

SCENARIO OF GLOCAL MARKETING AND GLOCAL MARKETING AS AN ANSWER TO THE GLOBALIZATION AND LOCALIZATION: ACTION ON GLOCAL MARKET AND MARKETING STRATEGY

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This paper is the follow-up to part I "Strategy, Scenario of Marketing and Market of Glocal Marketing Environment". Authors, after characterization of glocal market in part I, analyses and suggest specific actions to "Glocal Enterprises". Special attention was spending on glocal product distribution. Analyze also was done on glocal services and selling in spite of glocal demand and marketing approach. Following ahead takes specifics of glocal marketing research, segmentation, positioning and mix as a background of marketing management. In considerations of this paper was concluded new approach in networking economy as glocal market.

Conventional wisdom says that enterprises acting globally, having branded product reach local market and local enterprises expanding their product distribution to global marketplace must overcome global competition. As was discussed in part I of this paper, really appears specific market niches to theirs business, which they fill-up with their products.

Key words: global and local market, glocalization, process of glocalisation, glocal market.

1. The glocal enterprise

The glocalization allows the enterprise, which has no global products to give answer to the global market, and the enterprise, which has global products and accepts to adapt them to the local markets to improve its presence in these markets. The glocal enterprise finds in the globalization and in the localization the necessary global and local factors to set up a correct strategic approach of the glocal market.

We have two kinds of enterprises with the "glocal profile" (fig. 1,2).

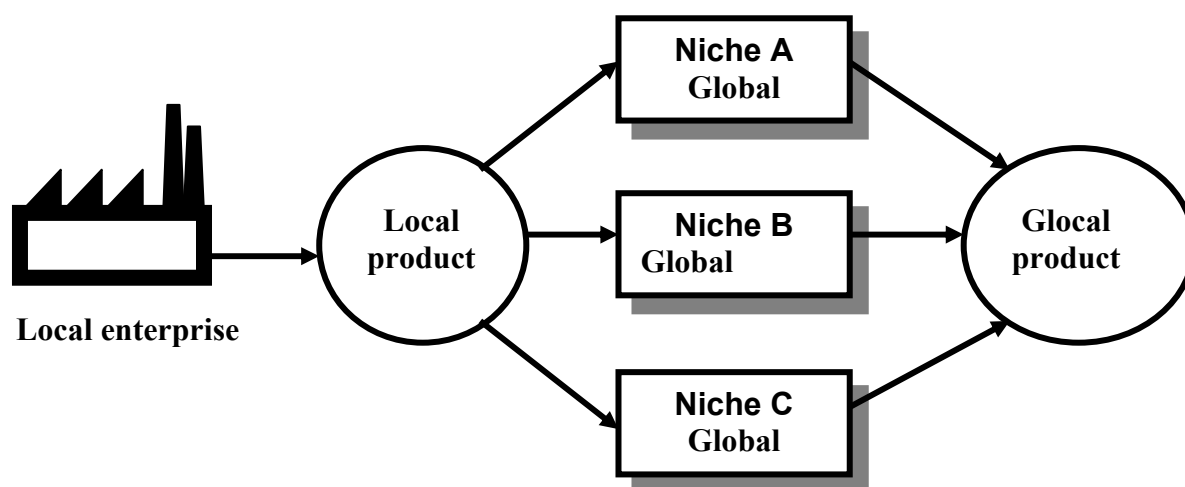


Fig. 1. Glocal approach of the local enterprise: to globalize what is local

Local enterprise: the competitive advantages of this enterprise are determined by the territory and the productive area vocation; this enterprise usually is small and medium with structural and organizational elasticity, equipped with intrinsic automatisms of growth which allows to face the glocalization in appropriate way; it produces and offers local products (for instance Chianti or Bordeaux wine, Camembert cheese, etc). to specialized niches of the global market; in this way the enterprise globalizes its product; quite a lot of local enterprises would certainly have remained such if sufficient outlets had been in their domestic market; instead having considerable productive capacities and having discovered the existence in the global market of specialized niches interested in their product, the local enterprise can try the glocal way.

Global enterprise: The global enterprise which discovers and accepts the localism of the demand with opportune adjustments in some markets becomes glocal; we think of global products which in

several countries of the global market suit with interventions of packaging, name, labelling, production, ingredients, brand, service, etc., requested by the local market.

The difference between global and glocal enterprise is that the first one produces in the origin country for the global market, for all the consumers-utilizers; the glocal enterprise produces and brings its products in specialized niches of the global market if it is a local enterprise, or in some local markets, after doing the opportune adjustments, in case of a global enterprise; in the first case the local aspect of the producer characterizes the offer, in the second one the local aspect of the demand.

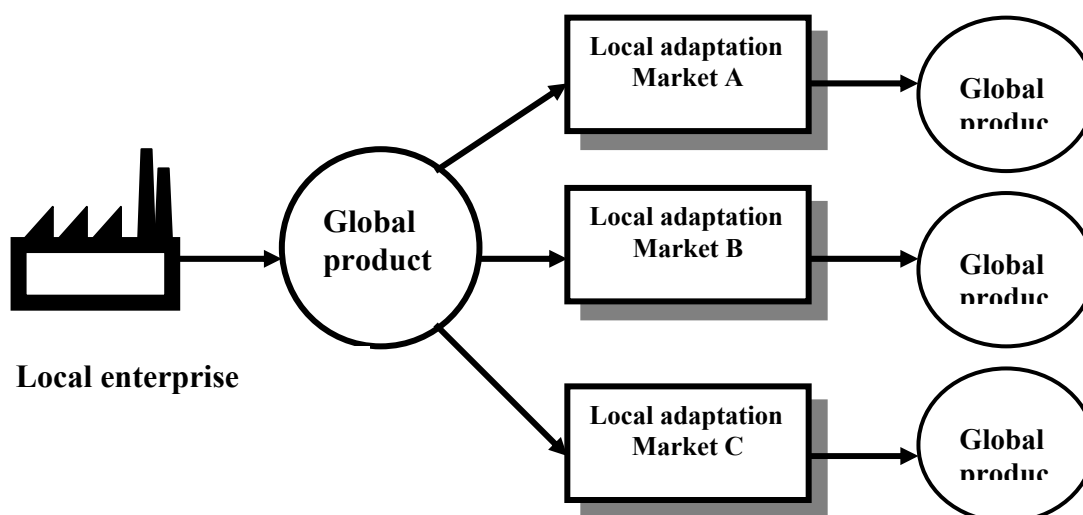


Fig. 2. **Glocal approach of the global enterprise: to localize what is global**

The glocal enterprise will play an important role for the economic and social development of the territory, not only to the production territory, but also to the demand territory if it has made the necessary adaptations wanted by the market and local subjects.

The glocal action of an enterprise will pass through some passages which the glocal marketing develops in its process:

- availability of a product with glocal vocation (typical/local product for local enterprise, adaptable global product for global enterprise);
- productive specialization in traditional sectors (consumption goods, etc.) and in the innovative ones (computer science, productive technologies, etc.);
- orientation to the glocal market;
- glocal presence (branches and various distributive systems);
- glocal coalitions (joint ventures, delocalization, etc.);
- glocal investments;
- possible technology transfers;
- a glocal marketing strategy;
- organizational support interventions;
- business structure to supplement globalization and localization strategically;
- management prepared to the glocalization.

It is clear that the enterprise accepting the glocalization will rethink and project its approach to the market, its way of being and managing the marketing. The way of the glocalization will not be easy, on the contrary, a very difficult one. Nevertheless it is necessary for the enterprises, which want to participate at the global competitive battle and win it.

1.1. The glocal offer

If it is true that the percentage of the products addressed to the global market (about the 65% of the total offer of products) increases more and more, it is also true that a good percentage of products has to do with the localism of the producer, but also of the demand, we refer to the glocal products.

While the global product can homogeneously answer the global demand without any discrimination, the glocal product reaches the global market with a local characterization of product and of market that asks for it; the glocal product is required and accepted because it is local (typical/local product) and also because adapts itself locally to the demand, to the market which requires it (global product); not all of the offered products are potentially "glocalizable"; that will depend on many factors:

- goods sector;
- availability of product and production;
- enterprise typology;
- organizational support system.

The glocalization arranges an offer specification for the local products addressed to the niches of the global market and for the global products modified locally; in fact, while with the globalisation one offers the same product in the same way to all the global consumers-utilizers, with the glocal way of offer addresses the local products toward those niches of the global market which have specific demands and find the right checking to their requests in the local products, while for the global products towards local markets which are able to accept them after some opportune local adaptations,

What is glocal product? A real situation will be more explanatory than every other definition; imagine an English tourist who has spent the holidays in Tuscany (Italy) and when back in his country he requires a bottle of Chianti wine (local product) in some shop, evidently able to satisfy him or a Russian consumer who buys a Danone yoghurt (French global product to all the effects) which is offered to him with Russian adaptations in packaging, labelling, taste, ingredients.

The glocal offer knows exactly what to give his consumer-utilizer; psychology, sociology, technology and marketing support it and allow to give right answers to the requests of glocal trade and consumers-utilizers, in some cases anticipating them; of course it needs not only creativities, but also good ideas based on marketing researches, on a good knowledge of the consumer-utilizer, of his tastes, of his motivations and expectations.

If a glocal enterprise holds glocal valid products to discover the niches of the global market or local markets, we can say that is very near to have a success in the glocal market and get an optimum position.

1.2. Local products: saleable products in the niches of the global market

These products distinguish themselves for original and typical characteristics, for exclusiveness and uniqueness, for the defence done by the producer and the trader, for the high psychological added value, for the appreciation and the loyalty showed by many consumers-utilizers in all the parts of the world.

The French cheese "camembert" with its denomination and geographic production is certainly a product which due to the glocalization reaches important, continuous specialized niches; the imitations done in all the world confirm the success it keeps as a glocal product.

The way of the glocalization for these products will take place according to the territory, the productive localism that characterizes the offer. The glocal enterprise approaching the existing niches in the global market with these products will globalise its local way strategically.

The list of possible local products is rather wide; we limit ourselves to a simple listing:

- *Alimentary local and typical products:*
 - fruit and vegetable;
 - cheese and dairy products;
 - confectionery products;
 - delicatessen products;
 - drinks, wines and liquors;
 - oil and condiments.
- *Clothing:*
 - man clothing;
 - woman clothing;
 - child clothing;
 - casual clothing;
 - accessories for clothing;

- *Jewellery and watch making.*
- *Footwear's.*
- *Spectacles.*
- *Bags and leather goods.*
- *Furniture.*
- *Ceramics.*
- *Glassworks.*

1.3. Global products: adaptable and saleable products in local markets

The way of the glocalization for the global products takes place according to the localisms of the demand; it is the local demand with its particular requests to recall the attention of the global offer and see its acceptance after some local adaptations of the products; discovering these local markets the global offer glocalize, its being global localizes itself acquiring a competitive advantage with respect to those global offers which refuse local adaptations.

The same McDonald's, a global enterprise with global products, localizes its offer in some markets and becomes glocal; in fact for religious motivations the meat cannot be an appropriate ingredient in India for the hamburgers, so without giving up serving the Indian market, it is necessary to make an adaptation to the local demand offering hamburger with other ingredients (fish, cheese, vegetables, etc.).

The adaptations to these local markets will be imposed by local needs as climate, religion, level of income, language, legislation, etc and will concern technical rules, packaging, labelling, possible tastes, ingredients, wordings, level of service, logistic characteristics, etc. (Fig. 3).

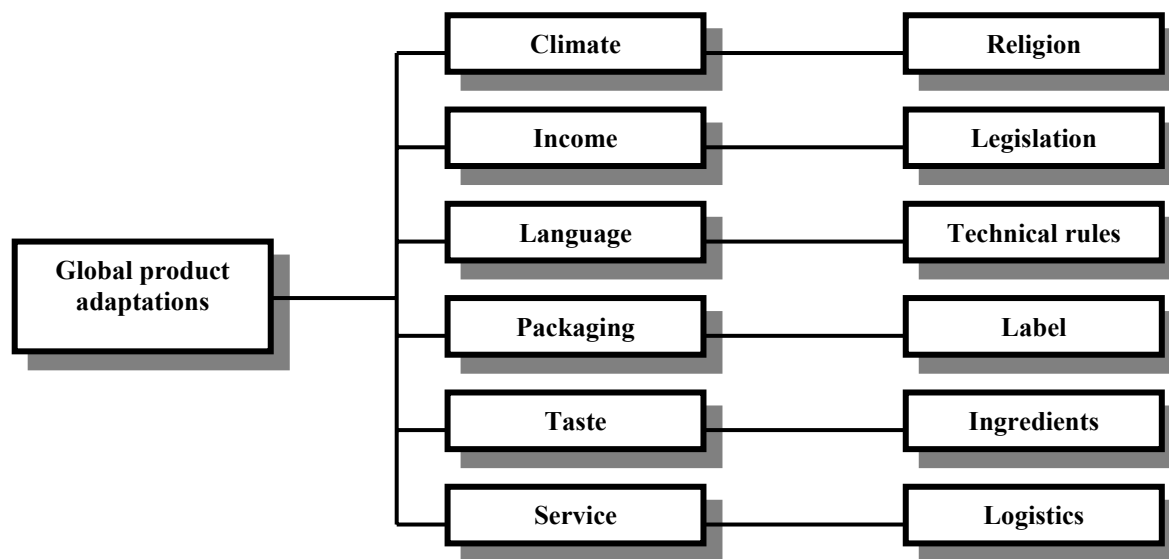


Fig. 3. Possible adaptations requested by the global products to answer local markets

It is clear that these adaptations will have to keep unchanged the global product characteristics; otherwise these products would become normal differentiated products, therefore doing nothing with the globalization.

1.4. Glocal services

Nearby to the products we have also glocal services, where globalization and localization integrate well answering the request of glocal market; the offer includes a series of universal services (insurance, bank, finance, tourism, culture services, art services, show business, etc.); these services accept adaptations to the demands of the glocal consumers-utilizers in order to answer the special niches of the global market.

1.5. The glocal trade

The trade has the function to take the glocal products through the distributive system most suitable to the consumer-utilizer; this happens through various possibilities:

- Glocal enterprises which sell their products with their trademark only in their property shops; we are evidently in the presence of a single distributive system.
- Glocal enterprises, which sell not only in their shops, but also in other shops, we refer to wholesalers and independent retailers; the two distributive systems must supplement each other effectively without creating differentiations of price and image.
- Glocal enterprises which sell through the normal and traditional distributive system; we refer to the wholesalers, the great distribution, the organized distribution, the independent retailers; the link with this system will be held directly through salesmen, agents, representatives or indirectly entrusting the sale to a good distributor.

The retail sale point has a strategic role in promoting the meeting between the offer and the demand of a glocal product; it is important that the retail presents itself to the consumer-utilizer in a adequately to answer its requests and support his purchase decision

The possibilities of sale offered by the retail to a glocal product are various (Fig. 4):

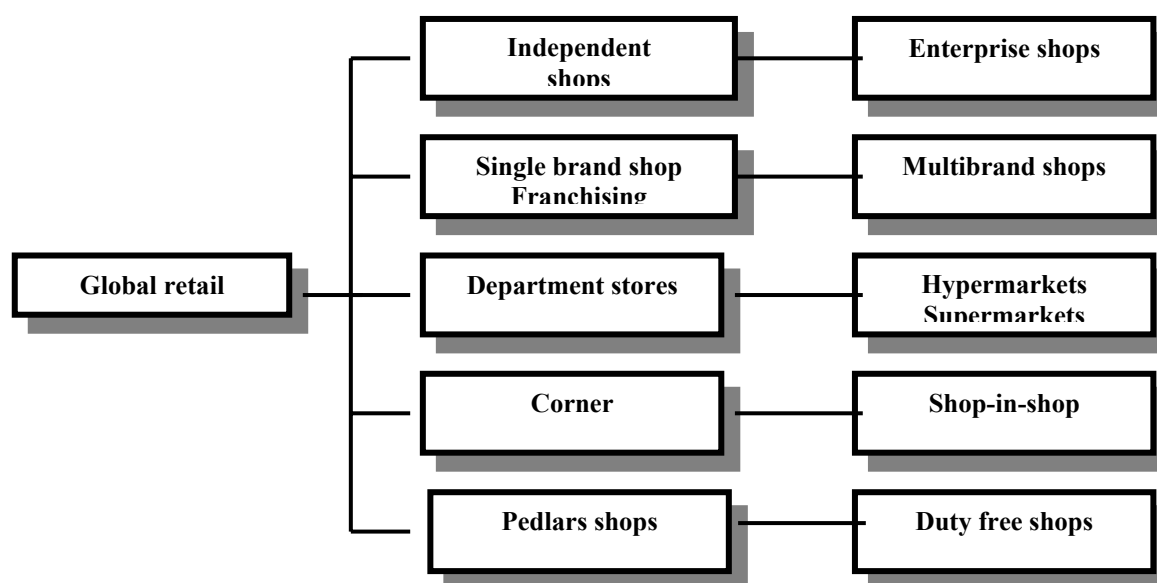


Fig. 4. The glocal retail

1.6. The glocal demand

The glocal marketing will have the demand, the consumer-utilizer as the principal base of its intervention; their knowledge will be able to provide useful address elements both to the production and the marketing to identify and put the glocal product at disposal at the right moment and in the right place.

Finding out this demand means to know "who" is the glocal consumer-utilizer, "how, when, because, till and where" he consumes-utilizes a glocal product".

While the global approach turns to a homogeneous consumer-utilizer in all the global market, the glocal approach addresses itself to a specific consumer-utilizer, located in a niche interested in a local product with specifications if the offer concerns local/typical products, or to local consumers involved in global products with appropriate adaptations.

The glocal consumer-utilizer in a glocal product not only sees culture, history, tradition, but also "styles of life"; in this sense the segment becomes highly selective even if we find in it grown-ups, young people, men, women, manager and entrepreneurs, tourists, etc..

Among the habitual glocal consumers-utilizers the tourists are always more numerous, in fact they have holidays in several resorts of the world, and are gained by the landscape, history, monuments, typical/local products; when they go back in to their country (a country of the global market) they require the local products (Chianti wine for instance) appreciated during their travels and become glocal consumers-utilizers.

In relation to the development process of the glocal demand generally and of the relative consumptions-uses in particular, there are some conditionings, which can sensitively weigh upon the purchase decision of the glocal consumer-utilizer, we intend to report to:

- the income with his implications;
- the quality of the products;
- the functionality;
- the price;
- the distributive system;
- the communication and promotion support
- the service;
- the purchase behaviour.

2. The strategy of glocal marketing

The glocal marketing is going to be a strategic approach to the glocal market, but in the same way a reading key to understand the glocalization and give an answer to it.

The draft of a glocal marketing proposal bases itself on innovative schemes and concepts, which contradict each other; we cannot forget that in the glocal marketing we have to reconcile globalisms and localisms.

The glocal marketing aims not only at the global dimension (producing and selling local products in the niches of the global market), but also at the local one (fitting global products to the local markets), increasing the value of the localism (territory, tradition, exclusivity, inimitability of the local products) and specificity of the local demand; the globalism (considerable outlets market of the products, diffused knowledge in the world, etc.). The glocal marketing is the confirmation that between globalisation and localization isn't refutable, but, on the contrary, a harmonic cohabitation, one strategic and profitable integration; the globalisation is able to support the internationalisation process of the typical/local products and the localization can support and characterize those global products able to suit the local requirements of those markets which are not included in the global market.

The glocal marketing can be applied well by the enterprises which have glocal characteristics:

- local enterprises with typical products which must reach the specialized niches located in the global market; here glocal marketing glocalize what is local keeping it in its integrity;
- global enterprises with global products which must reach local markets and for this must be adaptable locally; here glocal marketing glocalizes what is global.

It is important to have a glocal marketing strategy for those local enterprises which can exploit better the glocal market according to some local characterizations (territory, tradition, nationality) and for those global enterprises which can localize their approach with appropriated and requested adaptations in specific local markets; we are in the presence of specific glocal marketing directions for local products and local enterprises, for global products and global enterprises (Fig. 5).

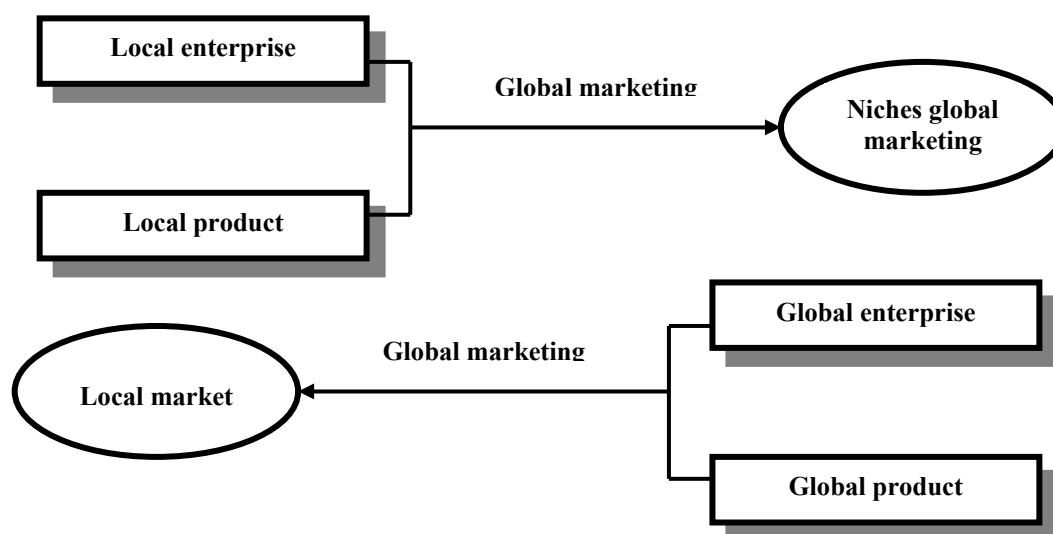


Fig. 5. Glocal marketing directions

Focusing the concept of marketing and applying it to the reality of the glocal market and the glocal enterprise, we will say that the glocal marketing is:

- a way of leading the enterprise in its glocal market relations so that every decision can be taken in advance;
- the strategic integration of local and global marketing;
- the rational exploitation of the glocal market;
- an effort of planning aimed to maximize the chances offered by the glocal market;
- the set of the means at disposal of the enterprise in order to create, preserve, develop its glocal market;
- the action aimed to intensify and improve the company's presence in the glocal market.

The glocal marketing has a definite function of informative character before and therefore operating; all the marketing actions are a consequence of all the gathered information concerning market, products, consumer-utilizer, competition, distribution, sale, etc. We say that glocal marketing has to be known in order to act and then only on cognitive presuppositions it is possible to prepare and activate the marketing interventions. As the glocal marketing provides the fundamental answers to the business dynamics, that is “where, why, how, to whom, when and till” to sell a glocal product, it remains the principal element of the general strategy of a glocal enterprise, the element which practically orients all the other activities. What we can reach through the glocal marketing might be considered as a “clever connection between glocal offer and glocal demand”

There are important characteristics that must qualify the strategy of glocal marketing:

- **Localism.** While the global marketing relates itself to the “paeconomy” (everything becomes global economy), the glocal marketing has a strong characteristic in the localism, in the local productions, in the local demand; one tries to exploit of the market which produces and the one which demands all those local aspects supporting the glocal way.
- **Glocal mentality.** As the orientation is turned to the glocal market, the marketing must be supported by a glocal mentality, justified by the conviction of the existence of the glocal market and the necessity of adequate operations.
- **Coordination.** The marketing must become the moment of coordination of all the business activity oriented to the glocal market in order to be effective the marketing variables, the policies, the strategies must be coordinated.
- **Effectiveness.** As the glocal marketing searches for particularities and concreteness, it must be effective; the lack of this characterization is a symptom of a wrong glocal marketing application.
- **Interdependence.** The integration and the interaction between globalization and localization, between globalisms and localisms make the glocal marketing interdependent in the relative supports addressed to it.
- **Differentiation.** Every glocal enterprise will have a personal and differentiated application of the glocal marketing; this differentiation will be a valid competitive advantage able to discover the appropriated segments the glocal marketing has to reach.
- **Decentralization.** The glocal marketing must respect the local characterization; therefore it must accept the decentralization (decisions and actions of the decentralized management, of distributors; of importers, etc.).

2.1. Glocal marketing approach

The glocal marketing approach has one specific identity; even if it is referable to the national-domestic marketing approach or the global one, it distinguishes well from both; the glocal marketing according to the product supported (local or global one) will require an aimed glocal marketing approach (Fig. 6):

- a concentrated glocal marketing approach to the niches of global market;
- a differentiated glocal marketing approach to the local markets.

2.1.1. A concentrated glocal marketing approach to the niches of global market

This concentrated approach to the global niches, as the same denomination unequivocally clarifies, turns all its attentions to the successful employment of local/typical products in the niches located in the

various countries which form the global market; these niches are carefully selected, therefore the same competitive battle assumes a limited connotation, but besides of a high-level.

The niche asks the glocal enterprise exclusive actions aimed at communication, selective sale and distribution. The characters which qualify this offer are fundamentally three: the price, the quality, the personal selling; in fact the qualitative level and the high price require a concentrated approach.

This approach is typical for the small and medium enterprises, which find a strong point and an important competitive advantage in the specialization; they can also find a natural way assures them a long life in the market.

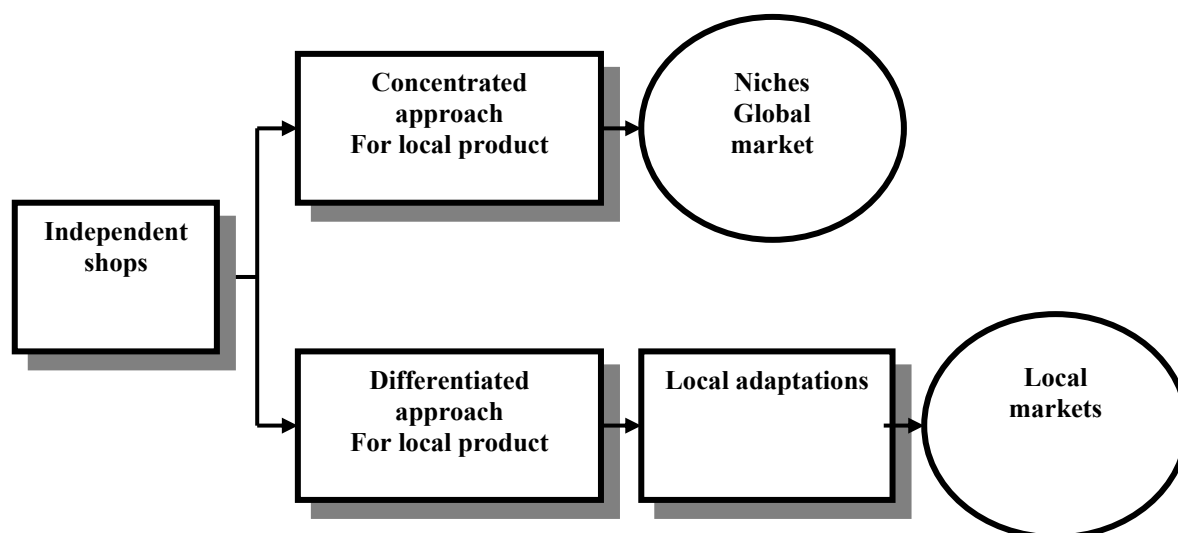


Fig. 6. Possible glocal marketing approaches

The concentrated marketing approach will require some conditions:

- good knowledge of the niches;
- high marketing and sale costs;
- personal selling and high level service;
- limited, but very selective competition;
- existence of niches interested in the product;
- good business image with reference to the offered product.

The chances to get into the market are considerable:

- penetration and conquest of one or more niches;
- availability of competitive advantages to oppose to the competition;
- loyalty of the consumer-utilizer;
- more sales and scale economies (production, distribution);
- decisive step for the conquest of the glocal market;
- good profits.

The greater inconvenience remains the vulnerability this approach produces; the future and the growth of the enterprise are tight connected to the evolution of niches conditioned by parameters on which the enterprise has no power.

2.1.2. A differentiated glocal marketing approach to the local markets

The differentiated marketing is a logical consequence imposed by the glocalization to the global companies which want to place their global offer in local markets; that becomes possible at the moment the global company takes differentiated choices towards these local markets, producing adjustments in order to answer the requests of these markets. The global enterprise choosing these local markets exercises a precise differentiated choice that is to produce and to sell in these markets and to exploit the chances offered locally.

That will involve a series of conditions:

- high costs for research, local adaptations, production, innovation, qualitative and technological level, personalization and differentiation of the offer, management, stock, marketing, distribution, sale, communication and promotion, service, personal selling;
- deep knowledge of the local market;
- notoriety and image;
- indispensable support of communication and promotion;
- personal selling and after-sale both of high-level;
- sufficient covering of the market.

Some advantages can be reached:

- the global product that with the adaptation answers in optimum way the market local requirements;
- the possibility, at any time, of increasing the price;
- the faithfulness of the consumers-utilizers;
- the most effective checking of the customers during the sale;
- the market is better covered with respect to the global one;
- the market is constantly and carefully controlled under the point of view of the evolution and competition.

We have to remember that the differentiated marketing approach to reach satisfactory aims and profits will require continuous and solid investments; to adapt and to be different without the necessary operating supports, it will be impossible and also dangerous, in fact, the differentiated demand would not be able to intercept the relative offer and consider it corresponding to the expectations.

2.2. The glocal marketing process

The glocal marketing activates a marketing process which is able to support the approach of the glocal market; this process has the capacity to allow the best integration between globalisation and localization, therefore to establish the best glocal way to arrive in the glocal market with success for the local enterprises and for the global enterprises; this process is able to give solution to the problems which can compromise the success in the glocal market (Fig. 7):

- the glocal market research;
- the glocal market segmentation;
- the glocal product positioning;
- the glocal marketing mix
- the policies and the strategies of glocal marketing;
- the planning;
- the control.

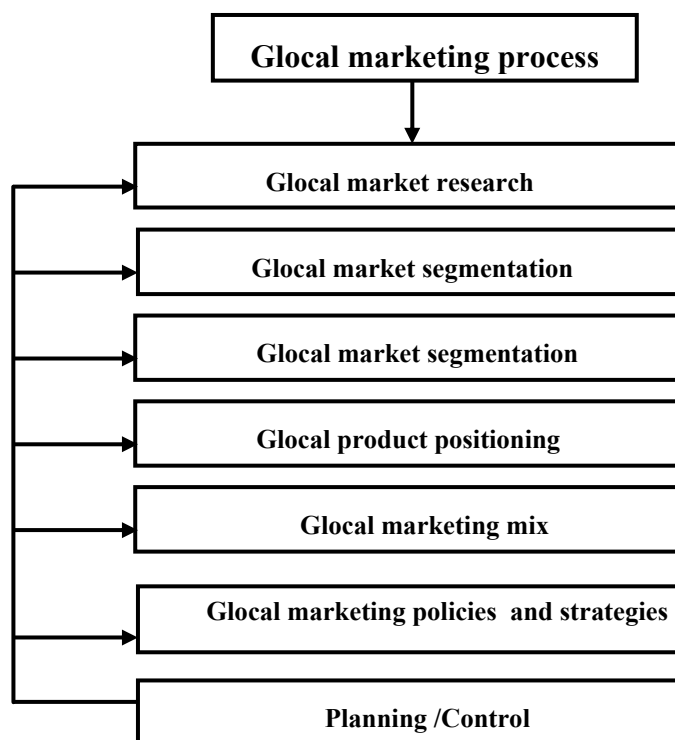


Fig. 7. **Glocal marketing process**

2.3. The glocal marketing research

By the glocal marketing research we mean the direct and exclusive retrieval of information concerning a glocal product and its market, that is the set of news and useful data for the production and marketing process of the glocal enterprise. The marketing research will represent the systematic study and the identification of the suitable means to reach the glocal aims marketing; in particular it will focus on the reality of the glocal product to sell with reference to its appropriated characteristics, the consumer-utilizer, the competition, the distribution, the sale, the communication and the promotion. The financial risks, which are almost always connected to the launch of a product, cannot leave space to the improvisation; from this consideration the importance of the research work and a valid methodology is absolute.

To support the glocal action marketing the research will be constantly active for the enterprise present in the glocal market, while it has to be activated for the enterprise which decides to penetrate it for the first time; this dual attitude, even if derived from various situations, is turned to an identical aim, that is, to be listen the market, to understand the possible evolutions and set up the necessary interventions.

For this a marketing research will be effective if it will be able to give objective, safe, up-to-date, periodic and controllable informative results; the research can not only analyse and list data, its cognitive contribution must bring ideas and proposals to support the policies and the strategies of glocal marketing.

Therefore, the glocal marketing research will have two developments according to the possible glocal product typologies:

- **Research turned to niches of the global market for the local/typical products:** one has to identify the context in which the local/typical products can reach the success.

- **Research turned to local markets for global products:** one has to identify those local markets which want to keep their local identity; therefore the acceptance of global products is possible only with adjustments which are able to answer their demands and local preferences well.

Through the glocal marketing research we have to reach a satisfactory knowledge of:

- the competitive advantages;
- the right glocal product;
- the right price;
- the right distributive channels;

- the right sale policy;
- the right communicational and promotional means;
- the glocal consumer-user;
- the glocal competition.

It is clear that a good glocal marketing research will be a very useful base for all the steps of the glocal marketing process.

2.3. The glocal segmentation

The glocal market needs to be segmented in order to discover those consumers-utilizers interested in glocal products; here we find consumers-utilizers belonging to two specific typologies of segments:

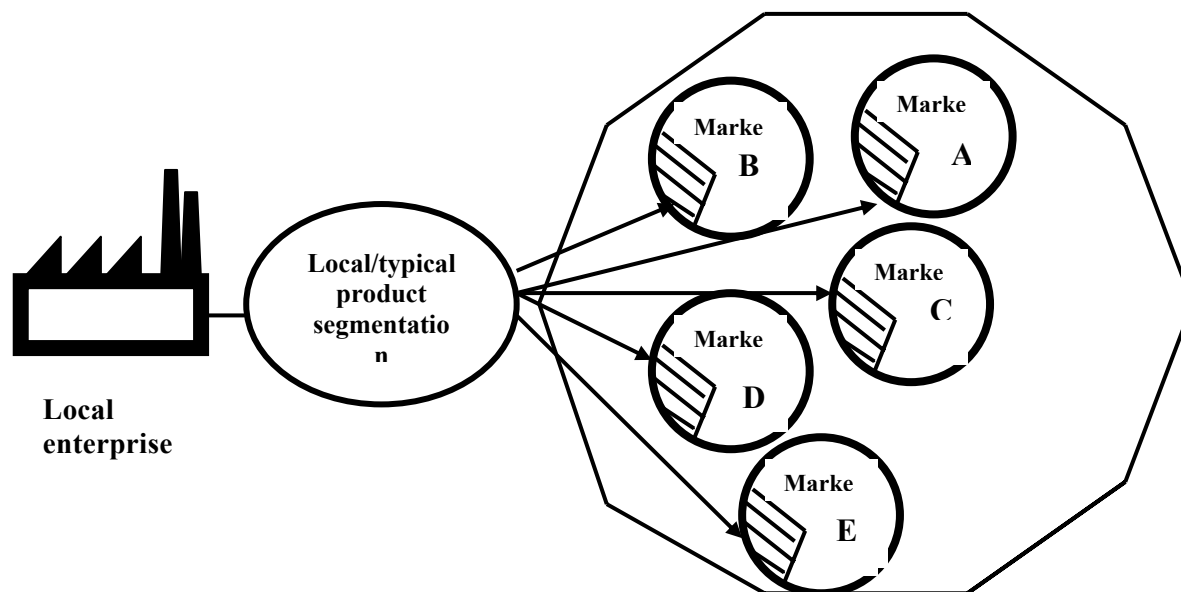


Fig. 8. Glocal segmentation in the niches of the global market for local/typical products

– **Segments of specialized niches of the global market interested in local/typical products and favourable to localisms:** there are niches of market (tourists, businessmen, sophisticated consumers-utilizers, etc.) which would like to buy and consume-utilize some local/traditional products found and tried during their travels abroad also in their countries; that imposes certain local companies to head for these various segments existing in the countries of the global market; we have to remember that the globalisation has never taken the niches of the market into consideration, except the mass markets; due to the glocalisation, it is possible to recover local products and local enterprises to the global process; enterprises with specialized products must aim to glocal market niches in search of traditions, localisms, what is exotic; it will be the segmentation to address the glocal offer of these products to the right direction (Fig. 8).

– **Segments of local markets which ask local adaptations to the global products to be accepted:** segmenting local markets for the global products, it is necessary to answer the demands of the glocal consumers-utilizers offering global products/services which are adaptable to local segment; the success of a global enterprise in the local markets is in the correct identification of the segments to reach and the suitable local adaptations to make; this will be possible through a valid segmentation of the local markets; in fact with the glocal segmentation the global enterprise will define the local markets in which to work with the right modified global product (Fig. 9).

These segment typologies interested in the glocal product will form the glocal market; of course here we will not be in presence of a mass market, but of a particular market in which the localism integrates the globalism. The requests for these segments will be satisfied by products with local, specialized, differentiated characteristics.

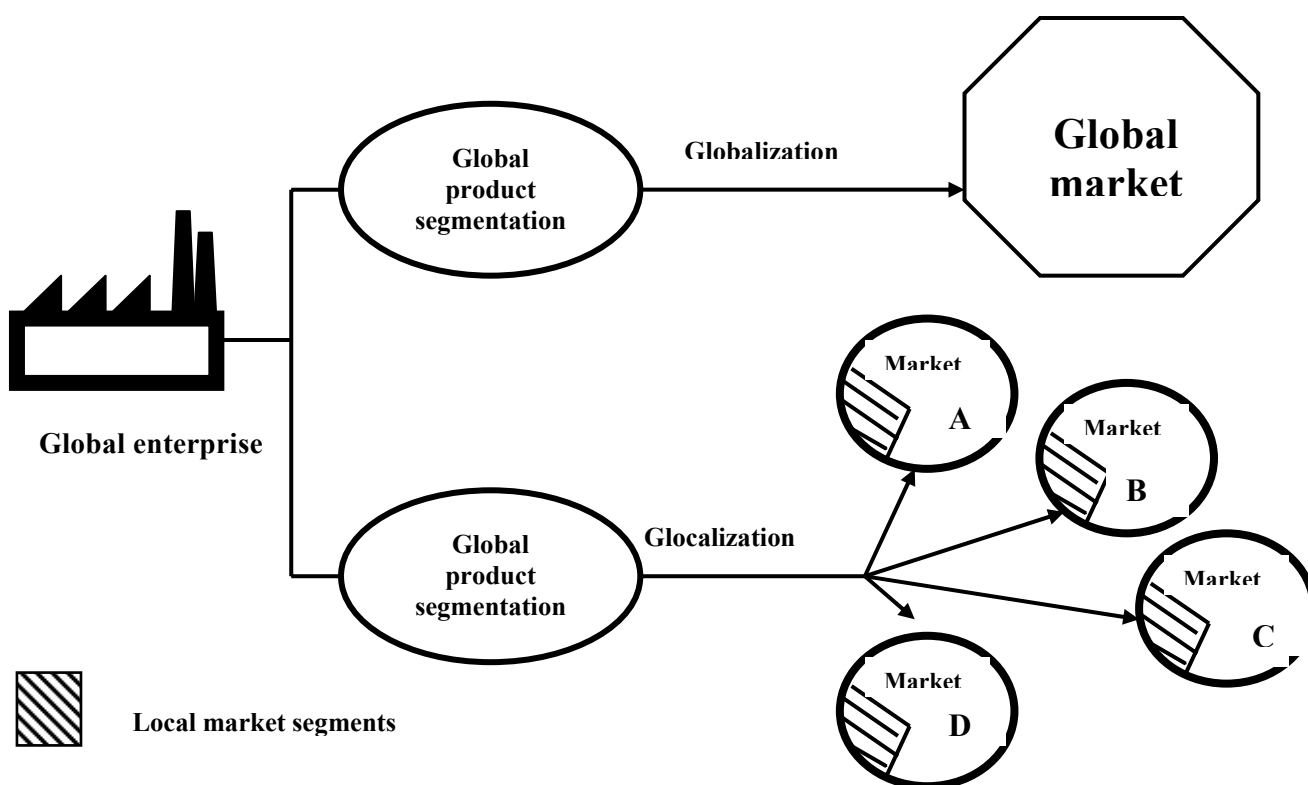


Fig. 9. **Glocal segmentation in local markets for global products to be locally modified**

In the segmentation of the glocal market one will define the "profile" of the consumer-utilizer to approach; through the segmentation one will classify the "glocal preferences" of the consumers-utilizers represented in the identified market segments; that will make a strategic and aimed glocal marketing approach easier.

2.4. The glocal positioning

With the positioning of the glocal product, one will have to define the manoeuvre area of the glocal enterprise in its market: business, differentiations, competitive advantages, etc.

Therefore the positioning will refer to two kinds of enterprises (local enterprise and global enterprise) and two typologies of product, which must face the glocal market (fig. 10):

- positioning of local/typical product in the niches of the global market by local enterprise;
- positioning of global product adaptable to local market by global enterprise.

The enterprise, which has chosen to work in the glocal market, must set up its strategic positioning according to the glocalization in order to exploit the advantages it is able to assure.

The positioning will represent for the enterprise a strategic decision with which to characterize its glocal product, to distinguish it from the competition and therefore to answer the expectations of the glocal consumers-utilizers. Such a positioning becomes an authentic intervention of improvement of a product in comparison with the competition and according to the necessities of the customers.

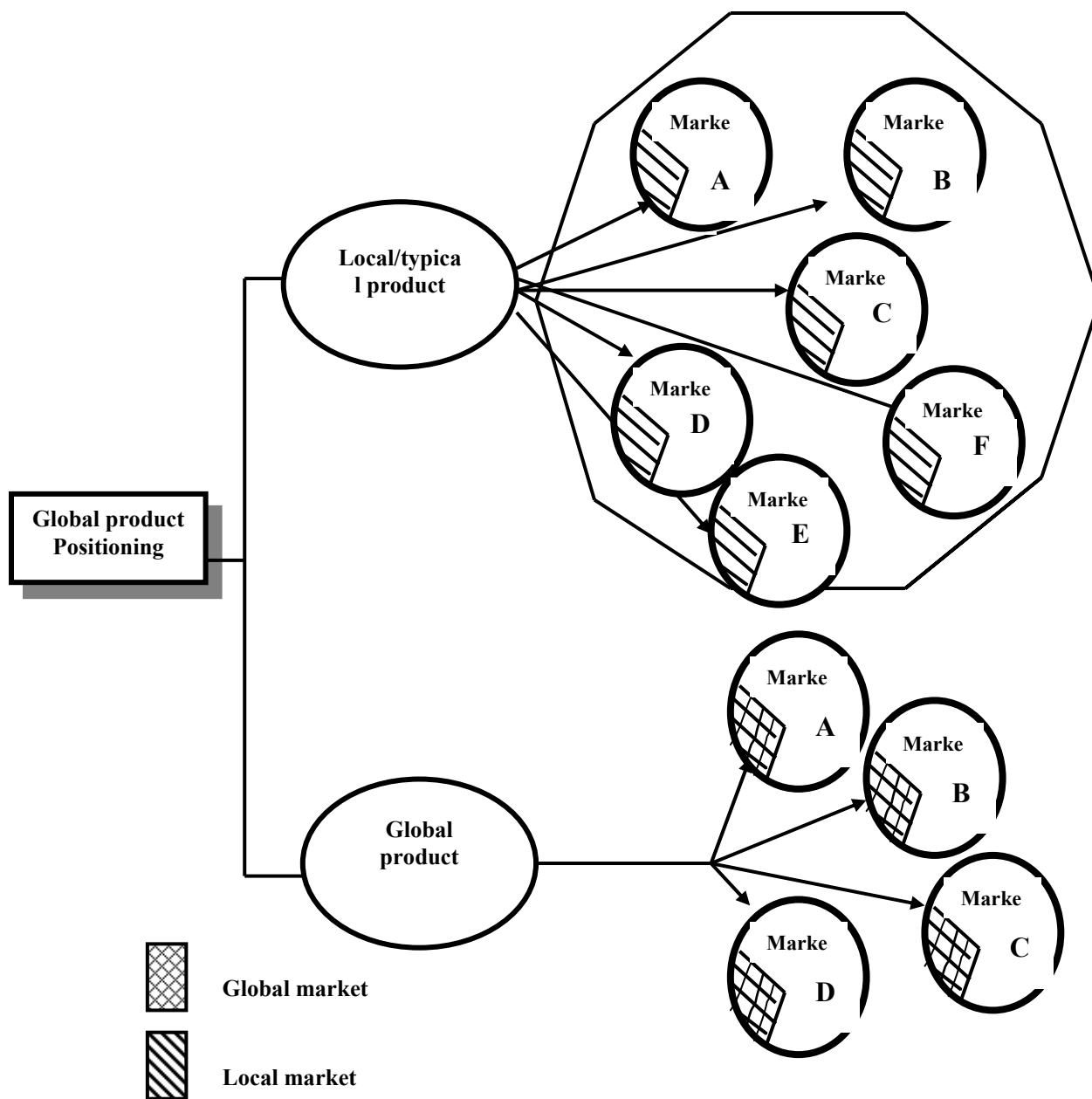


Fig. 10. Glocal product positioning

Deciding the positioning in the glocal market will be equivalent:

- to choose and apply the differentiation factors with regard to the competition;
- to place a product in the glocal market in conformity with the requests of a segment and with the characteristics able to qualify the product in exclusive way;
- to identify the right price for that positioning;
- to support the positioning with the most suitable marketing mix and with aimed strategies and policies of glocal marketing;
- to assure a profit to the enterprise.

2.5. The glocal marketing mix

The aim, which must be reached by the correct use of the various glocal interventions, marketing is the right coordination of them; this will strengthen the same action of glocal marketing as it will join

together several efforts, obtain greater results and act also as the support of the weaker interventions requesting a reinforcement.

A valid mix represents the most genuine moment of differentiation of a glocal marketing strategy compared to the competition. The marketing mix, developing the combinations which give a better answer to the glocal market, will be the "glocalizing project" to orient all the glocal marketing. Therefore, the mix will have to answer the requests of the glocalization and to propose itself like the optimum combination of the marketing elements (product, price, distribution, sale, communication, promotion, etc.) in order to face the glocal competition.

The penetration of the glocal market will require a mix which can interpret and give visibility to the glocal characterizations; the glocal marketing mix must be absolutely able to answer the global niches for the local offer and the local markets for the global one - on the contrary, marketing will not be able to give any support to the glocal product and the relative glocal strategy.

While we are in front of a standardized marketing mix in the global marketing, in the glocal one we are in front of necessary adjustments (Table 1).

Table 1. Glocal marketing mix with aimed adaptations for a global product, which is addressed to local markets

| Countries | Product | Price | Distribution | Sale | Communication | Promotion |
|-----------|---------------------------|-----------|----------------------|----------|--------------------|---------------------|
| Country A | Language adaptation | Identical | Importer/Distributor | Indirect | Message adaptation | Aimed interventions |
| Country B | Language/label adaptation | Identical | Importer/Distributor | Indirect | Message adaptation | Aimed interventions |
| Country C | Packaging adaptation | Identical | Branch | Direct | Message adaptation | Aimed interventions |
| Country D | Form adaptation | Identical | Branch | Direct | Message adaptation | Aimed interventions |

A valid glocal marketing mix program will require that all its elements have to act with coordination in the glocal market; it is necessary that the glocal product with its characteristics can meet the requirements of the glocal consumers-utilizers and satisfy them, that the price can be accessible and remunerative, that the distribution and sale can be efficient and adequate, that communication through a right message can suggest the purchase, that promotion can give his contribution to exceed barriers and prejudices and to convince the consumer-user, that some other features such as personal selling, branding, assortment and service can support the approach of the glocal market.

We will not talk about a rigid model of marketing mix for the glocal offer, because we are in the presence of various situations; a dosage of the mix prepared as one says "in test-tube" would be destined to the failure; the characteristics of every enterprise and every sector are so many and different that is to absent to talk about a generic and uniform glocal marketing mix program is absurd. Nevertheless we can suggest some phases of a possible program formulation:

- **Situation diagnosis of marketing mix elements according to:** market, product, characteristics and prices of the competitive products, distribution, sale, communication and promotion.
- **Proposed aims to reach in short, medium and long term according to:** product, break even point, distribution, sale, communication and promotion, personal selling, branding, transport and delivery.
- **Choice and formulation of strategies and policies according to:** product, price; distribution, sale, communication and promotion.
- **Strategic combination of aims, policies and strategies according to:** product, price, distribution, sale, communication and promotion.

In the conclusion we will say that the marketing mix program represents for a glocal enterprise the coordinated dynamic, dosed, personalized combination of the various marketing elements, which can bring a glocal product to the success in the glocal market.

3. Glocal marketing management

To take the chances offered by the glocalization, it is necessary for the management to support the way of the glocalization; to act glocally for the marketing manager means working in the glocal market

with an appropriate marketing strategy, therefore differentiated and which gives value at the same time to localisms and globalisms.

There will be good glocal marketing decisions if there is a valid management able to take and manage them; the marketing manager will have to safeguard territory, local identities, and traditions in front of the globalism; only in this way globalisation and localization will integrate and develop themselves strategically in the glocalization.

Table 2. Central and local glocal interventions management marketing

| Interventions | Central management | Local management |
|-----------------------------------|---------------------------|-------------------------|
| ▪ Research and development | * | |
| ▪ Production | * | |
| ▪ Marketing | * | * |

The glocal marketing management can develop the marketing process with:

- **interventions centrally coordinated:** there are actions which will be better accepted by the trade and the consumers-utilizers because centrally coordinated; the management will check centrally interventions concerning production, research, development;
- **interventions carried out in decentralized way:** as the localization is a determinant factor of the glocal offer, it will be necessary to manage some strategic interventions in decentralized way and according to the same niches of the global market or local markets which must be reached; the local management will take the marketing decisions in-place, as managing this function from the centre will be very difficult; the glocal management must accept that the local managers have to organize the programs concerning marketing, sale, distribution, communication; this will happen for those enterprises which have local organizational systems (branch, direct salesmen, representatives, agents, importers/distributors) (table 2).

The glocalization process will require a lot of professionalism to win the glocal challenge; we believe that only careful, prepared, flexible, convinced marketing management will be able to win it.

Conclusions

Glocal enterprises making specific research for product niches in the market can overcome some global concurrence.

Glocalisation of the market develops new stage of networking economic relations.

Glocal marketing approach becomes a new attitude to enterprise marketing strategy.

Glocal marketing management develops new decisions for more flexible action in the market.

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