this method, you will be able to:

- Control a portfolio of local subsidiaries that you can scale up and down based on performance.
- Easily access local competitive advantages, such as labor, shipping lanes, and natural resources.
- Gain a stronger foothold in a local market more quickly.[14]

This approach is not without hurdles, as the success of each "domestic" unit necessitates a thorough grasp of that market as well as the resources to launch wholly distinct operations in that area. Duplicate efforts and silos may exist inside each organization, and fundamentally revamping your services every time you enter a new market might require a significant amount of upfront time and money. A solid localization program is the most important component of a multi-domestic approach.

2.3. Global standardization strategy:

The global standardization strategy focuses on offering standardized products or services across multiple countries. This method is used by businesses that want to attain economies of scale, cost efficiency, and consistent branding. They can streamline operations and minimize manufacturing costs by keeping a consistent product or service offering. This strategy works effectively in businesses with comparable customer preferences and demands across markets.

The advantage of this strategy is that it provides you with an instantly identifiable worldwide brand as well as a step-by-step road to global market penetration. By employing this method, you will be able to:

- Harness economies of scale with efficient processes and operations.
- Streamline product development with one product line and minimal changes by market.[15]

The most difficult aspect of global strategy is determining how much uniformity to

[14]https://www.smartling.com/resources/101/the-4-most-common-international-business-strategies-pros-and-cons/ (consulted 2023-06-09 2AM)
[15] https://www.smartling.com/resources/101/the-4-most-common-international-business-strategies-pros-and-cons/ (consulted 2023-06-09 2AM)

seek. Even the largest global businesses continue to invest in some amount of localization and adaptation to local markets — simply not in such a way that it compromises their scale and efficiency. Expect to engage in a thorough localization process so that your consumers may interact with your website, mobile app, packaging, and other products in their native language.

2.4. Transnational Strategy:

The transnational strategy seeks a balance between global standardization and localization. It entails creating uniform core products or services while also tailoring some components to local markets. This method emphasizes the significance of both efficiency and responsiveness. Companies that use a transnational approach frequently exchange information, resources, and best practices across boundaries while remaining adaptable to local market conditions. This strategy enables businesses to capitalize on global synergies while addressing unique market demands.

Transnational businesses have a central or head office in one country (the global integration component) and local subsidiaries in foreign marketplaces (the local responsiveness component). As a result, businesses get the best of both worlds: a single overall brand that provides a uniform and efficient core of operations while also optimizing for local market preferences and tastes as needed. By employing this method, you will be able to:

- Create a standardized brand that's immediately recognizable but accommodate differences in market preferences.
- Centralize and streamline operations, getting the advantage from economies of scale.
- Be able to flex between a high-level strategic overview of investments without losing customer-centricity with local markets.[16]

A transnational strategy tries to strike a balance between a multi-domestic and a global approach. Such a company attempts to strike a balance between the goal for reduced costs and efficiency and the necessity to adapt to local preferences in numerous locations.

It should be noted that these strategies are not mutually exclusive, and businesses may use a variety of techniques depending on their sector, target audiences, and available resources. To connect with consumers in other regions, successful international marketing strategies include

[16] https://www.smartling.com/resources/101/the-4-most-common-international-business-strategies-pros-and-cons/ (consulted 2023-06-09 2AM)

extensive market research, an awareness of cultural subtleties, adaptability to legal frameworks, and effective communication.

Figure 06: Four International Strategies[17]

Source : https://pressbooks.lib.vt.edu/strategicmanagement/chapter/9-4-types-of-international-strategies/

Each method takes a different approach to attempting to be sensitive to first costs and efficiency on the one hand, and second variance in consumer preferences and market conditions between nations on the other. The response or non-response to these two cost and local cultural factors decides which of the four types of international strategies will be adopted.

3. Tools of international marketing strategies

[17] https://pressbooks.lib.vt.edu/strategicmanagement/chapter/9-4-types-of-international-strategies/ (consulted 2023-06-09 22:34PM)

International marketing relies on various tools and techniques to navigate the complexities of global markets successfully. These technologies are intended to assist organizations in identifying, targeting, and engaging with clients in other nations, while also adjusting to local market conditions and cultural peculiarities.

- **Market research** is an essential technique for gaining useful insights into the target market, such as customer preferences, purchasing patterns, and competition. It assists businesses in understanding the distinct features of each market and making educated decisions about product creation, pricing, and promotional activities.

- **Segmentation, targeting, and positioning (STP**), which allows organizations to identify distinct client categories inside different marketplaces and customize their marketing activities appropriately. Companies may efficiently target their messaging and services to certain groups by segmenting the market based on criteria like as demographics, psychographics, and behavior.

- **Product adaptation** is critical in international marketing since it entails tailoring products or services to local consumers' tastes and demands. This might involve changes to product features, packaging, branding, or pricing or even developing whole new items for certain markets.
- **Pricing** tactics are equally important in foreign marketing. To determine pricing that are both competitive and profitable, businesses must examine elements such as local market circumstances, competition, and currency rates.

- **Channels of distribution** are critical instruments for contacting clients in overseas markets. Companies must select the right channels, such as direct selling, agents, distributors, retailers, or e-commerce platforms, to guarantee that their products or services are available to the intended audience.

- **Advertising, sales promotions, public relations, and digital marketing** are all promotional strategies that help develop awareness, stimulate interest, and convince buyers in various markets. These tools help firms explain their value offer and differentiate themselves from competition.

Building a strong brand image and properly positioning it is equally critical in international marketing. To establish branding strategies that resonate with the target market, businesses must first grasp the local culture and values.

The instruments of international marketing are broad and interrelated, helping organizations to successfully navigate the global scene. Companies that use these technologies effectively may adapt to varied markets, understand local consumers, and achieve worldwide sustainable growth.

4. The actors of international marketing strategy

The firm or organization looking to increase its presence in overseas markets is the primary actor in international marketing strategy. A global business, a small or medium-sized enterprise (SME), or even a start-up might be this actor.

The management staff of the organization is critical in developing and implementing foreign marketing strategy. They are in charge of establishing general goals and objectives, selecting markets, defining acceptable entry techniques, and assigning resources to support foreign marketing operations.

Various divisions and personnel within the firm contribute to the implementation of foreign marketing initiatives. These might include:

4.1. Marketing Department: which is in charge of performing market research, segmenting target markets, establishing marketing plans, and implementing promotional campaigns in foreign markets. They work with other departments to ensure that the company's services meet the demands and preferences of the target audience.

4.2.Sales Department: The sales staff is essential in carrying out international marketing initiatives. They are in charge of developing customer contacts, negotiating transactions, and ensuring that the company's products or services are efficiently delivered in overseas markets.

4.3. **Product Development Team:** The product development team collaborates closely with worldwide marketing to modify or design goods that address the unique demands and preferences of clients in various countries. They do market research, product testing, and verify that the product is in line with the company's goals.

4.4. **Finance Department:** The finance department supports foreign marketing initiatives by providing financial analysis, planning, and price assistance. They analyze market potential, calculate expenses and profits, handle foreign exchange risks, and assess the financial sustainability of multinational operations.

4.5. **Legal and Compliance:** legal and compliance experts verify that foreign marketing tactics are in accordance with local laws, rules, and trade policies. They assist in navigating legal complexity, intellectual property protection, contract negotiations, and international trade agreement compliance.

4.6. **Supply Chain and Logistics:** The supply chain and logistics team is critical in guaranteeing the efficient and successful distribution of products or services in foreign markets. To guarantee timely delivery to consumers, they handle inventory, transportation, customs clearance, and logistical relationships.

Also, local distributors, agents, advertising firms, consultants, and government organizations may play a part in worldwide marketing plans. These external partners contribute important experience, local market knowledge, and assistance in managing the particular obstacles of international markets.

In general, the firm and its many divisions, in collaboration with external partners, create and implement international marketing strategies that promote corporate development and success in worldwide markets.

Conclusion:

International marketing involves creating, communicating, and delivering value to customers in global markets. Strategies such as market segmentation, product adaptation, pricing, and distribution channels help companies expand internationally. However, cultural differences, legal constraints, economic fluctuations, and consumer preferences pose challenges. Factors like demographics, technology, and competition influence international marketing. By adapting to limitations and understanding influencing factors, businesses can thrive in the global marketplace.

CHAPTER II

Introduction

In the dynamic global market, the process of developing an international marketing strategy for tool machines is crucial for companies seeking to expand their presence in different markets. This chapter explores the Process and steps in elaborating an international marketing strategy, with a focus on the markets of tool machines. By understanding the global market trends and adopting effective strategies, companies can successfully navigate the complexities of international trade.

Section 01: The process of elaborating an international marketing strategy.

The process of elaborating an international marketing strategy involves a systematic approach to navigating the complexities of global markets. Understanding the international marketing environment, establishing specific goals, performing in-depth studies, choosing target markets, creating efficient marketing mix strategies, managing distribution channels, and constantly reviewing, evaluating and adjusting the plan are all required.

1. Market analysis and research

Understanding market dynamics, customer behavior, and competitive landscapes are all important aspects of market analysis and research. To learn about market trends, consumer preferences, and business prospects, it is necessary to collect and analyze data. It aids in decision-making, the identification of target markets, and the creation of successful marketing plans for firms. Various methods, including surveys, interviews, focus groups, and data analysis, are used in market research to gather both primary and secondary data. It offers useful data on market size, competitive dynamics, and product positioning as well as consumer demands. Businesses may reduce risks, spot development possibilities, and keep up in the current competitive business environment by doing detailed market analysis and research.

To be more specific, market analysis allows businesses to uncover:[18]

- What products and services are already popular within your target market
- Which competitors are employing the most efficient marketing mixes to offer these products and services
- Whether there are gaps or opportunities within your niche that will allow you to fine-tune your products and services
- What other factors outside of competition and demand can impact your business's success or failure

[18] https://www.semrush.com/blog/6-market-analysis-steps-to-building-a-surefire-marketing-strategy/ (consulted 2023-05-15 1AM)

1.1. Market research process

For a market research study to be effective, it must conform to the six key components of the process. These components serve as the foundation of a methodical and thorough approach to data collection and analysis. Let's elaborate on each component:

1.1.1. Specify the goal: Explicitly state the goal of the market analysis. Determine the precise data you must collect and the objectives you hope to achieve through the analysis.

1.1.2. Identify the target market: Choose the particular market sector or target audience for your analysis. Based on elements like demography, geography, or psychographic traits, this might be the case.

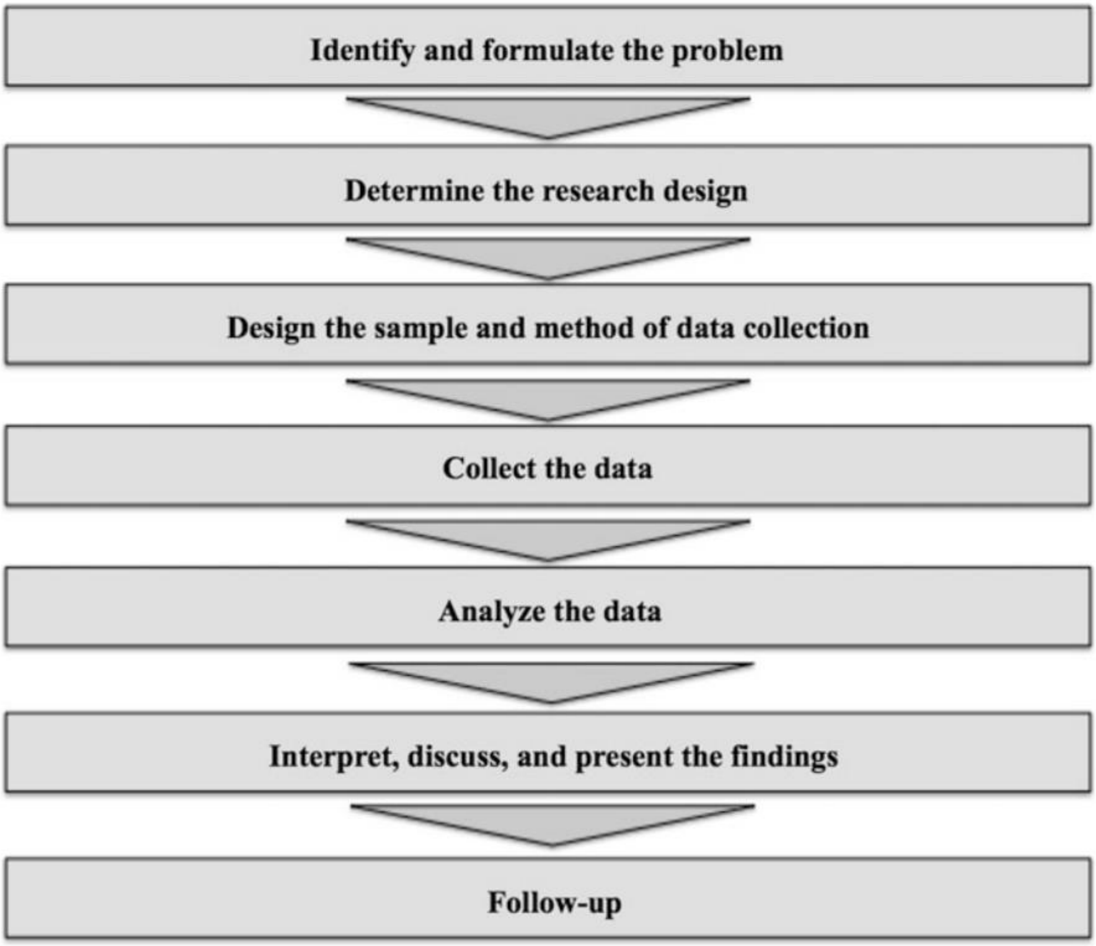
1.1.3. Gather information: Using a variety of sources and techniques, gather pertinent data on the target market. Both primary (surveys, interviews, and observations) and secondary (industry reports, market studies, online databases) research can be used in this

1.1.4. Analyze the data: Gather and analyze the gathered information to draw forth important conclusions. Utilize statistical methodologies, data visualization software, and other analytical techniques to spot patterns, trends, and connections in the data.

1.1.5. Assess the competition: Determine the competitive environment by examining the goods, pricing plans, advertising campaigns, and market share of competitors. To have a competitive advantage, be aware of their advantages and disadvantages as well as opportunities and threats.

1.1.6. Draw inferences and offer advice: Infer inferences about market trends, consumer preferences, and the competitive environment based on the analysis and evaluation. Utilize these insights to produce wise decisions and tactical suggestions for target markets, product development, and market positioning.

Figure 07: Market research process[19]



Source : MOOI (E) SARSTEDT (M) and MOOI-REC (I): Market Research: The Process, Data, and Methods Using Stata, Springer, Singapore, 2018, p.12

1.2. Market analysis key dimensions.

Accurate and thorough knowledge of the various market dimensions and components is essential for formulating wise judgments and effective strategies. We have described in the following table some market analysis dimensions.

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[19] MOOI (E) SARSTEDT (M) and MOOI-REC (I): **Market Research: The Process, Data, and Methods Using Stata,** Springer, Singapore, 2018, p.12

Table 02: Market analysis key dimensions [20]

Market Analysis Dimensions	**Description**
Market Size	The number of potential buyers and sellers of a product/service, giving an idea of the market's magnitude.
Market Growth Rate	The rate at which the market's size or sales increase over a specific period, indicating growth potential.
Market Trends	Perceived tendencies in the market's upward or downward movement, providing insights into customer preferences.
Market Segmentation	Dividing the market into consumer segments based on similar needs or demand characteristics.
Assessing the Competition	Understanding competitors, their strengths and weaknesses, and their offerings to gain a competitive advantage.
Environmental Factors	Social, economic, political, legal, and technological factors that influence the market's operating environment.

Source: Adapted from : https://www.intellspot.com/market-analysis/

2. Development of a unique value proposition

[20] https://www.intellspot.com/market-analysis/ (consulted 2023-06-11 2PM)

To stand out in the global market, your product or service must have a unique value proposition in order to draw in clients from abroad. It entails determining and stating the essential elements that distinguish your offering from competitors. You should concentrate on showcasing the competitive advantages that make your product or service distinct and alluring to potential clients in order to develop a compelling value proposition.

This could involve elements like great quality, innovative functions, affordability, outstanding customer service, customizability possibilities, sustainability, or any other differentiating characteristics. You may successfully communicate the value your product or service offers to customers by outlining these benefits.

A unique value proposition (UVP), also known as a unique selling proposition (USP), is a statement that clearly expresses your product or service's distinct selling points to potential customers. A UVP statement conveys more information than a tagline or slogan.[21]

And whatever you're selling, developing a unique value proposition is essential to comprehending the consumer experience. The following are some ways that the best value propositions will benefit your company:

- It results in distinction.
- It fits your product with the demands of your target market.
- It draws your ideal clientele.

3. Mix marketing

The term "marketing mix" describes a group of strategic components that businesses utilize to satisfy the needs of their target market and accomplish their marketing goals. It consists of the "4Ps" (product, price, promotion, and place; distribution), which are four crucial components. The marketing mix is a key idea in marketing management and is extremely important in global marketplaces.

[21] https://www.masterclass.com/articles/how-to-create-a-unique-selling-proposition-for-your-business (consulted 2023-06-11 3PM)

According to Philip Kotler "Marketing Mix is the set of controllable variables that the firm can use to influence the buyer's response"[22] The controllable variables in this context refer to the 4 'P's [product, price, place (distribution) and promotion].

The implementation of the marketing mix in international markets necessitates careful consideration of regional and country-specific cultural, economic, social, and legal considerations. Businesses must modify their marketing mix strategies to cater for the unique needs and tastes of international clients.

Figure 08: The Four P Components of the Marketing Mix

[22] http://www.uop.edu.pk/ocontents/marketing%20mix.pdf (consulted 2023-06-1 9PM)

Source: KOTLER (P) and KELLER (K,L):Marketing management, Pearson, India, 2016, p.74

3.1. Product

"Product is anything that can be offered to a market to satisfy a want or need, including physical goods, services, experiences, events, persons, places, properties, organizations, information, and ideas"[23]

-Kotler

When expanding internationally, companies need to consider product adaptation to meet the specific needs, preferences, and cultural norms of the target market. This may involve adjusting product features, packaging, branding, and even creating entirely new products tailored to local

[23] KOTLER (P): **Principles of Marketing** 14th edition, Pearson education, 2011, p.4.

market demands.

3.1.1. Product characteristics[24]

1. Quality: Product quality refers to the degree to which a product meets or exceeds customer expectations and satisfies their needs. Quality encompasses various dimensions, including performance, reliability, durability, features, and aesthetics.

2. Features: Features are specific attributes or functionalities that differentiate a product from its competitors. Product features can include design elements, technological advancements, convenience, customization options, and additional benefits that enhance the product's utility and appeal.

3. Branding: Branding involves creating a distinct identity, image, and reputation for a product. A strong brand helps differentiate the product, build customer loyalty, and influence perceptions of quality, trust, and value. Branding encompasses elements such as brand name, logo, packaging, and brand associations.

4. Packaging: Packaging plays a crucial role in product presentation, protection, and convenience. It includes the physical design, materials, labeling, and information provided on the product package. Effective packaging can attract attention, communicate value, and create a positive customer experience.

5. Product Line: A product line refers to a group of related products offered by a company. Product lines provide choices to customers, allow companies to cater to different market segments, and leverage economies of scale. Product line characteristics include product variety, depth, consistency, and the strategic positioning of different products within the line.

6. Product Lifecycle: The product lifecycle describes the stages a product goes through from introduction to decline. It includes the introduction phase, growth phase, maturity phase, and

[24] KOTLER (P) and ARMSTRONG (G)): **Principles of Marketing** 17th edition, Pearson education, 2017, p.

eventual decline. Understanding the product's lifecycle helps companies plan marketing strategies and make decisions regarding product improvements, extensions, or discontinuations.

7. **Product Differentiation:** Product differentiation refers to the distinct qualities or benefits that set a product apart from competitors. Differentiation can be achieved through unique features, superior performance, customer service, branding, or other value-added elements. Effective product differentiation creates a competitive advantage and enhances customer preference.

3.1.2. International product constraints

Table 03: Mandatory technical instructions

Categories	Characteristics
Technical standard obligatory	Standard established by a Standards body and made mandatory by Public administration
Law, decree, regulation directive	Prescription to ensure safety, health, protection of the environment
Technical standard	They cover all economic sectors. It can be a technical standard Strictly speaking but also, at European level, a harmonization document.

Source : Elaborated by us

3.2. Price

3.2.1. Key considerations for pricing in international markets:

International marketing mix includes various elements, one of which is pricing. Pricing strategies in international markets are crucial for a company's success. Here are some key considerations for pricing in international markets:

1. Market Analysis: Conduct a thorough analysis of the target market's economic conditions, purchasing power, and consumer behavior. Understand local pricing norms, competition, and market dynamics.

2. Cost Considerations: Evaluate production costs, distribution costs, import/export tariffs, taxes, and other expenses associated with international operations. Determine a pricing strategy that ensures profitability while remaining competitive.

3. Pricing Objectives: Define clear pricing objectives, such as market penetration, market skimming, price leadership, or price parity. Align your pricing strategy with your overall marketing and business goals.

4. Currency Exchange Rates: Monitor currency exchange rates and their impact on pricing. Fluctuations in exchange rates can significantly affect profitability and competitiveness.

5. Adaptation vs. Standardization: Decide whether to adapt pricing strategies to local markets or maintain standardized pricing across different markets. Consider factors such as local competition, consumer preferences, and willingness to pay.

6. Pricing Structure: Determine the pricing structure based on factors such as product value, features, quality, brand positioning, and target market segments. Offer different pricing tiers or packages to cater to varying customer needs.

7. Pricing Methods: Choose appropriate pricing methods such as cost-plus pricing, market-based pricing, value-based pricing, or competitive pricing. Each method has its own advantages and considerations.

8. Promotions and Discounts: Develop strategies for promotional pricing, discounts, or special offers to attract customers and stimulate sales. Adapt promotions to local cultural preferences and buying habits.

9. Legal and Regulatory Compliance: Ensure compliance with pricing regulations, anti-dumping laws, price controls, and other legal requirements specific to the target market. Failure to comply can lead to penalties and damage the company's reputation.

3.2.2. International pricing strategies

International pricing strategies refer to the approaches and methods used by businesses to determine the prices of their products or services in international markets. These strategies take into account various factors such as market dynamics, competition, customer preferences, costs, and currency fluctuations. Here are some commonly used international pricing strategies:[25]

Market-based Pricing: Setting prices based on the prevailing market conditions and customer demand in each specific international market. This strategy considers factors such as local purchasing power, competitor pricing, and consumer willingness to pay.

Cost-based Pricing: Determining prices by adding a margin or markup to the costs of production, distribution, and other associated expenses. This approach ensures that costs are covered and profitability is achieved.

Skimming Pricing: Setting higher initial prices for innovative or unique products when entering a new international market. This strategy targets early adopters who are willing to pay a premium price, allowing the company to maximize revenue before competitors enter the market.

Penetration Pricing: Offering lower prices initially to gain market share and attract customers in a new international market. This strategy aims to quickly establish the brand and

[25] https://bridgeheadagency.com/international-pricing-strategy-for-successful-expansion-go-to-market-strategy/ (consulted 2023-06-06 4PM)

capture a significant customer base, with the potential to increase prices later.

Competitive Pricing: Adjusting prices based on competitor pricing strategies in the international market. This approach involves pricing products at similar levels to competitors or offering discounts to gain a competitive edge.

Value-based Pricing: Setting prices based on the perceived value and benefits that the product or service offers to customers. This strategy focuses on communicating the unique value proposition to justify higher prices.

Dynamic Pricing: Adjusting prices in real-time based on factors such as demand, supply, customer behavior, and market conditions. This approach is commonly used in e-commerce and technology industries where prices can change rapidly.

Psychological Pricing: Using pricing tactics that take advantage of customers' perception and psychological factors. This includes strategies such as odd pricing (e.g., $9.99 instead of $10.00) or prestige pricing to create a perception of premium quality.

Price Bundling: Offering products or services together as a bundle at a discounted price compared to purchasing them individually. This strategy can increase the perceived value and encourage customers to make a larger purchase.

Geographical Pricing: Setting different prices for products or services based on the geographical location or country. This approach considers factors such as local market conditions, purchasing power, import/export duties, and transportation costs.

It's important for businesses to carefully analyze market dynamics, customer behavior, competition, and other relevant factors when determining their international pricing strategies. A combination of different pricing strategies may be used depending on the specific market and business objectives.

3.3. Place (distribution)

3.3.1. International strategies of distribution

1. Global Distribution Strategy: This strategy involves developing a standardized distribution system that is implemented uniformly across all target markets. It focuses on achieving economies of scale, efficiency, and consistent customer experience. The book delves into the intricacies of designing and managing global distribution networks and discusses best practices for implementing this strategy.

2. Local Distribution Strategy: This strategy emphasizes adapting distribution approaches to the unique characteristics and preferences of individual markets. It explores the importance of understanding local consumer behavior, distribution infrastructure, cultural factors, and regulatory environments. The book provides insights on how to tailor distribution channels and methods to meet the specific needs of different countries or regions.

3. Hybrid Distribution Strategy: This strategy combines elements of both global and local distribution approaches. It recognizes the benefits of standardization in certain aspects while allowing flexibility and customization in others. The book discusses the challenges and opportunities associated with adopting a hybrid distribution strategy and provides examples and case studies to illustrate its implementation.[26]

3.3.2. Distribution channels[27]

There are various distribution channels available for manufacturers to choose from. These channels can be categorized into two main parts:

Distribution Channel for Consumer Goods:

The distribution channels for consumer products can be classified as follows:

1. Manufacturer → Agent → Wholesaler → Retailer → Consumer:

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[26] Warren (J). Keegan and Green (M C): **Global Marketing Management,** 9th Edition, Pearson, 2016, p. 392.

[27] https://www.artofmarketing.org/international-marketing-2/distribution-channels-international-marketing-2/distribution-channels-in-international-marketing/13589 (Consulted 2023-06-08 1PM)

In this distribution method, the product moves from the manufacturer to the agent, then to the wholesaler, and finally reaches the consumers through retailers. Many textile manufacturers in India follow this distribution channel.

2. Manufacturer → Agent → Retailer → Consumer:

This distribution method eliminates the wholesaler, and the goods are directly delivered from the manufacturer to the agent, and then to the consumers through retailers. Manufacturers who aim to reduce distribution costs often adopt this approach.

3. Manufacturer → Agent → Consumer:

In this distribution channel, there is only one middleman involved, which is the agent. This method is commonly used in the distribution of medicines and cosmetics in India.

4. Manufacturer → Wholesaler → Retailer → Consumer:

A manufacturer may choose to distribute their goods through two middlemen, namely wholesalers and retailers.

5. Manufacturer → Retailer → Consumer:

In this distribution method, manufacturers sell their goods directly to retailers, who then sell them to consumers. Gwalior Cloth Mills and Bombay Dyeing in India use this channel to sell textiles.

6. Manufacturer → Consumers:

A producer of consumer goods may directly distribute their products to consumers. This can be done through vending machines, mail order businesses, or the manufacturer's own shops.

Distribution Channel for Industrial Products:

Distribution channels for industrial products are generally shorter, as retailers are not typically involved. However, the following methods can be adopted:

1. Manufacturer → Agent → Wholesaler → Industrial Consumer:

Under this method, the product is delivered from the manufacturer to the agent, and then to the industrial consumer through the wholesaler.

2. Manufacturer → Agent → Industrial Consumer:

In this system, goods are directly delivered to the industrial consumer through the agent, eliminating the need for additional middlemen.

3. Manufacturer → Wholesaler → Industrial Consumer:

This distribution channel is similar to the previous one, but instead of an agent, a wholesaler is involved.

4. Manufacturer → Industrial Consumer:

Under this channel, there is no middleman, and goods are sold directly to industrial consumers. Examples include the sale of railway engines and electric production equipment.

Direct channels are commonly used for selling industrial products since industrial users tend to place orders directly with the manufacturers of such products.

3.4. Promotion

3.4.1. International communication strategies

International communication strategy refers to the comprehensive plan and approach adopted by a company or organization to effectively communicate with its target audience in international markets. It involves developing a strategic framework that takes into account cultural, linguistic, and contextual factors to ensure the intended message is accurately conveyed and understood across different countries and cultures.

The goal of an international communication strategy is to establish a consistent and impactful communication approach that aligns with the company's global objectives and enhances its reputation and brand image worldwide. It involves identifying the target audience, understanding their cultural nuances and communication preferences, and adapting the message, tone, and medium accordingly.

3.4.2. Key elements of an international communication strategy

1. Market Research: Conducting thorough research to understand the cultural, social, and economic characteristics of the target markets, as well as their communication channels and media preferences.

2. Message Localization: Adapting the message to resonate with the cultural norms, values, and language of the target audience. This may involve translation, transcreation, or cultural adaptation of content.

3. Media Selection: Identifying the most effective communication channels and media platforms to reach the target audience, considering factors such as media consumption habits, internet penetration, and social media usage in each market.

4. Brand Consistency: Ensuring a consistent brand image and messaging across all international markets while also accommodating cultural sensitivities and local customs.

5. Integrated Communication: Developing a cohesive and integrated communication plan that combines various channels such as advertising, public relations, digital marketing, social media, and direct marketing to effectively engage with the target audience.

6. Crisis Management: Establishing protocols and strategies to address and manage communication during potential crises or sensitive situations that may arise in international markets.

7. Evaluation and Feedback: Regularly monitoring and evaluating the effectiveness of the communication strategy, gathering feedback from the target audience, and making necessary adjustments to optimize the impact and relevance of the communication efforts.

Overall, an international communication strategy aims to bridge cultural and language barriers, build meaningful connections with international audiences, and achieve the desired communication objectives in global markets.

Section 02: The machin tool market

1. The machin tool market

The market for machine tools plays a crucial role in the manufacturing and industrial sectors worldwide. Machine tools are essential for shaping, cutting, and machining various materials, enabling the production of precision components and finished products across industries such as automotive, aerospace, electronics, energy, and more. The demand for machine tools is driven by the need for efficient and precise manufacturing processes to meet the growing demands of diverse industries.

- The worldwide market for machine tools was approximately $81 billion in production in 2014 according to a survey by market research firm Gardner Research. The largest producer of machine tools was China with $23.8 billion of production followed by Germany and Japan at neck and neck with $12.9 billion and $12.88 billion respectively. South Korea and Italy rounded out the top 5 producers with revenue of $5.6 billion and $5 billion respectively.[28]

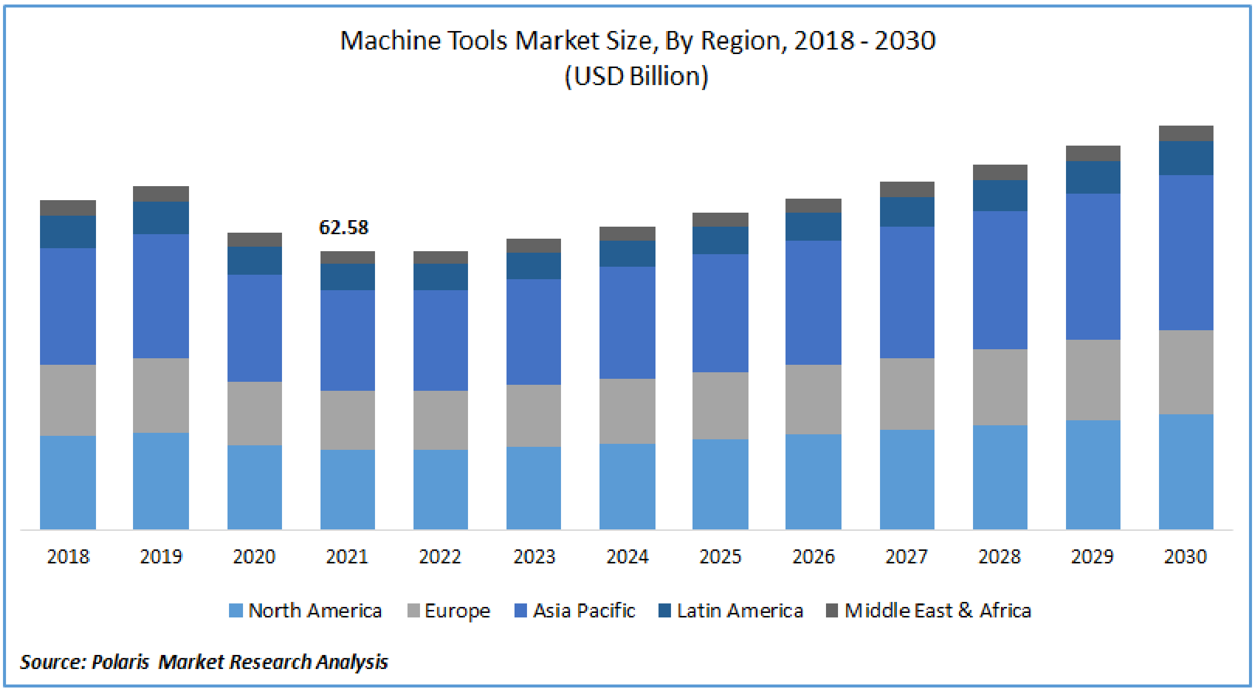
The machine tool manufacturing industry continually embraces technological advancements to improve efficiency, accuracy, and productivity. Computer Numerical Control (CNC) systems have revolutionized the industry by automating machining processes, allowing for complex operations, precise control, and increased productivity.

The demand for machine tools is driven by several factors, including industrial automation, technological advancements, infrastructure development, and the need for high-precision manufacturing. As industries strive for increased productivity, quality, and cost-efficiency, the demand for advanced machine tools continues to grow.

Machine tool manufacturers engage in international trade to cater to global demand. Export and import trends vary across regions, with countries like Germany, Japan, and China being major exporters of machine tools. Emerging economies also contribute to the export market as their manufacturing sectors expand.

[28] https://en.wikipedia.org/wiki/Machine_tool#Machine_tool_manufacturing_industry (consulted 2023-06-12)

Figure 09: Machine tools market size by region from 2013- 2030 [29]

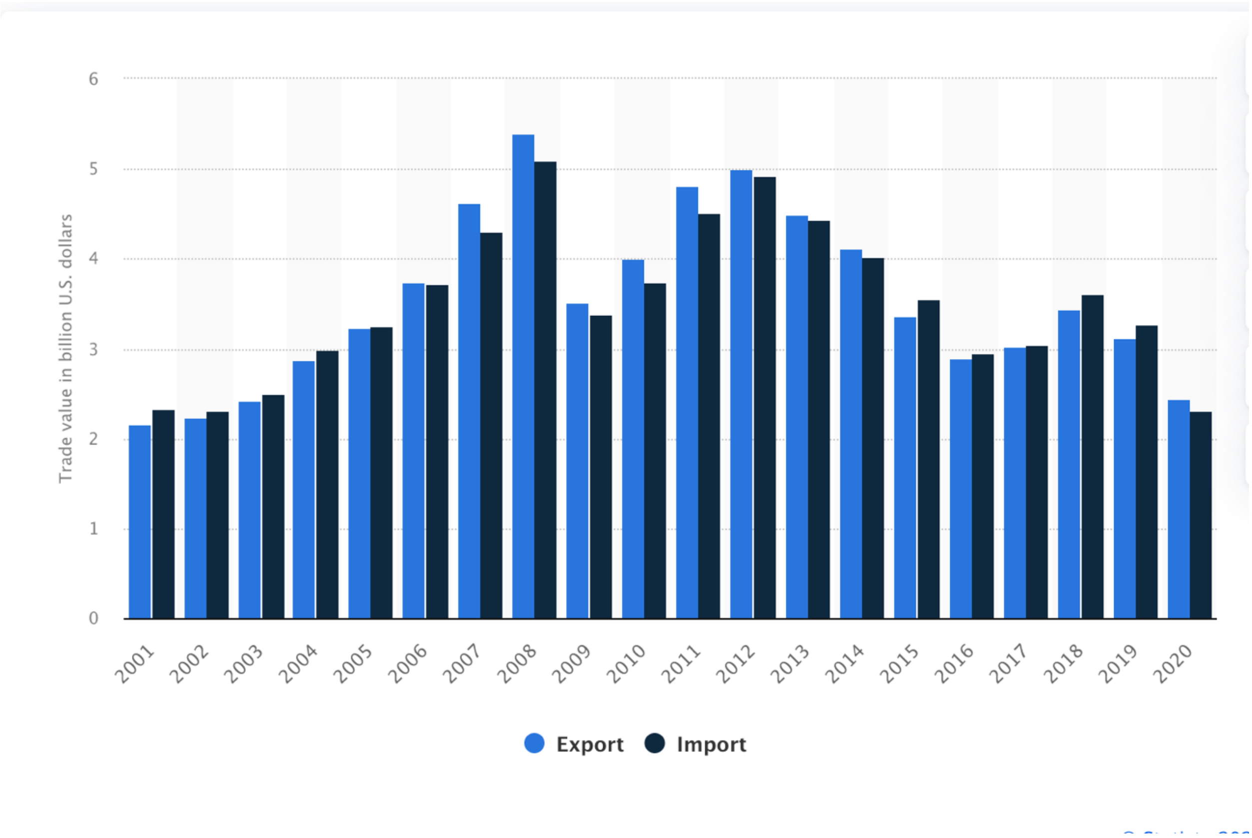


Source:https://www.polarismarketresearch.com/industry-analysis/machine-tools-market

The annual trade value of machine tools worldwide experienced an increasing trend during the last two decades until 2019. In 2020, the global export trade of machine tools generated more than 2.4 billion U.S. dollars.

Figure 10: Machine tools market size by region from 2013- 2030

[29] https://www.polarismarketresearch.com/industry-analysis/machine-tools-market (consulted 2023-06-12)



Source: https://www.statista.com/statistics/1198558/machine-tools-global-trade/

The annual trade value of machine tools worldwide has shown significant growth and fluctuations from 2001 to 2020, with variations in trade volumes and types of machine tools. Please note that the following information is based on general trends and may not reflect specific figures for each year or type of machine tool.

Between 2001 and 2020, the annual trade value of machine tools worldwide has witnessed notable changes across different types. It is important to consider that the trade value is influenced by factors such as technological advancements, economic conditions, industrial demand, and global trade dynamics.

1.1.Global Machine Tools Market Competitive Landscape

To establish a strong presence in the stable Chinese market, prominent companies operating in the global machine tools industry have implemented diverse competitive strategies, such as mergers and acquisitions. These leading businesses are also actively acquiring local and smaller brands to expand their market reach within the region. Moreover, several suppliers have introduced advanced 5-axis machining equipment to cater to evolving customer demands.

For instance, Yamazaki Mazak introduced the VARIAXIS i-800 NEO in January 2021, which is a highly versatile 5-axis machining center. This cutting-edge equipment is equipped with the newly developed CNC device called MAZATROL Smooth Ai, which enhances its fundamental performance capabilities. This technological advancement enables manufacturers to achieve superior precision and efficiency in their machining processes.

Some of the largest global companies in the machine tool sector along with their market revenue for 2021: [30]

1. DMG Mori Co., Ltd. (Japan) - Market revenue: $3.5 billion
2. Amada Co., Ltd. (Japan) - Market revenue: $2.9 billion
3. Trumpf GmbH + Co. KG (Germany) - Market revenue: $2.8 billion
4. Mazak Corporation (Japan) - Market revenue: $2.5 billion
5. Okuma Corporation (Japan) - Market revenue: $1.9 billion
6. JTEKT Corporation (Japan) - Market revenue: $1.7 billion
7. Haas Automation, Inc. (United States) - Market revenue: $1.5 billion
8. Makino Milling Machine Co., Ltd. (Japan) - Market revenue: $1.2 billion
9. Doosan Machine Tools Co., Ltd. (South Korea) - Market revenue: $1.1 billion
10. Yamazaki Mazak Corporation (Japan) - Market revenue: $1.0 billion

1.2.Global Machine Tools Key Market Trends

[30] https://chat.openai.com/?model=text-davinci-002-render-sha (consulted 2023-6-1)

The machine tool market is experiencing the profound impact of Industry 4.0, as it strives to integrate with smart systems in response to the increasing popularity of this transformative concept across the manufacturing sector. Industry 4.0, with its focus on optimizing production efficiency, has significantly contributed to reducing idle time and maximizing the utilization of machine tools in various manufacturing processes.

Technological advancements, such as the widespread adoption of robotics and the rise of human-machine interaction, are currently influencing the growth of the machine tool market. These developments enable manufacturers to achieve higher levels of automation, precision, and flexibility in their production operations. Additionally, the growing demand for real-time connectivity has spurred the emergence of smart factories that leverage cloud-enabled technologies. In this context, machine tools play a vital role as essential components within these intelligent systems, further elevating their significance and driving awareness of their capabilities and benefits.

1.3. Global Machine Tools Market Regional Insights

In 2021, the Asia Pacific region emerged as the market leader in the machine tool industry, capturing a substantial market share of over 35%[31]. This dominance can be attributed to various factors driving the demand for machine tools in the region. One key factor is the increasing need for machine tools in metal cutting operations, driven by the expanding petroleum & energy, automobile, and railway industries.

China, in particular, stands out as one of the major consumers of machine tools in the Asia Pacific region. The country's robust manufacturing sector, supported by its thriving automotive and machinery industries, has resulted in a significant demand for machine tools. With the presence of numerous automakers relying on machine tools for drilling, cutting, and other machining processes, Europe is also expected to hold a considerable share in the global machine tool market.

Furthermore, North America is poised for strong growth in the machine tool market, primarily due to the rising adoption of automated machine tools. The automation trend in

[31] https://www.skyquestt.com/report/machine-tools-market (consulted 2023-6-1)

industries such as automotive, aerospace, and electronics is driving the demand for advanced machine tools capable of delivering high precision and productivity. As a result, the North American market is anticipated to expand at a robust pace, contributing to the overall growth of the global machine tool market.

1.4.Global Machine Tools Market Segmentation

1. Machine Tools Market Analysis by Type:

- Lathe Machines: In 2021, the lathe machines category held a market share of almost 27%. The widespread acceptance of lathe machines in manufacturing and repair facilities, thanks to their versatile functions such as knurling, sanding, drilling, filleting, and chamfering, has driven the demand for automated lathe machines.

- Milling Machines: The milling machines sector is projected to have the largest compound annual growth rate (CAGR) during the forecast period. These machines enable businesses to reduce waste, improve product quality, and enhance production speed. As industrial activity expands, organizations are using milling machines to drive down operating costs.

2. Machine Tools Market Analysis by Technology:

- Computer Numerical Control (CNC): In 2021, the CNC segment led the global machine tools market with a revenue share of over 88%. The increased adoption of CNC machines is driven by the need for improved efficiency and precision in complex machining products, as well as reduced operational costs in industries like aerospace, automotive, and defense. CNC machines ensure consistent product quality, enhance production efficiency, and automate machining processes, eliminating human errors.[32]

- Conventional Machining: Conventional machining is still used for projects with lower volumes and lower costs. However, the demand for traditional systems is being constrained by an impending shortage of skilled workers.

[32] https://www.skyquestt.com/report/machine-tools-market (consulted 2023-6-1)

Conclusion

In conclusion, the process of developing an international marketing strategy for tool machines requires careful analysis of global market trends and an understanding of the specific dynamics in target markets. Companies that invest in market research, adapt their strategies to local preferences, and leverage technological advancements will be better positioned to succeed in the competitive global market for tool machines. By aligning their marketing efforts with international demands, companies can maximize their growth potential and establish a strong presence in global markets.

CHAPTER III

Introduction

This chapter is divided into two sections. In Section 1, we will present the BG-ICC firm, its client Mousaoui Industry, and our case study. Then, Section 2 aims to analyze the data collected through our study. The objectives of this chapter are:

- To gain valuable insights into how the firm formulates the international marketing strategy for its exporting client.
- To thoroughly examine the influential nature of the established strategy and its significant impact on enhancing the visibility of the exporter in the targeted foreign markets.

Section 01: Presentation of the case study BG-ICC

1.BG-ICC

1.1. General introduction

BG-ICC (Brand Growth International Consulting) is a consultancy firm founded in that specializes in brand image and business growth strategies for firms who want to expand their operations by exporting. BG-ICC offers personalized solutions to assist firms establish effective strategies that correspond with their specific goods, services, and internationally application, based on a strong grasp of the complexity of international markets.

Brand image consulting is one of BG-ICC's core areas of competence. They understand the importance of brand perception in the success of a company's internationally initiatives. BG-ICC assists organizations in creating and improving their brand image in order to successfully express their value proposition and differentiate themselves in global marketplaces via detailed research and strategic planning.

BG-ICC understands that a one-size-fits-all approach doesn't work in international marketing. Each market has unique characteristics, cultural subtleties, and consumer habits that must be considered. As a result, the solutions supplied by BG-ICC are tailored to these specific issues and possibilities. Their expert consultants work closely with customers to design customized plans that optimize their chances of success in international markets.

BG-ICC is a brand image consulting firm that provides unique solutions to help businesses with their international expansion objectives. Companies may design successful plans that consider the specificities of their products or services, align with overseas markets, and ultimately generate success in their export attempts by utilizing their knowledge.

1.2. Main services of BG-ICC

1.2.1. Business development

- Advice
- Market lighting
- Analysis of market opportunities
- Optimization of export marketing plan actions
- Implementation of export strategies
- Support and accompaniment throughout the value chain
- Leading delegations to major events
international.
- Participation in foreign fairs

1.2.2. Marketing

- Advice
- Creation of graphic identity
- Development of communication strategies and
marketing
- Media campaign management
- Budget management and optimization

1.2.3. Events

Whether its organization of conferences, seminars, corporate and team events building. BG-ICC supports companies during all stages of preparation, in order to ensure a professional organization in order to convey the client's brand image:

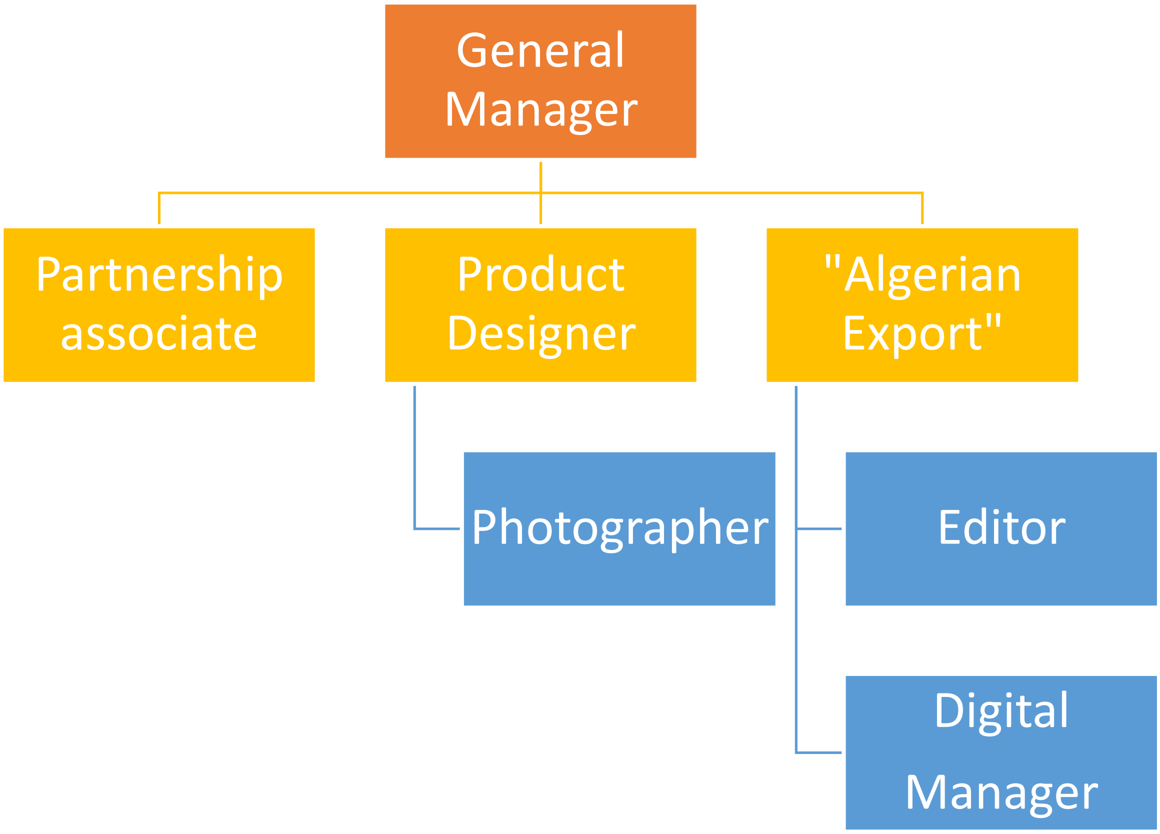
- Advice
- Design
- Logistic support
- Sound and light
- Audio-visual coverage – Documentation

BG-ICC works to offer the best to companies, which enroll in their communication efforts, participation in fairs and exhibitions, by offering them our various services.

- Advice
- Stand design and layout - Animation design
- Management of "animation" stands

1.3. Organizational chart of BG-ICC

Figure 11: Organizational chart of BG-ICC



Source: Developed by us

1.4. Example of some events organized by BG-ICC

Algeria Invest Conference

- ➢ The Algeria Invest Conference is a significant event that aims to showcase investment opportunities and promote economic growth in Algeria.
- ➢ It is organized by BG-ICC and was held two years in a row from 2021 to 2022.
- ➢ It serves as a platform for Algerian government officials, business leaders, investors, and international delegates to come together and discuss various sectors and investment prospects in the country. Some key numbers of the event:[33]

- 3 Algerian ministers
- 1 Turkish Minister of Energy and Natural Resources
- Duration: 2 days
- 223 foreign participants
- 13 conferences
- 1,350 Algerian participants
- 10 workshops
- 1,450 B to B (business-to-business) interactions

DZ'infection

A crossroads of different medical specialties. Participants will discuss various public health issues and lessons learned from pandemics. The goal is to bring together all stakeholders including infectiologists, microbiologists to discuss feedback, things to remember and the strategy to put in place to fight against emerging diseases, future diseases and different infections.[34]

- ➢ The first edition of this events was in 2022 and has been held ever since.
- ➢ The conference serves as a valuable platform for updating knowledge, fostering collaboration, and promoting advancements in the field of infectious diseases.
- ➢ Specialists, professors, researchers, doctors, and healthcare stakeholders will gather at the second edition of the international symposium on infectious diseases.
- ➢ The conference aims to address current health issues in the field of infectious diseases.
- ➢ Experts, infectious disease physicians, and researchers will discuss the implementation of

[33] https://algeriainvestconference.com/ (Consulted 2023-04-16 7PM)
[34] https://37degres.dz/index.php/2023/05/22/dzinfection-a-pour-but-de-traiter-des-enjeux-de-sante-public/ (Consulted 2023-04-16 7PM)

best practices to prevent, combat, and treat various pathologies.

- The conference will provide a platform for knowledge sharing, collaboration, and the exchange of ideas among professionals in the healthcare sector.
- Topics to be covered include emerging infectious diseases, preventive measures, treatment strategies, and advancements in the field of infectious disease research.
- The event aims to contribute to the improvement of public health by addressing the challenges posed by infectious diseases and promoting effective healthcare practices.
- Participants will have the opportunity to engage in discussions, attend presentations, and network with experts in the field.[35]

1.5. BG-ICC Client : Moussaoui Industry[36]

1.5.1. Presentation

Since 1978, Moussaoui Industry has been specializing in the design of tools and machines for mechanical manufacturing, metal shaping, and transformation. Their success as a brand is based on a corporate philosophy that is carefully tailored to the specific needs of users, taking into account their qualifications and work environment. With increased competitiveness and rigorous standards, the group has achieved significant results in terms of employment and production.

Today, Moussaoui Industry is undertaking full international expansion, with a particular focus on Africa. They aim to bring their expertise to the African market and contribute to its development.
The products of Moussaoui Industry have continuously evolved to meet the demands and requirements of the market, enabling them to promptly respond to the needs of users in a modern and demanding market. To maintain their commitment to excellence in product quality and customer satisfaction, they rely on a scientific committee comprised of professors and experts from various Algerian universities who closely monitor the market.
They are also involved in a comprehensive program called the "RUSTA-Moussaoui Incubator," which aims to train and support entrepreneurs in their activities, technologies, and emerging fields that will shape the African markets of tomorrow.

[35] http://www.dzinfection.com/ (Consulted 2023-04-16 8PM)

[36] https://moussaoui-industry.com/a-propos (Consulted 2023-04-16 10PM)

Moussaoui Industry is at the forefront of operational excellence, having adopted the best German and Japanese methods in their workshops and departments. They strive to be among the African innovators and collaborate with international companies. This strategy provides them with the opportunity to scale their innovations to a larger extent while better understanding the real needs of African markets.

By fostering the exchange of experiences, skills, and expertise, and by training agents of change in designing concrete and sustainable innovations for the African continent, they are building their future markets and driving growth within and beyond the African continent. Their factory schools play a central role in this strategy by training future human resources and entrepreneurs in the evolving technologies of the Moussaoui Group.

They pursue a dual dominance strategy of "differentiation/cost leadership" and market expansion at the source. Their aim is to create their own markets by establishing factory schools that will train human resources and entrepreneurs in the evolving technologies of the Moussaoui Group.
In conclusion, Moussaoui Industry is committed to fostering innovation, excellence, and growth in Africa's manufacturing sector.

1.5.2. History

Moussaoui Industry was founded by the Moussaoui brothers, Bilel and Mohamed Amine, over 40 years ago in Algeria, specializing in industrial manufacturing of machine tools.

They gained their experience through their family companies, SFMO Moussaoui and Pro' Distributor, established by their late father, Mr. Hacene Moussaoui. These two companies were renowned as the most innovative in the African continent in the field of manufacturing metal, aluminum, alucobond, and PVC cutting machine tools. They consistently met the highest standards of European industrial norms, particularly those from Germany.

1.5.3. Products List

Here is a list of the products produced by the company Moussaoui Industry:

1. Welding Machines
2. Cut-off Saws
3. Milling Machines
4. Shears
5. Punching Machines
6. Sanders & Grinders

2. Study methodology

To investigate more into the process of developing an international marketing strategy and its impact on brand visibility, we designed a survey focused on capturing the perceptions and experiences of the CEO within BG-ICC. By directly engaging with the key decision-maker, we aimed to gain first-hand insights into his perspectives on various aspects of international marketing strategy development and its influence on the brand.

To guarantee the consistency of our research, we decided to conduct a guided interview to objectively examine the practice of international marketing on Algerian exporting companies in foreign countries.

The first element of this section will introduce the methodological techniques used in our interview. The methods we used for data gathering will be presented in this section. Finally, in the final part of our research, we will present and analyze our results. The parts that follow will give light on the methodology used and the conclusions drawn from our research attempt.

In this part, we will discuss the many approaches used to collect the essential data and address the core topic or basis of our dissertation. Our study used a qualitative technique to either validate or challenge the two hypotheses: first, the steps that should be taken to create an international marketing strategy that effectively appeals to diverse markets for a business looking to expand its product or service offerings in various regions, and second, that the international marketing strategy enhanced brand visibility in foreign markets.

Our interview took place following 3 main parts:

Part I: Aims to establish a climate of trust in order to capture the attention of our interlocutor.

Part II: In order to understand the practice and process of developing export marketing strategies implemented by BG-ICC for the export actions of their client, Moussaoui Industry.

Part III: The objective is to comprehend the impact of the developed strategy on brand visibility and the expansion of the exporting company in the targeted markets, and to aid in data collection.

For the transcription of the interview, please refer to the annexes

2.1. Qualitative study

A qualitative study is a research method that focuses on examining and understanding complicated events, experiences, or social interactions through non-numerical data collecting, analysis, and interpretation. It seeks to learn about the subjective meanings, views, and settings around a certain topic or research issue. Researchers can use focus groups or extended interviews to obtain insights that may not be possible in a larger, more structured survey.[37]

"An intensive study, using a relatively open, non-directive, permissive and indirect approach to data collection by respondents."[38]

- Rather of measuring or quantifying social phenomena, it seeks to investigate and comprehend them in depth.
- To acquire rich and comprehensive data, qualitative study uses methods such as interviews, observations, focus groups, and document analysis.
- The information gathered in qualitative research is frequently in the form of words, narratives, descriptions, and themes.
- In qualitative research, the sample size is often small and purposefully chosen to acquire insights into certain people or situations.

2.1.1. Objective of the study

The objective of this study is to complement the theoretical segment's current knowledge by addressing any gaps. By doing so, we hope to acquire a better understanding of the CEO of BG-ICC MR. RACIM BENGHANEM's opinions and perspectives on the process of developing an international marketing strategy. This study will help us gain a better grasp of the CEO's

[37] HAGUE (P) and others: **Market Research in Practice 3rd edition**, Koganpage, London, 2016, p.48.
[38] OUACHERINE(H) : **Manuel du cours « Recherche marketing »,** 1ère année master, EHEC Alger, 2012/2013.

decision-making process and strategic viewpoint.

2.1.2. The place and period of the study

The interview was carried out on the grounds of BG-ICC, which are near to the ENNAHAR TV facilities in Said Hamdine. We have easy access to the experts working for the company from this location. We were able to get the most recent and pertinent data relating to the worldwide marketing plan under consideration because the interview and data collecting method took place in the month of May 2023.

2.2. Choice of study method

2.2.1. Interview

Interviews are a research method used to obtain information and insights directly from participants.

It includes a face-to-face or remote conversation between the researcher and the person being interviewed.

"An oral connection, face-to-face, between two people, one of whom one transmits to the other information on a predetermined subject".[39]

There are three types of interviews: structured, semi-structured, and unstructured allowing for open-ended and free-flowing talks.

Since the purpose of our interviews was exploratory, we chose the semi-directive method since it enables us to gather as much information as possible while sticking to a logical direction symbolized by the axes of the interview guide.

"An investigative process using a process of verbal communication, to gather information in relation to set objectives".[40]

A semi-structured interview is a data collection method that relies on asking questions within a predetermined thematic framework. However, the questions are not set in order or in phrasing.

Semi-structured interviews are a mix of structured and unstructured interviews. While a

[39] CHABANI (S) : manuel du cours « Cours de méthodologie de la recherche », EHEC Alger, p.3.
[40] Ibid, p3

few questions are predetermined, the others aren't planned.[41]

2.2.2. Elaboration of the interview guide

- **The beginning of the interview**

We start with the contact phase, we greet our interlocutor, we introduce ourselves and then we announce the purpose of our visit then present and explain the theme to be treated during the interview and present the general plan of the interview.

- **During the interview**

Going from the most general to the most particular. We ask questions that should allow us to better approach the subject, gradually we touch the heart of the subject.

- **Closing the interview**

The aim is to gather the data collected, offering to make other contributions to us.

2.2.3. Interview guide

Table 04: Interview guide

[41] https://www.scribbr.com/methodology/data-collection/ (consulted 2023-06-4 20:54PM)

Part I: Introduction and contact	How do you define international marketing and what do you think are the main differences between national and international marketing strategies?
Part II: Questions related to the elaboration of an international marketing strategies for a client: Moussaoui Industry	How do you define an international marketing strategy?
	Among your clients, can you run us through the elaborated export strategy Moussaoui Industry?
	What are the key factors that you need to consider when formulating an international marketing strategy?
	What specific research methods or tools do you recommend?
	What are the main challenges or obstacles that you encountered when implementing an international marketing strategy?
	How do you determine the appropriate pricing strategy for entering a new foreign market?
Part III: Questions related to the the impact of the strategy implanted by BG-ICC on the company Moussaoui industry	How to measure the effectiveness and the ROI (Return on Investment) of an international marketing strategy?
	What was the impact of the strategy on the evolution of global sales and export frequencies of Moussaoui Industry?
	Was the implantation of your strategy influential on the visibility of Moussaoui industry?

Source : Elaborated by us

Section 02: Synthesis and analysis of the existing

We have chosen to present the results of our survey by dividing the section into two subsections:

The first aims to present the strategy developed by BG-ICC to support the exporter Moussaoui Industry (Obtained from the second part of the interview).

The second aims to analyze the evolution of the exporter's sales and market shares. (Result obtained from the last part of the interview and internal documents at the company).

3. The strategy developed by BG-ICC to support the exporter Moussaoui Industry

1.1.The supported export strategy for Moussaoui Industry

We distinguish that the Moussaoui industry company is accompanied on two important aspects, which go hand in hand, namely brand image consulting as well as export strategy.

- First Part:

On the first part, the revitalizing the brand image to align with international standards, thereby strengthening the company's position and elevating all product lines. The support and assistance provided includes:

This assistance is as follows:

- Creation of a corporate graphic identity: This involves developing a cohesive visual representation of the brand, including elements such as logo design, color schemes, and consistent branding elements.
- Creation of their website: The website will be designed to effectively communicate the brand's message, highlight its strengths, and showcase the entire range of products.

- Development of brochures and product catalogs: To support marketing efforts and facilitate effective communication. These materials will be professionally produced and translated into various languages to ensure they resonate with target markets worldwide.

- Creation of business pages on social networks: aiding in setting up compelling business pages on relevant social networks. This enables the company to engage with a wider audience, promote its brand, share product updates, and establish a meaningful online presence.

- Second Part:

On the second part, they executed a strong two-year export strategy, delivering concrete outcomes during the early stage of our support, boosting Moussaoui Industry's international market presence and driving business growth.

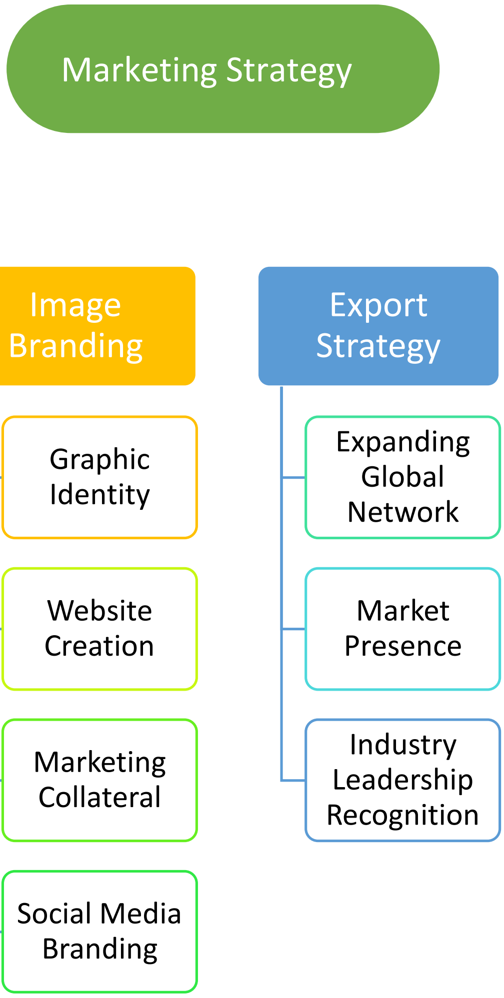
This assistance is as follows:

- Enhance market presence, strategically repositioned the company in specialized forums and trade shows focused on the industrial and construction sectors.

- Leveraging an extensive international network, to facilitated connections between Moussaoui Industry and potential foreign buyers.

- Arranged participation for the company's executives in continental business conferences, aiming to establish them as a recognized industry leader on the African continent and beyond.

Figure 12 : Representation of the MOUSSAOUI INDUSTRY marketing strategy supported by BG-ICC



Source: Developed by us

1.2.The key factors to considered when elaborating the international marketing strategy

From the previous answers of the interview, we can distinguish four types of key factor considered when developing the strategy.

Table 05: Factors to Consider in International Market Assessment

Factors to Consider International Market Assessment	**Description**
Size of the market	Assesses the African market's potential by evaluating its size, growth rate, and demand for the product/service.
Regulations in force	Examines the regulatory environment to ensure compliance with laws, standards, and certifications required for market entry.
Consumption habits	Considers cultural, religious, and social factors that influence consumer behavior and preferences in the target African markets. Allows for adaptation of products/services to meet local consumer needs.
Competition	Analyzes the competitive landscape, identifying existing competitors, their market share, pricing strategies, strengths, weaknesses, and unique selling propositions. Evaluates the company's ability differentiate and compete effectively in the market
Geographical Locatioı	Considers the geographical position of the market in relation to the company's operations, transportation costs, and potential impact on the final product price. Particularly relevant for low-margin or high-volume products.

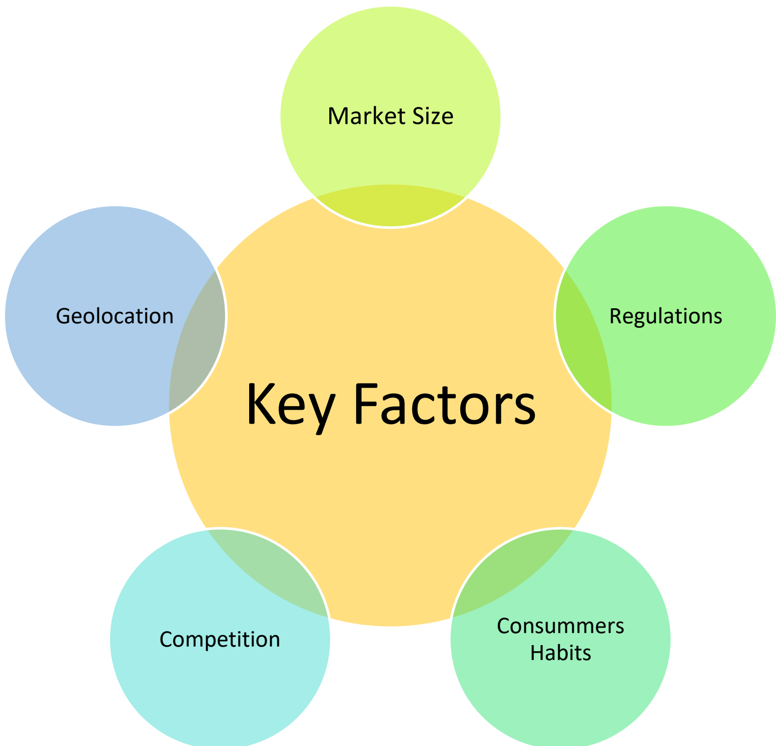
Source: Developed by us

These factors help businesses assess the viability and suitability of a target market for their products or services. By analyzing the market size, regulatory landscape, consumption habits, and geographical factors, companies can make informed decisions regarding market entry and trategic adaptation to maximize their chances of success.

1.2.1. Methods or tools used in the international marketing research

- Market studies rely on customs organizations data to determine market volumes.
- Statistical information from government institutions is necessary to understand population numbers and demographic trends.
- Consumption habits are often assessed with the help of consultants residing in the target or partner countries who provide a summary of the key criteria

Figure 13 : Key Factors to Consider in International Market Assessment



Source: Developed by us

1.3. Challenges and obstacles encountered while implementing the international marketing strategy

We can gather from our research that when implementing the strategy to export, the company is faced with a set of challenges, we can differentiate two types of challenges:

1- External Challenges:

- Lack of information on main components: Insufficient data or knowledge about key factors such as market size, growth rate, demand, regulations, and consumer preferences make it challenging for BG-ICC to assess the viability and potential of the target market. This lack of information hinders their ability to develop effective market entry strategies.

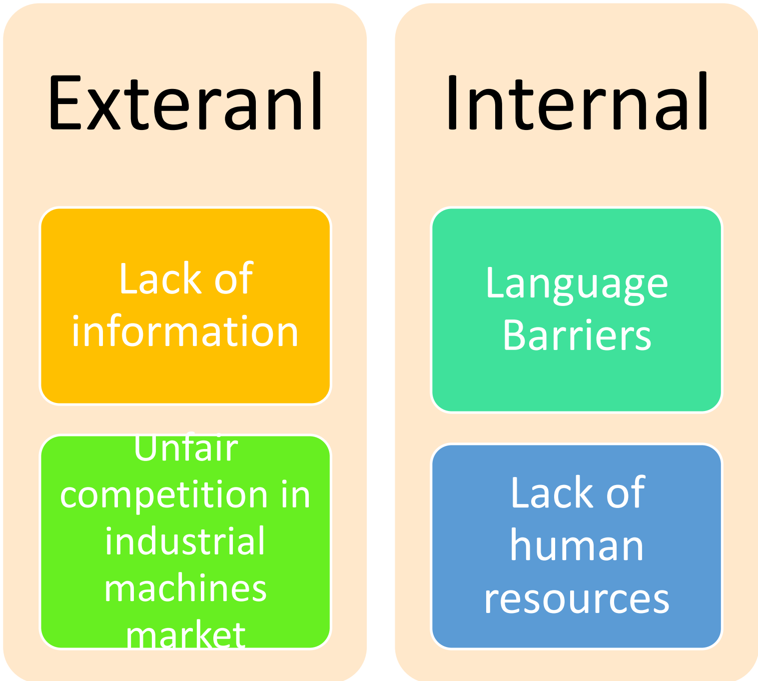
- Unfair competition: The presence of existing competitors in the target market of industrial machines creates a challenge for Moussaoui Industry. These competitors may already have established customer relationships, strong market positions, and competitive pricing strategies, making it difficult for Moussaoui Industry to gain market share.

2- Internal Challenges:

- Language barriers: Language differences, particularly in the Algerian and African market, pose obstacles in communication and market entry for Moussaoui Industry. Effective communication and understanding of local business practices are crucial for building relationships and successfully penetrating the market. While French is widely spoken in many African countries, there may still be language variations and cultural nuances to navigate.

- Lack of trained human resources: BG-ICC faces a challenge in finding and hiring skilled professionals with expertise in export trades. The availability of trained individuals who understand international marketing, export regulations, and logistics is limited, impacting the company's ability to effectively navigate export operations and execute their export strategy.

Figure 14 : illustration of the challenges and obstacles encountered while implementing the international marketing strategy



Source: Developed by us

1.4. The pricing strategy for Moussaoui Industry:

As far as market penetration prices and development are concerned, it is first of all a question of production costs, transport, customs tariffs in the target countries and also the prices of the competition already established on the spot.

The analysis of market penetration pricing and development must take numerous financial elements into account. A thorough financial analysis enables a better comprehension of the financial effects of various market entry methods.

To assist in this analysis, an illustration and bullet points can be utilized:

- **Production costs:** Determine the viability of supplying competitive prices in the target markets by evaluating manufacturing costs.
- **Transportation expenses:** Exporting to African nations may present challenges in terms of financial and logistical aspects. Moussaoui Industry should carefully consider factors such as transportation costs, shipping routes, and potential barriers to entry when determining pricing strategies..
- **Costumes tariffs:** Customs duties imposed by target nations can significantly impact pricing decisions. Therefore, they analyze the potential effects of customs duties on product pricing, factoring in any additional costs that may be incurred.
- **Competitors prices**: To effectively position their products, BG-ICC conducts a thorough research and analysis on the prices set by established competitors in the regional markets they are targeting. Understanding the pricing strategies of competitors can help inform pricing decisions and ensure competitiveness in the market.

Figure 15: illustration of the calculation of the offer price

Source: Developed by us

2. The impact of the strategy implanted by BG-ICC on the company's expansion in foreign

markets and its influence on brand visibility

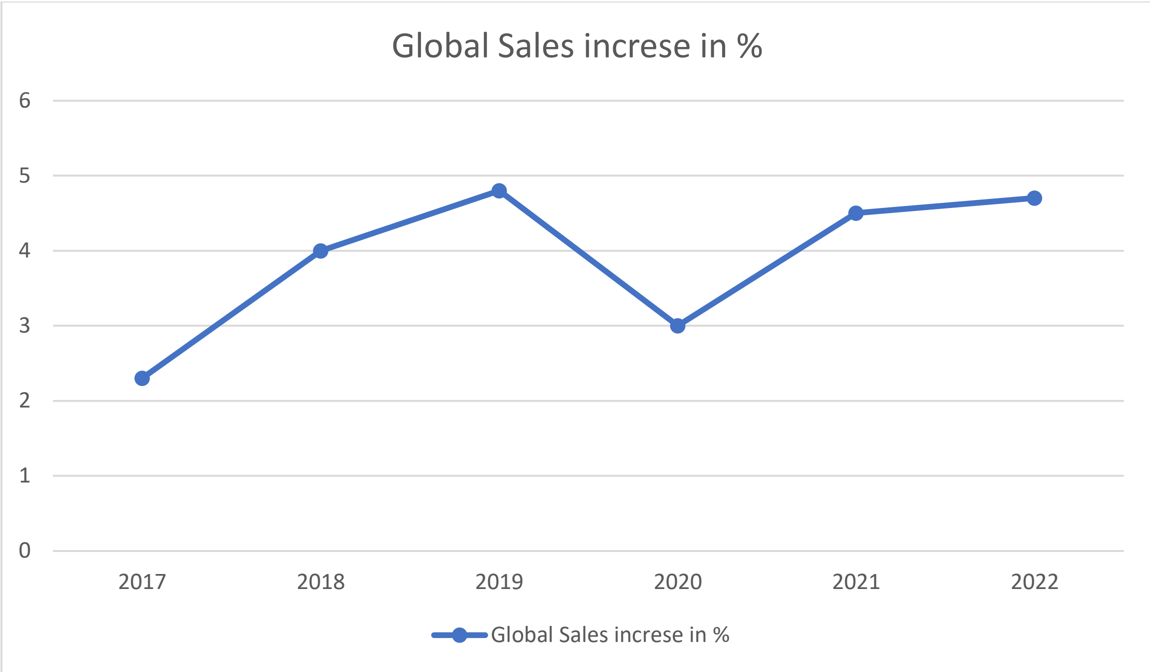
2.1. Measuring the effectiveness and the ROI (Return on Investment) of the strategy

- The marketing strategy, which is based on market research, intends to enhance foreign sales.
- To evaluate the effectiveness of the strategy, quantitative goals like the volume of export sales are specified.
- The need to review and modify the strategy is indicated if the obtained sales volumes and ROI are not adequate.
- The strategy may be modified to enhance sales performance in the target market.
- The business may decide to leave the market if it turns out to be unproductive and it is impossible to achieve its goals.

2.2.The impact of the elaborated strategy on global sales and export frequencies of Moussaoui Industry

Analysis of the evolution of the global sales of the company

Figure 16: The evolution of the global sales of the company from 2017 to 2022



Source : BG-ICC internal document

The provided data shows the percentage increase in global sales of Moussaoui Industry after the implantation of the export strategy by BG-ICC over a six-year period, the implantation started in 2017. We can summarize the previous data into the following:

We note that global sales of the Moussaoui Industry group's products have increased over its six years:

- Comparing 2017 to 2016, there was a 2.3% increase in global sales.
- The gain in global sales was greater the following year, in 2018, rising by 4%.
- Sales grew at a pace of 4.8% in 2019, demonstrating a persistently healthy trend.
- In 2020, the rise in global sales was slightly lower at 3%, caused by the pandemic.
- Sales did, however, go up in 2021 with a higher growth rate of 4.5%.
- The information also includes 2022, a year in which global sales rose by 4.7%.

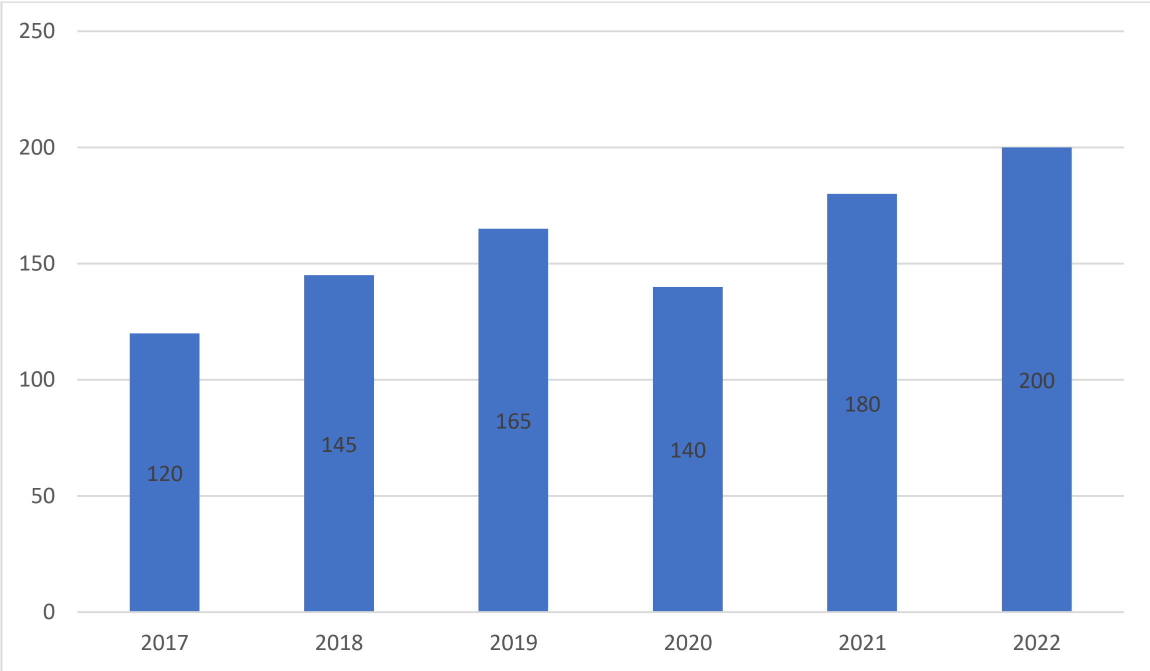
Analyzing the given data on annual sales percentage reveals the following insights:

- Sales Growth Trend: Overall, there is a positive trend in global sales for Moussaoui Industry from 2017 to 2022, with varying growth rates each year.
- Yearly Variations: The percentage increase in sales fluctuates from year to year, indicating different levels of growth and market conditions during each period.
- Increasing Sales: The sales growth rate in 2018 (4%) is higher than in 2017 (2.3%), indicating an improved performance and market expansion.
- Healthy Growth: The highest growth rate observed is in 2019 (4.8%), demonstrating a consistently healthy trend and indicating successful market strategies and favorable market conditions.
- Pandemic Impact: The growth rate in 2020 (3%) is slightly lower than in previous years, potentially influenced by the COVID-19 pandemic and its economic repercussions.
- Recovery and Resilience: Despite the pandemic, sales rebounded in 2021 with a higher growth rate of 4.5%, suggesting resilience and effective strategies to adapt to the changing market landscape.
- Continued Growth: The positive growth trend continues in 2022, with sales rising by 4.7%, indicating sustained market expansion and success in implementing the international marketing strategy

Overall, the data demonstrates the company's ability to achieve consistent sales growth over the six-year period, with occasional fluctuations due to external factors such as the pandemic. The positive growth rates indicate the effectiveness of the international marketing strategy implemented by BG-ICC in supporting Moussaoui Industry's expansion in foreign markets.

Analysis of the evolution of the export frequencies of Moussaoui Industry

Figure 17: The evolution of the export frequencies of Moussaoui Industry from 2017 to 2022



Source: BG-ICC internal document

The provided data represents the export frequencies of Moussaoui Industry over a period of six years, from 2017 to 2022. Here is a summary and analysis of the data:

Summary:

- The export frequencies show a generally increasing trend over the six-year period, indicating growth in Moussaoui Industry's international trade activities.
- The number of export frequencies in 2017 was 120, which increased to 145 in 2018, further increased to 165 in 2019, experienced a slight decline to 140 in 2020, and then rose to 180 in 2021 and 200 in 2022.

Analyzing the given data on annual sales percentage reveals the following insights:

- Increasing Export Frequencies: The export frequencies show a general upward trend over the six years, indicating growth in the company's international trade activities.
- Steady Growth: The export frequencies have been consistently increasing from 120 in 2017 to 200 in 2022, demonstrating the effectiveness of the export strategy implemented by BG-ICC in expanding the company's export operations.
- Yearly Variations: While there is overall growth, there are fluctuations in export frequencies from year to year. For example, there is a significant increase from 2017 to 2018 (from 120 to 145), indicating early success in implementing the export strategy. Subsequently, there is a further increase in 2019 (165), indicating continued growth. However, there is a slight dip in 2020 (140), potentially influenced by external factors such as market conditions or the COVID-19 pandemic. The export frequencies rebound in 2021 (180) and continue to rise in 2022 (200), demonstrating a positive growth trajectory.
- Positive Impact of Export Strategy: The consistent growth in export frequencies suggests that the export strategy implemented by BG-ICC has been effective in expanding Moussaoui Industry's international presence and increasing its export activities.
- Potential for Further Expansion: The increasing export frequencies indicate a growing demand for Moussaoui Industry's products or services in international markets. This presents opportunities for the company to further explore and expand its export operations.

By analyzing the evolution of export frequencies, Moussaoui Industry can gain insights into the effectiveness of the implemented export strategy, identify growth patterns, and make informed decisions to optimize their international trade activities and market expansion efforts.

2.3. The influence of the strategy on the visibility of Moussaoui Industry

- Moussaoui Industry successfully expanded its export operations to Senegal, Mauritania, and Guyana.
- The company's participation in Rencontres Africa, a France-Africa Forum, provided valuable contacts and networking opportunities.
- As the head of the Algerian delegation, Moussaoui Industry had a prominent position and was able to establish strong connections with potential partners and customers.
- The support received during this period played a crucial role in facilitating the company's export activities.
- The expansion into new markets demonstrates Moussaoui Industry's commitment to international growth and its ability to capitalize on opportunities.
- Exporting to Senegal, Mauritania, and Guyana showcases the company's geographical diversification strategy and its ability to adapt to different market dynamics.
- The success in these markets highlights Moussaoui Industry's competitiveness and the attractiveness of its products in diverse regions.
- Building and maintaining relationships through forums like Rencontres Africa is essential for long-term business growth and sustainability.
- Moussaoui Industry's export achievements signify its expertise in navigating international markets and its dedication to expanding its global footprint.
- The company's continued participation in such events can further enhance its export capabilities and open doors to new business prospects.

Conclusion

In this chapter, we have chosen to present the results of our survey by dividing the section into two subsections. The first subsection focuses on the strategy developed by BG-ICC to support the exporter Moussaoui Industry, while the second subsection analyzes the evolution of the exporter's sales and market shares

We conclude that the implementation of the international marketing strategy developed by BG-ICC significantly influenced the success of Moussaoui Industry in expanding its sales and market shares in foreign markets. Through strategic planning, brand image enhancement, market research, and adaptation to target markets, the company achieved consistent growth and improved its international market presence.

General Conclusion:

Algerian businesses are forced to interact due to the changing economic landscape and technology transformation in order to improve investments and shape the market. As a result, they make an effort to investigate different communication avenues. The creation of a successful worldwide marketing plan for exporting businesses is a crucial component of this. A plan like this is essential for attaining corporate goals, growing market presence, and building a solid brand reputation.

Companies can identify and target markets, comprehend consumer behavior, and modify their goods or services as necessary by developing an international marketing plan. It involves carrying out market research, analyzing competitors, and determining unique selling propositions to stand out in the worldwide competition.

The objective of this research work is to comprehend how an international marketing strategy can significantly impact the visibility of a company and its influence on expanding into targeted countries. To achieve this, we have drawn from bibliographic resources to theoretically frame our research topic. Our study focuses specifically on the practical case of Moussoui Industry, which is being supported by the export assistance firm BG-ICC. The aim is to address our research question: **"How does the elaborated international marketing strategy effectively contribute to the company's expansion in foreign markets?"**

To materialize our research, we conducted a survey consisting of a number of questions addressed to the CEOs of BG-ICC. The completion of this survey allowed us to address our research question and validate our hypotheses. After interpreting the responses from the interviewed executives, we were able to identify the following results.

We can therefore respond to our problem and say that the elaborated international marketing strategy plays a crucial role in facilitating the company's expansion in foreign markets. It helps in identifying target markets, understanding customer needs, and developing tailored marketing approaches to effectively reach and engage the international audience, and we can thus verify our hypotheses:

H1: The elaborated international marketing strategy managed to effectively aid to the company's expansion in foreign markets.

Our modest research study has allowed us to validate the first hypothesis, which asserts that an international marketing strategy is a crucial element for exports. It serves as a vehicle that aids the expansion of the exporting company in the targeted countries. Through effective market analysis, adaptation to local preferences, and strategic distribution networks, the international marketing strategy plays a vital role in facilitating the company's growth and success in foreign markets.

H2: **Yes, the international marketing strategy is used to enhance brand visibility in new foreign markets.**

Due to the lack of documents presented by the company, which were withheld due to confidentiality reasons, the hypotheses could not be confirmed. The unavailability of crucial information hindered the validation process, and thus, a definitive conclusion regarding the effectiveness of the elaborated international marketing strategy in aiding the company's expansion in foreign markets could not be reached.

- The lack of information sources within our internship site is the main limitation of our study.
- The lack of resources and time was another obstacle to overcome in order to continue and successfully complete our study.

In conclusion, the influence and importance of an international marketing strategy cannot be overstated. It enables companies to navigate the complexities of global markets, expand their reach, and establish a strong brand presence. By leveraging cultural understanding, market insights, and targeted tactics, businesses can effectively engage with international audiences, drive sales, and achieve long-term success in the global marketplace

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Annex

Annex 1: interview guide

We would like to thank you for giving us some of your time to answer a few questions that will help us to refine our study on the process of developing an international marketing strategy, with the aim of finalizing our dissertation at the Ecole des Hautes Etude Commerciales.

We chose to conduct a guided interview to objectively assess the practice of international marketing on Algerian exporting companies in foreign countries in order to ensure the consistency of our study.

Interview Guide

Part I: Introduction and contact	How do you define international marketing and what do you think are the main differences between national and international marketing strategies?
Part II: Questions related to the elaboration of an international marketing strategies for a client: Moussaoui Industry	How do you define an international marketing strategy?
	Among your clients, can you run us through the elaborated export strategy Moussaoui Industry?
	What are the key factors that you need to consider when formulating an international marketing strategy?
	What specific research methods or tools do you recommend?
	What are the main challenges or obstacles that you encountered when implementing an international marketing strategy?
	How do you determine the appropriate pricing strategy for entering a new foreign market?
Part III: Questions related to the	How to measure the effectiveness and the ROI (Return on Investment) of an international marketing strategy?

the impact of the strategy implanted by BG-ICC on the company Moussaoui industry	What was the impact of the strategy on the evolution of global sales and export frequencies of Moussaoui Industry?
	Was the implantation of your strategy influential on the visibility of Moussaoui industry?

Annex 2: Transcript of the interview

Part I: Introduction and contact

- Q1: How do you define international marketing and what do you think are the main differences between national and international marketing strategies?

Part II: Questions related to the elaboration of an international marketing strategies for a client: Moussaoui Industry

- Q2: How do you define an international marketing strategy?

Marketing strategy is an essential roadmap to understand external and foreign markets to the natural market in which we operate.

Given the substantial differences existing in foreign markets (market size, regulations in force, consumption habits, competition, geographical location etc. ..) the marketing strategy allows us, according to the elements of market research, to be best prepared to penetrate these markets by minimizing the risk of rejection of our products or services, to meet the needs of consumers, and to ensure that they are competitive with players already present on the market.

It is therefore important to be aware that development in foreign markets is a battle for which we must be prepared by setting objectives and having a strategic roadmap to this effect.

- Q3: Among your clients, can you run us through the elaborated export strategy Moussaoui Industry?

Among the companies we have accompanied, we have one that stands out with innovation and production that really meets the needs of Algeria, but also those of some countries in Africa, and which is Moussaoui Industry, a company producing Tool Machines and cutting machines.

We supported them on two important aspects, and which range from pairs, namely brand image consulting and export strategy.

On the first part, we have recreated a brand image that meets international practices and thus enhances the company but also all the ranges of their products. This support is as follows:

- Creation of a graphic identity of the company.
- Creation of their website
- Development of product brochures and catalogues in several languages
- Creation of company pages on social networks.

On the second part, we developed a two-year export strategy, the results of which were concretized during the first two years of the support.

We have repositioned the company in forums and trade shows dedicated to the industrial and construction sectors. Through our international network, we have connected Moussaoui Industry with foreign buyers.

We have scheduled interventions for the business leaders at continental business conferences in order to be referenced as an exemplary industry on the African continent in particular.

- Q4: What are the key factors that you need to consider when formulating an international marketing strategy?

In addition to my previous answer, the key factors that we must take into consideration are the information elements of the market study, which is also an essential prerequisite in our approach.

Market research allows us to provide useful information, namely the size of the market, regulations in force, consumer habits, competition, geographical location.

- **The size of the market**: makes it possible to assess whether the target market is interesting or not.
- **Regulations in force:** allows us to comply upstream with the regulations and in which case comply with them or even adapt our products, or even certify them if required.
- **Consumption habits:** allows to understand the mode of consumption, preferences according to culture, religious beliefs etc., and to adapt taking into consideration the end consumer.
- **Geographical location:** the geographical position also makes it possible to know if the cost of freight and transport will not impact the final price of products apart from obviously high value products.

It is then important to take into consideration some elements of the solvency of the country and buyers, the security situation prevailing in the region.

- Q5: What specific research methods or tools do you recommend?

Market research is generally based on information from customs organizations on market volumes. It is also necessary to take statistical information from government institutions on everything related to the number of the population and demographic trends.

In terms of consumption habits, it is often through consultants living in the target or partner countries that summarize the main criteria.

- Q6: What are the main challenges or obstacles that you encountered when implementing an international marketing strategy?

Primarily, the lack of information on the main aspects discussed above, given the fact that it is not already present in the target market.

As a result, they are often confronted with unfair competition already present on the target market and at times from powerful lobbies such as in the pharmaceutical industry.

There are also, in the case of Algeria, language barriers and the lack of trained human resources for export professions.

Part III: Questions related to the impact of the strategy implanted by BG-ICC on the company Moussaoui industry.

- Q7: How do you determine the appropriate pricing strategy for entering a new foreign market?

As far as market penetration prices and development are concerned, it is first of all a question of production costs, transport, customs tariffs in the target countries and also the prices of the competition already established on the spot.

Q8: How to measure the effectiveness and ROI (Return of Investment) of an international marketing strategy?

The marketing strategy aims to support a company's sales on international markets. So according to the market study, we can draw quantitative objectives, in terms of export sales volume and it is therefore these figures that will be our reference.

Subsequently, if these volumes are not interesting, and the ROI is not important. This will allow the company to either adapt its strategy again, or else abandon the market in question.

- Q9: What was the impact of the strategy on the evolution of global sales and export frequencies of Moussaoui Industry?

By taking the export results of the company before and after our support, we notice a significant growth in export frequencies during the six years of support, which were occasional and that today it has become rather regular operations and to different countries (More than six countries during the same period)

- Q10: Was the implantation of your strategy influential on the visibility of Moussaoui industry?

During these years of support, Moussaoui Industry was able to export to Senegal, Mauritania, and even Guyana through contacts obtained during participation in ***Rencontres Africa,*** a France-Africa Forum of which our cabinet was head of the Algerian delegation.

Annex 3: Presence of Moussaoui Industry at the Rencontre Africa forum

Annex4; Presence of Moussaoui Industry at the Rencontre Africa forum


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