

FUNDAÇÃO GETULIO VARGAS
ESCOLA DE ADMINISTRAÇÃO DE EMPRESAS DE SÃO PAULO

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**STANDARDIZATION AND ADAPTATION IN MULTINATIONAL
CORPORATIONS: APPLIED STUDY ON SAMSUNG'S MARKETING MIX
STRATEGY**

SÃO PAULO – SP

2020

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Advisor: Prof. Dr. Luis Henrique Pereira

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2020

Ishigai, Patricia Akemi.

Standardization and adaptation in multinational corporations : applied study on Samsung's marketing mix strategy / Patricia Akemi Ishigai. - 2020.

77 f.

Orientador: Luis Henrique Pereira.

Dissertação (mestrado profissional MPGI) – Fundação Getulio Vargas, Escola de Administração de Empresas de São Paulo.

1. Marketing. 2. Empresas multinacionais. 3. Normalização. 4. Samsung (Firma).
I. Pereira, Luis Henrique. II. Dissertação (mestrado profissional MPGI) – Escola de Administração de Empresas de São Paulo. III. Fundação Getulio Vargas. IV. Título.

CDU 658.8

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Approval Date: 27 / 04 / 2020

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2020

ACKNOWLEDGEMENT

I thank Prof. Dr. Luis Henrique Pereira for all the support and partnership on this journey.

And I dedicate this thesis to my family, without them I wouldn't be the person I am today.

ABSTRACT

International marketing is the process of planning and conducting transactions across borders to create exchanges that satisfy the objectives of individuals and organizations (Czinkota & Ronkainen, 2006). The standardization approach understands markets as homogeneous and defend that the key to succeed is the ability of the company to standardize goods and services (Buzzell, 1968). On the other hand, the Adaptation Method highlights the difficulties in using a standardized approach and support the tailoring and adaptation to fit in the “unique dimensions” of international markets (Thrassou & Vrontis, 2006).

The purpose of this study is to determine how multinational companies apply their marketing strategy based on standardization and adaptation approaches in different countries. To achieve this purpose, a qualitative study of the international marketing mix strategy of Samsung, in four different countries (Brazil, China, France, and United States of America) was made.

The methodology is divided in two different phases: secondary and primary data collection. The secondary data: (a) gathered information about the countries chosen and perform a CAGE Distance Framework analysis, (b) highlighted the main points of the mobile industry sector with a market share, Product Lifecycle and Porter’s five forces analysis, and (c) studied Samsung Marketing Mix (Product, Placement, Promotion and Price). The primary data, was based on qualitative interviews with Samsung employees, native people from the analyzed countries, and clients to get a different perspective and better understand the company’s reality.

The study concludes that Samsung applies both strategies: standardization and adaptation. In other words, at the same time the company standardize their core competencies and characteristics, it adapts some of its strategy to fit the culture of the other countries. The strategy that seems to have more adaptation is Promotion, while Product, Placement and Pricing have the same overall strategy with some adaptation to fit the countries profiles and requirements. All in all, the company and its brand are known by the advanced technology and innovation, that perception can be found in a consistent way throughout the world due to a success application of their marketing mix in different countries.

Finally, the conclusion is aligned to the literature review studied and contribute to the International Marketing and Standardization and Adaptation field, as it brings a practical and applied study on a well-known company.

Keywords: International Marketing, Standardization and Adaptation, Samsung.

RESUMO

O marketing internacional é o processo de planejamento e realização de transações entre fronteiras para criar trocas que satisfaçam os objetivos de indivíduos e organizações (Czinkota & Ronkainen, 2006). A abordagem de padronização entende os mercados como homogêneos e defende que a chave para o sucesso é a capacidade da empresa de padronizar bens e serviços (Buzzell, 1968). Por outro lado, o método de adaptação destaca as dificuldades no uso de uma abordagem padronizada e apoia a adaptação para as “dimensões únicas” dos mercados internacionais (Thrassou & Vrontis, 2006).

O objetivo deste estudo é determinar como as empresas multinacionais aplicam sua estratégia de marketing com base nas estratégias de padronização e adaptação em diferentes países. Para atingir esse objetivo, foi realizado um estudo qualitativo da estratégia de mix de marketing da Samsung, em quatro países (Brasil, China, França e Estados Unidos da América).

A metodologia está dividida em duas fases: coleta de dados secundária e primária. Os dados secundários: (a) reúnem informações sobre os países escolhidos e realiza uma análise de CAGE Distance Framework, (b) destacara os principais pontos do setor da indústria móvel com participação de mercado, analisa o ciclo de vida do produto e as cinco forças de Porter e por fim (c) estuda o mix de marketing da Samsung (produto, posicionamento, promoção e preço). Os dados primários foram baseados em entrevistas qualitativas com funcionários da Samsung, pessoas nativas dos países analisados e clientes para obter uma perspectiva diferente e entender melhor a realidade da empresa.

O estudo conclui que a Samsung aplica duas estratégias: padronização e adaptação. Em outras palavras, ao mesmo tempo em que padroniza suas principais competências e características, adapta parte de sua estratégia para adequar-se à cultura de outros países. A estratégia que parece ter mais adaptação é a Promoção, enquanto Produto, Praça e Preço têm a mesma estratégia geral, com alguma adaptação para atender aos perfis e requisitos do país. Em suma empresa e sua marca são conhecidas pela tecnologia e inovação avançadas, e essa percepção pode ser encontrada de maneira consistente em todo o mundo devido à aplicação bem-sucedida de seu mix de marketing em diferentes países.

Por fim, a conclusão está alinhada com a revisão de literatura estudada e contribui para o campo internacional de marketing e Padronização e Adaptação, pois traz um estudo prático e aplicado a uma empresa renomada no setor.

Palavras-chave: Marketing Internacional, Padronização e Adaptação, Samsung.

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LIST OF ACRONYMS

CAGE	Cultural, Administrative, Geographical and Economic
CPI	Consumer Price Index
GDP	Gross Domestic Product
GSG	Global Strategy Group
Hofstede Dimensions	PDI Power distance index IDV Individualist vs. collectivism MAS Masculinity vs. femininity UAI Uncertainty avoidance index LTO Long term orientation vs. short term orientation IND Indulgence vs. restraint
KPI	Key Performance Indicators
IMF	International Monetary Fund
P&L	Profit and Losses
PLC	Product Life Cycle
R&D	Research & Development
SAIT	Samsung Advanced Institute of Technology
4P's	Marketing Mix: Product, Placement, Promotion and Pricing

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1. Introduction

Due to the expansion of companies to other countries and the growth of competitiveness on a global scale, the terms globalization and international marketing have certainly become a subject of wide relevance within corporations. It is noticeable the improvements in transportation and communication technologies that lead growth for international capital and global markets (Venables, 2006). Also, McCann (2008) defends that multinational enterprises have an important role not only in their parent countries, but also in other nations around the globe.

Internationalization is the expansion of economic activities beyond national boundaries; therefore, it occurs since the people left their place of origin in search of new lands and new markets. Globalization is a newer phenomenon, which implies not only trade, but a functional integration between dispersed and fragmented activities, forming global chains of production (Martinez, 2007).

Firstly, globalization has no general definition, it is possible to find several articles talking about this theme in different ways. The International Monetary Fund (IMF, 1999) defines it as "the growing economic interdependence of countries worldwide through the increasing volume and variety of cross-border transactions in goods and services and of international capital flows, and also through the more rapid and widespread diffusion of technology". On the other hand, Daniels, Radebaugh and Sullivan (2002) use the term to refer to the deepening relationship and broadening interdependence among people from different countries.

Companies are more than ever involved and affected by globalization. That is, business must be prepared to compete in a global environment even though they are not multinational. So, when it comes to the marketing department, the main challenge is to develop strategic plans that are competitive as the globalization of markets intensifies (Cateora, 1990).

International marketing is the process of planning and conducting transactions across national borders to create exchanges that satisfy the objectives of individuals and organizations (Czinkota & Ronkainen, 2006). Multinational companies need to deal daily with a different macroenvironment that usually involves conflicts due to the divergence of laws and cultures, which transforms the challenge into something even more complex than the ones seen in the local business.

It is through globalization and international marketing that the discussion about global standardization and local responsiveness arises; this dilemma presents a trade-off that

companies must face. In other words, the standardization may lead a loss of sales, while customization may sacrifice the firm's production and marketing efficiencies. In this way, it is possible to find companies with different approaches in their international actions.

The mobile phone market is composed by several multinational companies that have operations across borders. It is a relevant market to be studied, as the phone itself has been more and more important on people's daily life. According to Nielsen (2016), 56% of global consumers say they can't imagine living without a mobile phone and that the device make their life better. Moreover, the industry has transformed the relationship between people and how communication is made, and also revolutionized retailing and banking.

The market size of the mobile industry in 2019 was 1,602,455,200 units in retail volume (Euromonitor, 2020). Within the companies, Samsung has been the market leader in the mobile industry market for a long time, with 18.4% market share in 2019. That indicates the importance of studying the marketing strategy of the company and analyzing how it adapts and standardizes its choices worldwide.

2. Identification of the study's purpose

Considering that nowadays the number of companies expanding operations overseas is growing and the importance of adapting the marketing strategy is inevitable, the present study analyzes how multinational companies apply their marketing strategy based on standardization and adaption approaches in different countries around the globe.

To achieve this purpose, the international marketing mix strategy of Samsung in four different countries (Brazil, China, France, and United States of America) was analyzed. In addition, it seeks to understand important factors in the countries' culture, analyzing the institutional distance between the countries studied with a CAGE Distance Framework (Cultural, Administrative, Geographic and Economic).

The research question that must be answered by this study is:

- I. How Samsung establishes its marketing mix strategies (product, placement, promotion and price) in the four chosen countries: Brazil, China, France and the United States of America?

Finally, to accomplish this goal, it is necessary to answer the following questions:

- I. What is the current literature review on the topic? Does Samsung strategy follow these guidelines?
- II. Regarding the analyzed countries:
 - i. Is it possible to notice product variability regarding models, colors and storages?
 - ii. Does the placement strategy follow a guidance from the headquarters or vary from country to country?
 - iii. Is the advertisement used the same or different? Does culture influence it?
 - iv. Is the price positioning of the company the same when compared to the main competitor?

3. Literature Review

This section presents the theoretical references used to help achieve the study's main purpose. Firstly, the study developed fundamental concepts for the understanding of the globalized environment in which companies operate nowadays by analyzing the theories that verify the institutional differences between the countries chosen.

Moreover, it aims to present international marketing concepts that can be useful for the understanding of the subject. After that, a deepening on international marketing concepts was made focusing on the need to adapt marketing mix in multinational companies. Finally, a joint approach between the 4P's in the marketing mix and the dilemma of Standardization versus Adaptation is presented.

The figure 1 illustrates the themes studied in the literature review that gives the foundations for conducting the research and theoretical underpinnings to answer the questions proposed in this project.

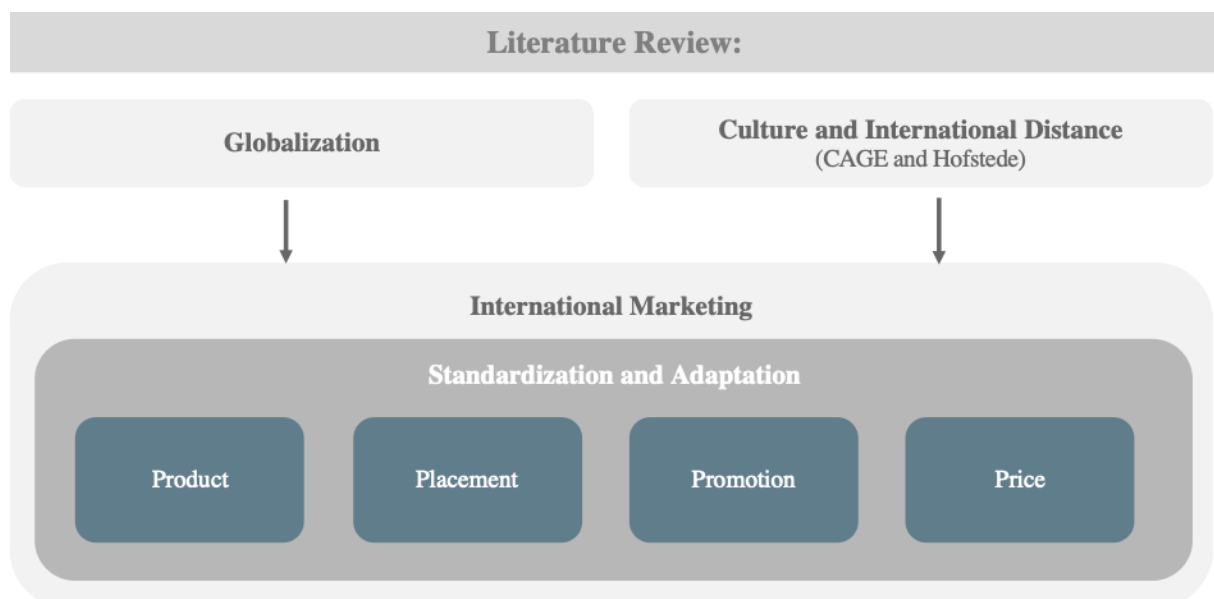


Figure 1: Literature Review (source: own creation)

3.1. Globalization

Globalization has transformed the competition on global scale, in other words, markets are becoming more integrated and it demands firms to pay great attention to coordinating and integrating marketing strategies across markets (Douglas, Craig, & Nijssen, 2001).

Three different stages of globalization are noteworthy according to Friedman:

Globalization 1.0 from 1492 until the early 1800s when the dynamic agent of globalization was the country. Then, Globalization 2.0 that lasted from the early 1820s to the years 2000, was marked by companies globalizing, that is, companies searching for markets and for labor. Finally, Globalization 3.0, from the years 2000 up to the present, has flattened the global economic playing field and was built around individuals that can think about themselves as potentials connectors, collaborators and competitors with other individuals anywhere in the world. (Friedman, 2007, p. 9)

Stuart Hall (1991) disagreed that globalization is a non-contradictory, uncontested space. He believes that companies aim to maintain a global position, and capital is necessary to negotiate. In other words, it is necessary to incorporate and reflect on differences to overcome it and succeed.

Finally, Huntington (1993) presents the “clash of civilizations” paradigm, that says the main conflict between people is cultural and not primarily ideological or economic. Also, the author identified eight major civilizations in the modern and international civilization and predicted that they may clash: Sinic, Japanese, Hindu, Islamic, Orthodox Christian, Western, Latin American, and African.

In a nutshell, globalization has transformed itself from something that was built from countries, to companies and lastly to one built around individuals. This scenario facilitated the interaction among people and nations, creating a more connected and integrated business environment.

3.2. Cultural and Institutional distance between countries

Institutions can be defined as any form of constraint (formal or informal) that human beings devise to shape their interaction. The institutional distance or similarity is between the regulatory, cognitive, and normative instructions of the two countries (Kostova, 1996). Because of that, it is common to multinationals to choose a country that is institutionally similar to start the internationalization.

The psychological distance, or psychic distance, of Johanson and Vahlne (1977, p.24) is defined by “the sum of factors preventing the flow of information from and to the market”; in other words, it can be anything from differences in language, culture and education, to business practices.

Moreover, according to Tomlinson (1999, p.1), “globalization lies at the heart of modern culture; cultural practices lie at the heart of globalization”. So, another important concept is organizational culture, which is defined in many different ways. The most famous definition is “the way we do things around here” (Lundy & Cowling, 1996).

Based on international economic research, the framework created by Ghemawat (2018) suggests that the amount of trade operations between countries is influenced by similarities and differences among four different dimensions: Cultural, Administrative, Geographic and Economic (CAGE):

- I. **Cultural:** the interactions among people generates attributes of a society that are not enforced by the state with laws. The cultural and language difference between countries can increase or reduce the possibility of economic interactions;
- II. **Administrative/Political:** laws, policies and institutions usually created by political power and enforced by governments. Includes, international relationship between countries, for example: treaties and international organizations;
- III. **Geographic:** attributes as physical distance between countries, common land borders and different time zones and climates, but also access to ocean and topography. In other words, the geographic aspects and distance can influence how companies must conduct their business;
- IV. **Economic:** differences in the economic mechanisms that can affect the cross-border activities.

As a conclusion, Ghemawat (2018) says that if two countries have the same official language, are part of the same regional trade arrangement, share a common border, and have similar levels of per capita income, the probability of trading is 10 to 15 times as much if compared to countries that not share this common aspects.

To further the cultural aspects of Cultural analysis at CAGE, Hofstede and Minkov (2010, p.6) say that “culture is the collective programming of the mind that distinguishes the members of one group or category of people from others”. The Hofstede model of national culture consists of six dimensions. The cultural dimensions represent independent preferences for one state of affairs over another that distinguish countries (rather than individuals) from each other.

- I. **Power distance index (pdi):** relationship between authoritarian relations and inequality in power.

Power distance can therefore be defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. Institutions are the basic elements of society, such as the family, the school, and the community; organizations are the places where people work. (Hofstede & Minkov, 2010, p.61)

- II. **Individualism versus collectivism (idv):** describes the relationship one has in a given culture. That is, this scale assesses whether the person is centered on the individual and his or her close family (individualism) or whether they are people who belong to a group and are loyal to them (collectivism).

Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after him- or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty. (Hofstede & Minkov, 2010, p.92)

- III. **Masculinity versus femininity (mas):** how societies deal with emotions roles.

Society is called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with the quality of life. A society is called feminine when emotional gender roles overlap both men and women are supposed to be modest, tender, and concerned with the quality of life. (Hofstede & Minkov, 2010, p.140)

- IV. **Uncertainty avoidance index (uai):** how people feel threatened by uncertainty and try to avoid it.

Uncertainty avoidance can therefore be defined as the extent to which the members of a culture feel threatened by ambiguous or unknown situations. This feeling is, among other manifestations, expressed through nervous stress and in a need for predictability: a need for written and unwritten rules. (Hofstede & Minkov, 2010, p.191)

- V. **Long term orientation versus short term normative orientation (lto):** personal virtues, mainly perseverance and parsimony.

Long-term orientation stands for the fostering of virtues oriented toward future rewards—in particular, perseverance and thrift. Its opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present—in particular, respect for tradition, preservation of “face,” and fulfilling social obligations. (Hofstede & Minkov, 2010, p.239)

- VI. **Indulgence versus restraint (ind):** the gratification people usually use in the country.

Indulgence stands for a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun. Its opposite pole, restraint, reflects a conviction that such gratification needs to be curbed and regulated by strict social norms. (Hofstede & Minkov, 2010, p.290)

From the definition of culture and deepening of the six dimensions of Hofstede, it is possible to observe that cross cultural comparison of factors affects corporate performance and should not be seen as a challenge, but as an opportunity to be exploited (Firoz & Ramin, 2004).

3.3. International Marketing

According Czinkota and Ronkainen (2006, p.4), International Marketing can be defined as “the process of planning and conducting transactions across national borders to create exchanges that satisfy the objectives of individuals and organizations”. So, developing a marketing strategy in the global world can be at the same time a challenge and an opportunity.

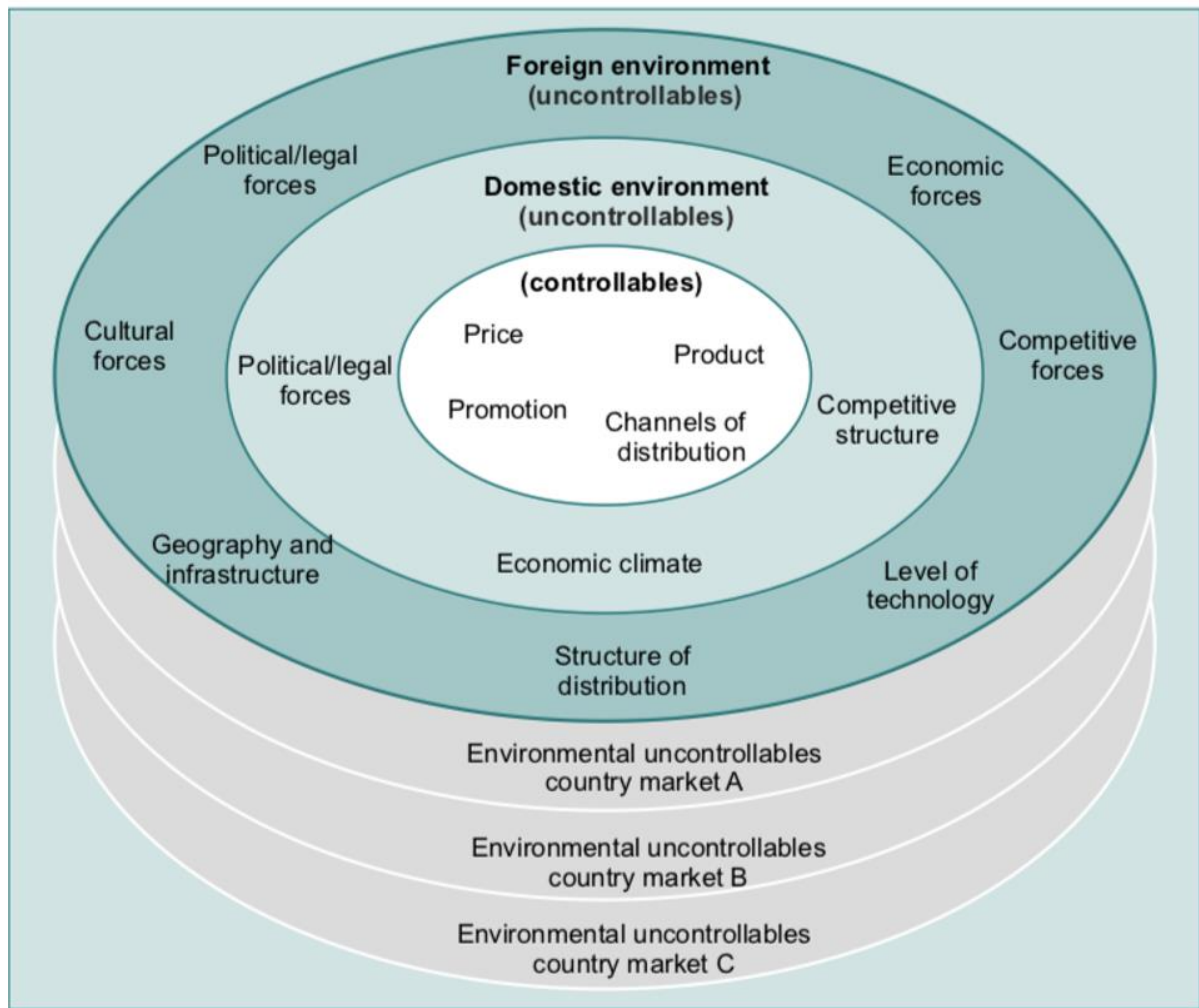


Figure 2: The international marketing task (source: Ghauri & Cateora, 2009, p.29)

The international marketing task (figure 2) represents what global companies need to deal on a daily basis. The inner circle represents the elements that it is possible to control, that is the company's marketing mix. In the second circle it is illustrated the variables at the home country that can have effect on foreign operation. Then, the other circles represent influences that the international companies suffer from the countries in which they are inserted. To sum up, in contrast with local business, it has more than one environmental uncontrollable.

3.4. Standardization and Adaptation

The choice for being global or local created a new concept, the *glocal*. *Glocal* is a word that captures the global and local perspective at the same time (Gross, Turner, & Cederholm, 1987). According to Moon (2005), to deal with these situations, there are four

different strategies that multinationals can use: (I) Domestic, (II) Multidomestic, (III) Global, and (IV) Transnational.

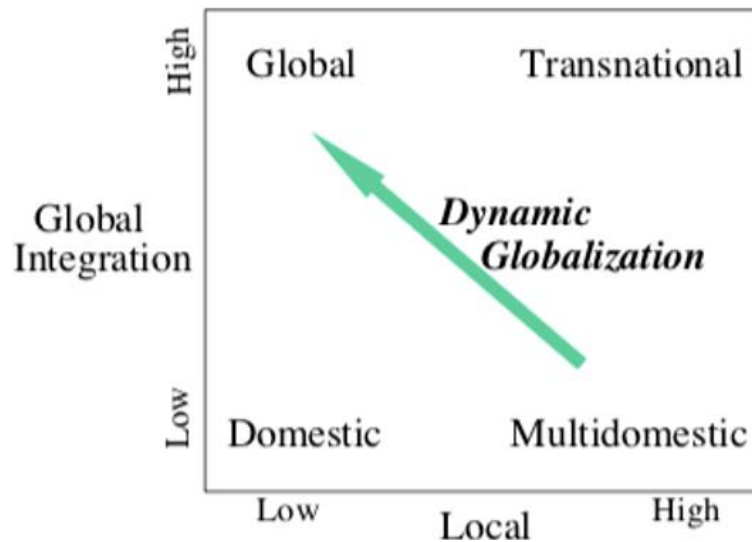


Figure 3: Types of International Strategies (source: Moon, 2005, p.136)

- I. **Domestic** (low integration and low differentiation): the headquarter have an important influence in the knowledge development and innovation;
- II. **Multidomestic** (low integration and high differentiation): responsiveness to local market demands. According to Douglas and Wind (1987), this type of corporation is focused on responsiveness because they think international markets are more heterogeneous than homogeneous;
- III. **Global** (high integration and low differentiation): based on scale economies, the emerge of global market for standardized products. Corporations that sells the same thing, in the same way everywhere, in other words, operates at relatively low costs (Levitt, 1983);
- IV. **Transnational** (high integration and high differentiation): maximizes both responsiveness and integration, where knowledge and innovation are developed and shared. Bartlett and Ghoshal (1989) say that, in order to achieve global competitive advantage, costs and revenue have to be managed simultaneously and innovation can arise in many parts of the organization.

After analyzing the four types of international strategies, it is notable the dynamic of globalization, that is, the transformation of multidomestic companies to global companies. This dynamic introduces the discussion about the paradigm of being flexible to local consumers

or learn from global consumers, in other words, to decide when to use a standardized marketing mix and when adjust it in order to fit the particularities of the local market. The traditional dilemma between standardization versus customization presents a trade-off that companies must face: the standardization may lead a loss of sales, while customization may sacrifice the firm's production and marketing efficiencies.

It is possible to notice two schools of thought about these approaches. Supporters of standardization approach understand markets as homogeneous and defend that the key to succeed is the ability of the company to standardize goods and services (Buzzell, 1968). Also, it is common to defend that the consumer needs do not vary significantly across market and nations, resulting in economies of scale both in production and marketing (Levitt, 1960).

On the other hand, the adaptation method highlights the difficulties in using a standardized approach and support the tailoring and adaptation to fit in the “unique dimensions” in different international markets (Thrassou & Vrontis, 2006). Moreover, these differences can be between countries or even regions inside the same country (Papavassiliou & Stathakopoulos, 1997).

Douglas and Craig (1986) argue that standardization may be the most desirable international strategy but, in order to have a successful global marketing, it is necessary to develop and evaluate the broader context of the company's overall strategy rather than relying solely on customer market considerations. The authors also analyze the benefits and the barriers of standardization; the main points are shown below:

I. Benefits of standardization

- i. Economies of scale in production and marketing: when developing a standardized product or marketing campaign, a substantial economy is made;
- ii. Transfer of experience or know-how: standardization makes the transference of know-how and experiences from one country or market to another;
- iii. Uniform image: standardization also creates a uniform global image of a company/brand throughout the world;
- iv. Easier control and co-ordination: they make it easy to companies to control and coordinate their activities around the world;

II. Barriers of standardization

- i. Governmental and trade restrictions: regulations can be a barrier when a company tries to uniform pricing and promotion around the globe;

- ii. The nature of the marketing infrastructure: the differences of media available in each country may lead the company to an adaptation of the marketing campaigns;
- iii. Differences in customer interests and response patterns: the customers interests, preferences and response patterns may vary from a country to another, making it hard to keep the same strategy;
- iv. The nature of the competitive structure: the competitiveness of a sector can be different from a country to another.

When performing an integrated analysis of the marketing mix of a company with the dilemma of standardization versus adaptation, it is possible to find that some of the components of the marketing mix tend to be more prone to adaptation and others to standardization.

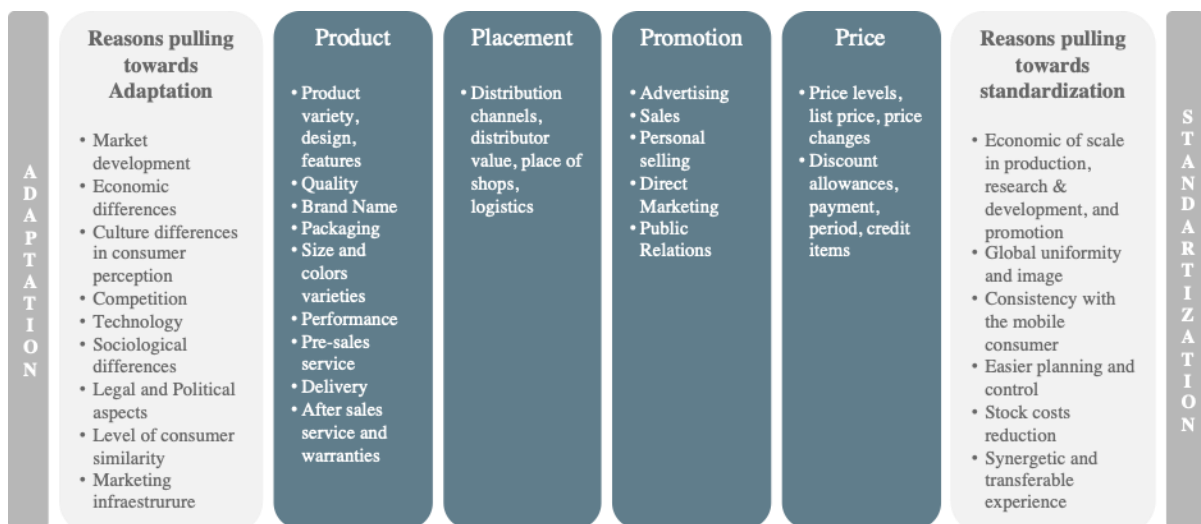


Figure 4: Marketing mix toward standardization or adaptation (source: own creation adapted from Vrontis, 2003)

Furthermore, according to Vrontis, Thrassou and Lamprianou (2009), it is possible to find the significant and peripheral reasons pulling the marketing mix towards standardization and adaptation. Regarding adaptation, the significant reasons should be market development, differences in physical conditions, legal and political reasons. On contrary, the significant reasons of standardization are easier planning and control and stock costs reduction. According to Nguyen (2011), other reasons for adaptation and standardization in each sphere of the market mix are depicted in the figure 5.

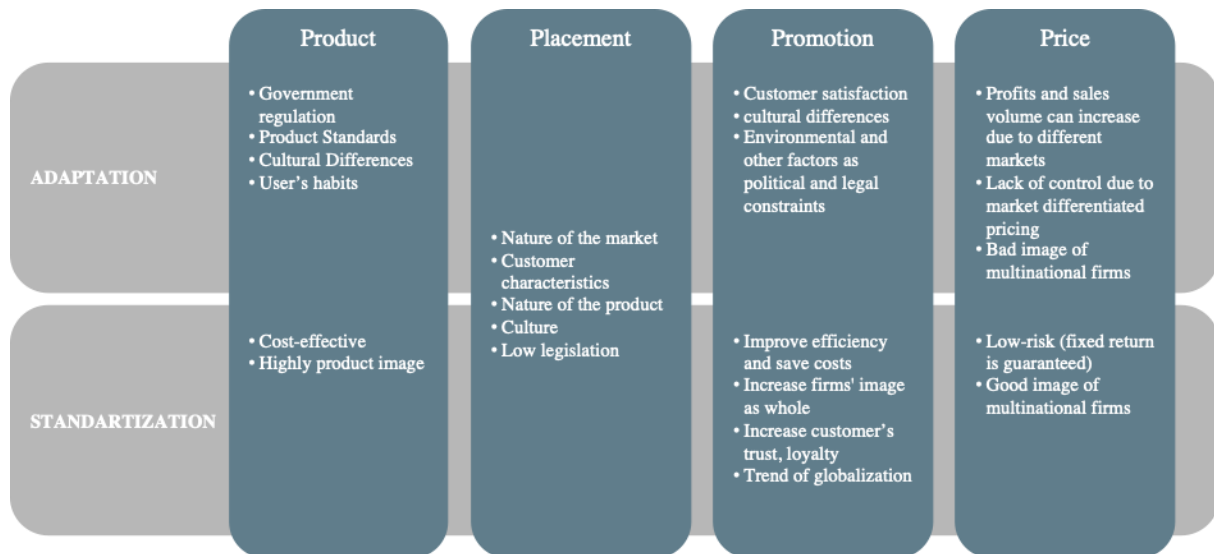


Figure 5: Causes of standardization and adaptation in each P of a Company's Marketing Mix (source: own creation adapted from Nguyen, 2011)

Finally, in the globalized and localized economy, managers should be able not only to maximize profit and add value to the product, but also reduce local differences and unnecessary waste (Moon, 2005). In order to do that, a maximization of the effectiveness and benefits of both concepts should be considered, standardize some of the marketing mix components and at the same time adapt when necessary. That is, instead of focusing on total standardization or adaptation, companies should take into consideration: (i) the degree of standardization or adaptation that respect the competitive strategy of product and branding, placement, promotion and pricing (Riesenbeck & Freeling, 1991), and (ii) organizational and environmental aspects (Quelch & Hoff, 1986). Moreover, it is necessary to emphasize that each company has its particularities that must be analyzed individually.

4. Methodology

In order to reach the purpose of this study, that is, to understand how Samsung apply their marketing mix strategy (4P's) on standardization and adaption in four different countries, a qualitative study was carried out. This study is divided in two main stages: secondary and primary data analysis. The secondary data analysis aims to (i) gather information about the countries chosen and perform a CAGE Distance Framework analysis, (ii) highlight the main points of the mobile industry sector with a market share, Product Lifecycle and Porter's five forces analysis, and (iii) Samsung Marketing Mix study (Product, Placement, Promotion and Price). On the other hand, the primary data collection was based on qualitative interviews with Samsung employees and clients to better understand the reality of the company in each country.

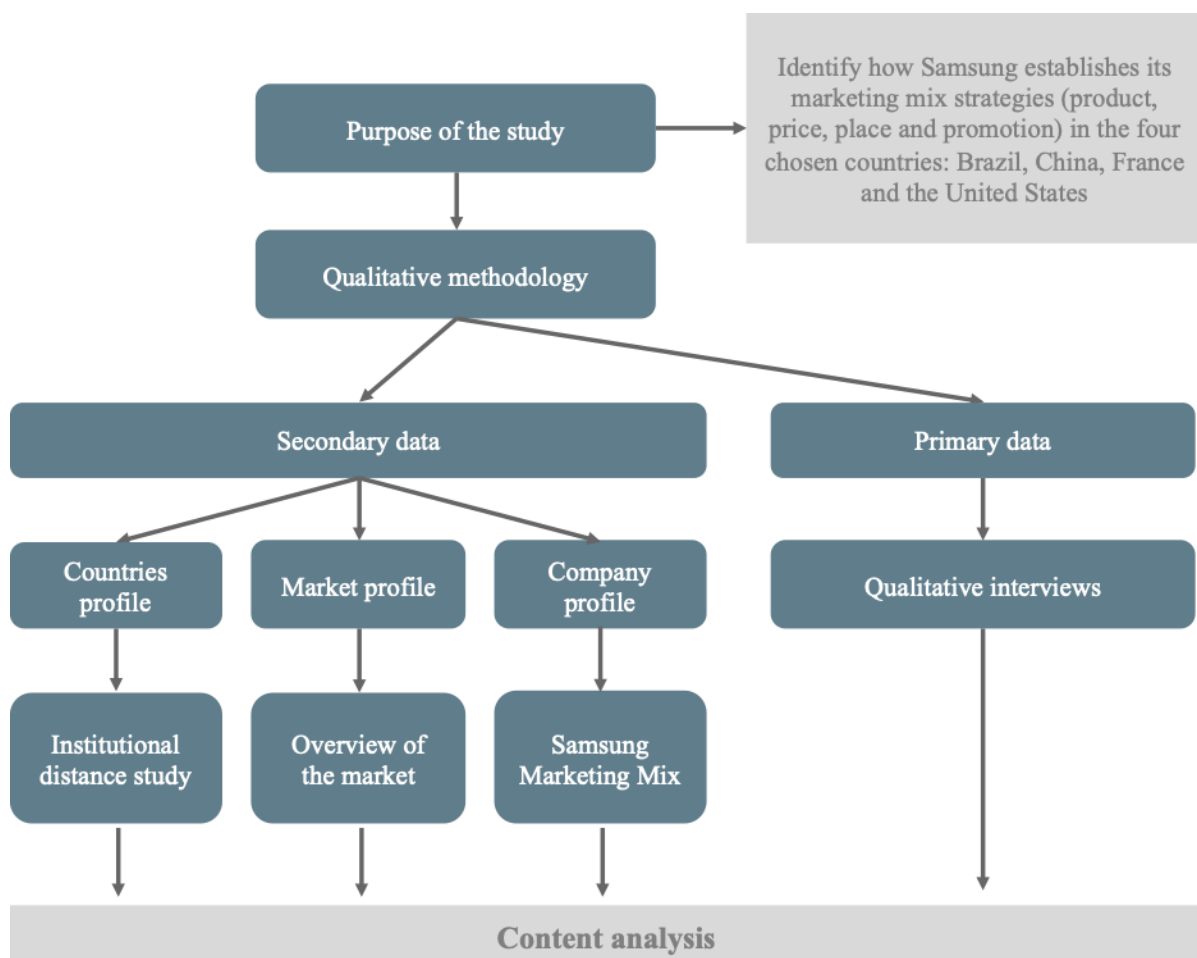


Figure 6: Methodology Diagram (source: own creation).

4.1. Choice of countries: Institutional Distance study

Taking into consideration the objectives of this study, four different countries were chosen according to some qualitative factors, such as the continent, size of the cellphone market, growth of the country and market expectations. The selected countries were: Brazil, China, France and United States of America.

Meanwhile, to better understand the countries chosen, an analysis of the institutional distance and culture of the four countries in which these companies are working was carried out using a CAGE Distance Framework.

4.2. Secondary Data Collection about the Sector and Company

Creswell (2017) defines a qualitative research data collection as a process to examine documents, observe behaviors and interview participants. To make the information relevant and trustworthy, multiple sources of data should be used and categorized into themes that cut across the data collected.

So, after choosing the countries that Samsung has operation, a secondary data collection was performed. At this stage, the collection of data was gathered and analyzed to get a deeper understanding of the mobile industry sector worldwide and to justify the selected countries.

Also, data about the company was gathered. The subjects collected were general information of the company (origin, mission, vision, values, among others), and marketing mix analysis. The institutional internet pages and relevant sources as Euromonitor were a priority, thus maintaining the truth, veracity and origin of the information. Adding to that, the information obtained in the qualitative interviews were extremely important to understand the meaning of the secondary data collection about the sector and the company.

4.3. Qualitative Interviews

According to Creswell (2017), qualitative interviews face-to-face or virtual interviews are with participants that generally involves unstructured and open-ended questions with the objective of elicit participants' views and opinions about a subject. In the present study, the qualitative interviews were conducted to: (i) more assertively understand the vision in which the employees, in different roles inside the organization, have on the process of

internationalization of their company, and (ii) to better understand the culture of the countries and how consumers perceive the company.

The choice of the interviewed employees depended on the connection between the company and thesis supervisor/student. Also, during the process, a collection of documents was made to be analyzed using the Content Analysis concept of Bardin (1977).

A total of 13 conversations were made, where 10 were conducted with native people from the analyzed countries, while 3 of them were conducted with Samsung's employees (2 Brazilians and 1 American). The conversation with consumers and native people from the analyzed countries were crucial to understand how cultural aspects influence business, while the interviews with the employees helped to understand an internal view of the company's strategy. The layout used to guide the interviews is available at Appendix 5 and 6.

4.4. Content Analysis

A content analysis was performed based on all the previous stages (secondary and primary data collection) and considering the method developed by Bardin (1977) that defines content analysis as an empiric method to analyze the content of messages, with a toolbox of mechanisms that can be applied. Also, it is an investigation technique that does an objective, systematic and quantitative analysis following the rules of being:

- I. Homogeneous throughout the whole material;
- II. Exhaustive in the sense of looking at all the content;
- III. Exclusive in a way that the same content can only be classified in one way;
- IV. Adequate and pertinent, as it can be adapted according to the objective and content of the study.

The Content Analysis was integrated in all steps of the secondary data collection (country, industry and marketing mix analysis) and primary data collection (qualitative interview with employees and consumers).

The process created allowed not only to understand the content of the data gathered, but also analyzes nuances on the choice of words and underlining meanings on the material. To do so, the process used was: (i) creation of categories, (ii) transcription and review of interviews, and (iii) identification of most frequently used words and expressions.

5. Data Collection and Analysis

5.1. Institutional Distance: The CAGE Distance Framework

As said before, the countries chosen were: Brazil, the United States of America, China and France. The main reason for this decision is below:

- I. **Brazil:** South American country, emerging country with a growing smartphone market. The retail volume sales of smartphones remained stable in 2019, reaching 48 million units (Euromonitor, 2020). Also, smartphone has become a popular item that Brazilians are willing to spend money with;
- II. **China:** Asian country, with a large population and considered a highlight in the smartphone market, having new companies that are gaining market worldwide. The country had the largest retail volume of the market in 2019, with 456 million of units (Euromonitor, 2020);
- III. **France:** European country, culturally settled with a stable smartphone market with 33 million of units sold in 2019 (Euromonitor, 2020);
- IV. **United States of America:** North American country, consolidated and benchmark market. Third country in retail units, after China and India, with 316 million of units in 2019 (Euromonitor, 2020).

To understand the institutional distance between these countries, and how the similarities and differences can influence the decisions, a CAGE analysis was made.

5.1.1. Cultural

The interactions among people generate attributes of a society that are not enforced by the state with laws. To further the cultural aspects of Cultural analysis at CAGE, it is possible to apply the Hofstede cultural dimensions theory. In the Hofstede Insights (n.d) website there is a special tool that shows the 6 dimensions of countries and compare.

Also, to better understand the relationship of the subsidiary with the headquarters, a comparison to South Korea can be made. The comparison between the countries are in the figure 7.

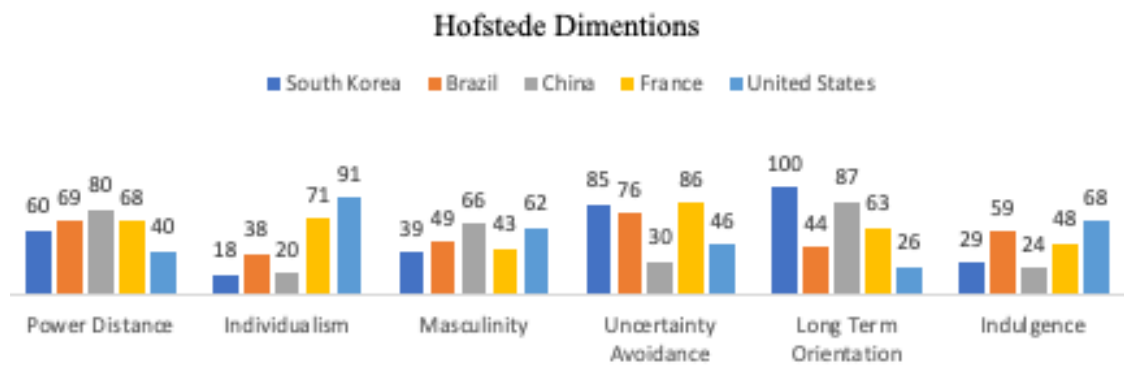


Figure 7: Hofstede Dimensions on the countries chosen (source: Hofstede Insights, n.d.).

An analysis of grades in each dimension is summarized in the table below:

	South Korea	Brazil	China	France	United States
Power Distance	Score 60 (mid): slightly hierarchical society	Score 69 (high): hierarchy as an important aspect and symbol of power	Score 80 (high): higher ranking, polarized subordinate – superior relationship	Score 68 (high): centralized power in companies and government	Score 40 (low): hierarchy per convenience and superiors should be accessible
Individualism	Score 18 (low): collectivist society, values long term commitment with groups	Score 38 (low): collectivist. Importance of creating relationships in the workplace that goes beyond work	Score 20 (low): collectivist culture. Act in the interest of the group and not individual	Score 71 (high): Respect authority but also values their own opinion and work	Score 91 (high): people look after themselves and family. In business, there is high independence
Masculinity	Score 39 (low): feminine society – work in order to live focus, valuing equality	Score 49 (mid): balance between achievements and relationship	Score 66 (high): masculine society – orientation to success. Can sacrifice leisure	Score 43 (low): feminine. Welfare system	Score 62 (high): masculine society – “live to work”
Uncertainty Avoidance	Score 85 (high): rigid codes of belief and behavior	Score 76 (high): strong need for rules and legal system	Score 30 (low): comfortable with ambiguity. Adaptable and entrepreneurial	Score 86 (high): valorizes structure and planning	Score 46 (low): open to ideas but cautious about it
Long Term Orientation	Score 100 (high): long term oriented	Score 44 (mid): intermediate answer	Score 87 (high): pragmatic depends on situation, context and time	Score 63 (high): pragmatic depends on situation, context and time	Score 26 (low): practical, polarized ideas and looking for quick results
Indulgence	Score 29 (low): tendency to cynicism and pessimism	Score 59 (high): optimism and willingness to realize impulses and desires	Score 24 (low): tendency to cynicism and pessimism	Score 48 (mid): less relaxed and enjoy life less	Score 68 (high): work hard, play hard

Table 1: Hofstede dimensions interpretation (source: adapted from Hofstede Insights, n.d.).

In overall, each country has its characteristics that explain what they are today. Moreover, when comparing to each other, it is possible to highlight similarities and differences between all of them. Considering zero the grade South Korea has in each dimension, figure 8 emphasizes the distance the four countries have in each dimension compared to the headquarters. Also, it is necessary to state that negative grades do not mean something bad.

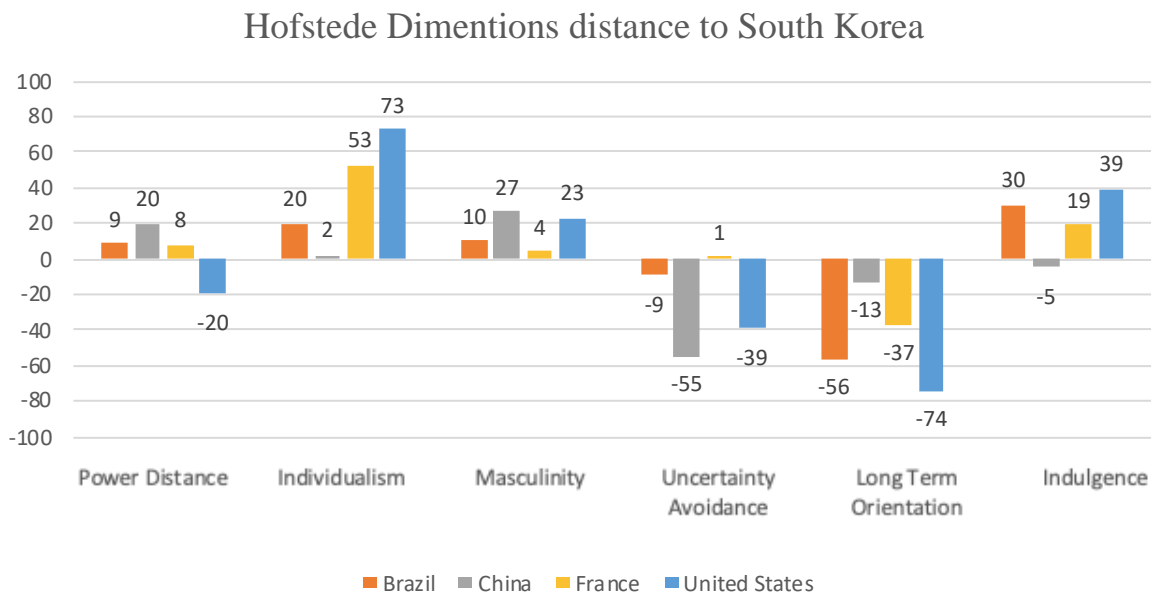


Figure 8: Hofstede Dimensions of each country compared to South Korea (source: adapted from Hofstede Insights, n.d).

By analyzing the graphic, it is possible to conclude that France has closer grades to South Korea in the Power Distance, Masculinity and Uncertainty Avoidance. Moreover, China has closer grades on Individualism, Long term orientation and Indulgence. Finally, the country that has the largest variance is United States, with more distance in Power Distance, Individualism, Long term orientation, and Indulgence.

5.1.2. Administrative/Political

This section embraces laws, policies and institutions usually created by political power and enforced by governments. The main topics about the relationship of the Samsung headquarters and each studied country (Brazil, China, France and United States of America) are discussed in this section.

The Ministry of Foreign Affairs of Republic of Korea (2020) provides some data about the diplomatic relation, trade, investment and number of Koreans living in the country at their official website

	Diplomatic Relation	Korean Exports (USD)	Korean Imports (USD)	Investment in the country (USD)	Koreans living in the country
Brazil	Since 1959	5.3 billion	3.4 billion	9.3 billion	50,000
China	Since 1992	136.2 billion	107.2 billion	87.9 billion	307,000
France	Since 1949	3,541 million	5,879 million	2,883 million	29,167
United States	Since 1882	72.72 billion	58.87 billion	-	2.49 million

Table 2: Administrative and Political view of the countries (source: own creation adapted from Ministry of Foreign Affairs, 2020).

Primarily, the political aspect on the CAGE Distance Framework analysis the overall international relationship between countries; it is necessary to highlight that treaties and international organization can make a good influence in this sphere.

5.1.3. Geographic

The geographic aspects, as physical distance between countries, common land borders and different time zones, and climates can influence the relationship between companies. In the case of Samsung, the headquarters are located in Seoul, South Korea. All the countries analyzed in this study doesn't have any common land and borders. All the countries, except from China, are in a different continent and time zone. An illustration about these differences can be found in the table 3:

Series:	Continent	Time Zones	Distance to South Korea – Seoul (Kilometers)
South Korea	Asia	+8 (Seoul)	-
Brazil	South America	-3 (São Paulo)	18,338 (São Paulo)
China	Asia	+ 8 (Beijing)	956 (Beijing)
France	Europe	0 (Paris)	8,989 (Paris)
United States	North America	-5 (New York)	11,078 (New York)

Table 3: Geographical view of the countries (source: own creation adapted from Time and Date, 2020).

The geographic characteristic and distance can influence how companies must conduct their business. One example is the time available for having meetings with the headquarters and time consumed for a resource (materials, pieces and even employers and managers) to go from one country to another can vary. Brazil and United States are the furthest countries in geographical distance to South Korea.

5.1.4. Economic

Three important economic measures are: Gross Domestic Product (GDP), Unemployment rate and Inflation Rate. According to the International Monetary Fund (2020), GDP is the total value of final goods and services produced inside a country in a determined period of time, regardless the responsible for producing it (citizens or foreigners), it can depict the size of the economy and how the country is performing. Adding to that, the Real GDP is the adjusted GDP taking into consideration price changes. It is calculated with a tool called price deflator that transform it from nominal to constant prices and the Growth rate of Real GDP is often used as an indicator of general health of the economy.

The inflation rate can be calculated by the average Consumer Price Index (CPI) and it measures the average level of prices in a country taking in to consideration the typical basket of consumer goods and services. While the Unemployment rate calculates the number of people without a job as a percentage of the total labor force. The GDP, Real GDP Growth, Inflation Rate and Unemployment Rate of the analyzed countries in 2019 is in table 4:

Series:	GDP (Billions of U.S. dollars)	Real GDP Growth	Inflation Rate (average consumer prices)	Unemployment Rate
South Korea	1.63 thousand	2	0.5%	4.0%
Brazil	1.85 thousand	0.9	3.8%	11.8%
China	14.14 thousand	6.1	2.3%	3.8%
France	2.71 thousand	1.2	1.2%	8.6%
United States	21.44 thousand	2.4	1.8%	3.7%

Table 4: Economic view of the countries (source: own creation adapted from IMF, 2020a).

Looking at the numbers above, it is possible to conclude that the United States have the highest GDP of 21.44 trillion dollars. However, when it comes to the Real GDP growth, China has a better number, showing that the country is developing in a fast pace and the

economic health is going great. The economic factors differences between the countries can affect the cross-border activities and must be taken into consideration when analyzing a business.

5.2. Industry Analysis

The industry analysis is extremely important because it gives a background scenario where the firm have activities; also, it can influence deeply the marketing strategy, where it identifies market segmentation, selects the target and positions the brand to the chosen consumers. For the mobile industry, the following analysis were conducted: market share, product life cycle and Porter's Five Forces.

5.2.1. Market Share

The mobile phone has been more and more important on people's daily life. According to Nielsen (2016), 56% of global consumers say they can't imagine living without a mobile phone and that the device make their life better. The industry has transformed the relationship between people and how communication is made, and also revolutionized retailing and banking. The market size of the mobile industry in 2019 was 1,602,455,200 units in retail volume (Euromonitor, 2020).

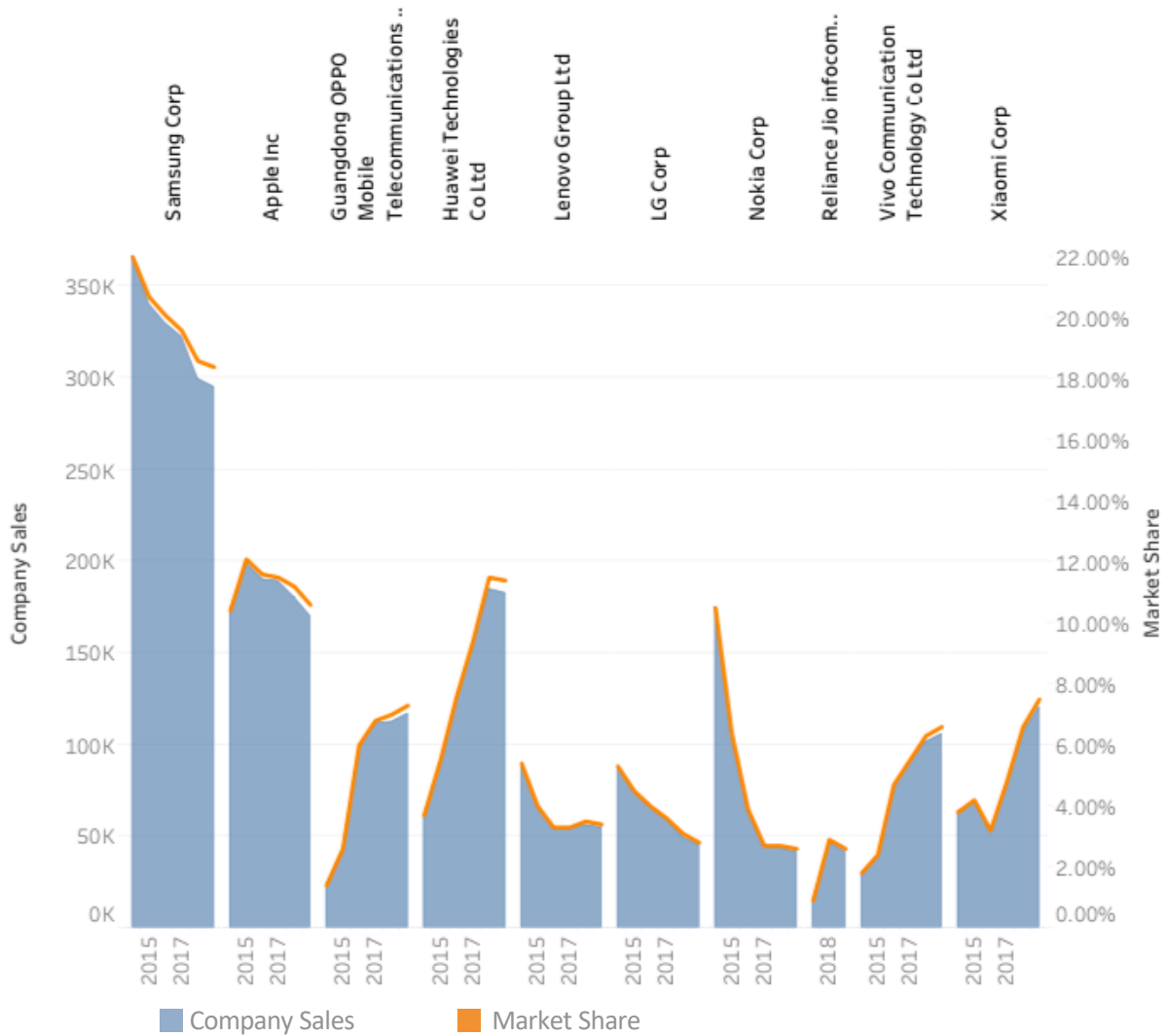


Figure 9: Mobile Industry Sales and Market Share from 2014 to 2019 (source: own creation adapted from Euromonitor, 2020).

Samsung has been the market leader in the mobile industry market for a long time, with 18.4% market share in 2019. However, the company share has been decreasing when comparing data with past years; for example, in 2014 the company market share was 22%. The main reason behind this decrease is the strong competition from other companies, specially the new entrants from China, such as Huawei, Oppo and Xiaomi. To emphasize this phenomenon, the Huawei market share worldwide has surpassed Apple in volume sales since 2018 with 11.5% against 11.2%. However, as Apple has premium products, it stays competitive due to value sales.

The top five companies in market share (retail volume) changes in the five countries analyzed in this study, as can be seen in figure 10.

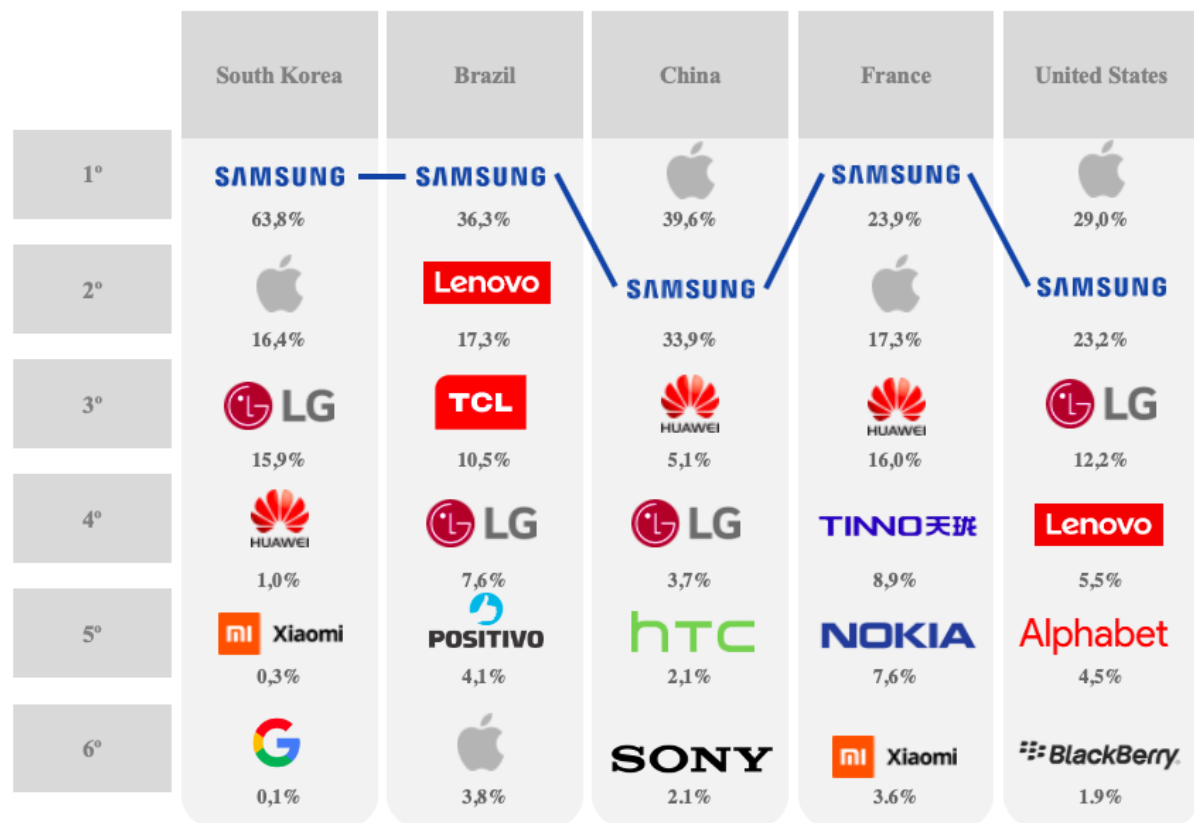


Figure 10: Market-share Mobile Industry per country (source: own creation adapted from Euromonitor, 2020).

Samsung is presented as the company with the biggest or the second biggest share in all the analyzed countries. Moreover, Euromonitor Insight on Consumer Electronics trends (2020) highlights that Brazil is considered an important market for the company, as the number of established local brands is not big. Adding to that, the Brazilian market holds Apple in 6th position in market share and have Chinese brands, like TCL in 3rd place, that uses the image of the football player Neymar Jr as a brand ambassador.

5.2.2. Product Life Cycle

Product Life Cycle (PLC) is defined by strategies a product goes through in different phases of sales and profits overtime. Vernon and Wells (1966) categorize markets in four stages: introduction, growth, maturity and decline. The mobile device industry can be classified in the Mature Life Cycle Stage, where the product is already established, consumers are already aware of it, and the market is saturated. Moreover, in this stage, company's profits depend on how they differentiate themselves and attract consumers.

5.2.3. Porter's Five Forces

To better understand the market in different perspectives, a Porter's Five Forces analysis can be found below:

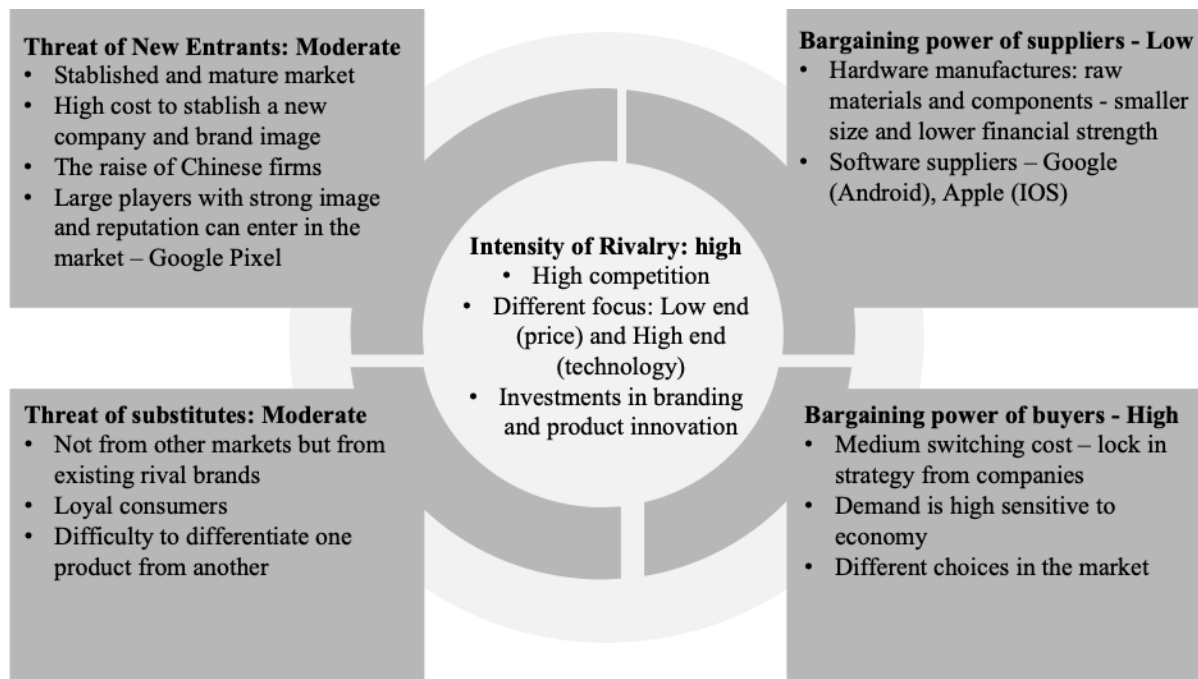


Figure 11: Mobile Device Sector Porter's Five Forces (source: own creation).

Firstly, as already said, the market is in a mature stage where the *intensity of rivalry is high* and characterized with high competition. The market works with different approaches according to the type of consumer: in the low end the focus is on price, while at the high end is technology. Moreover, companies are trying to differentiate themselves with branding, product innovation and business efficiency.

The *threat of new entrants is moderate* as the market has high cost for establishment and new companies should create a brand image from scratch. Although there are significant barriers to entry, recently the numbers of Chinese players have raised. Adding to that, big companies with a strong brand image and reputation can find it easier to enter in the market, for example Google with Pixel.

The competition is high in the market, making the *threat of substitution moderate* between the existing brands. Also, the bargaining power of buyers is high as it is difficult to differentiate technical aspects of each product and branding makes an important role when

choosing a mobile device. As a result, companies are trying to lock in consumer with other complementary products as headphones and smartwatches.

Finally, *bargaining power of suppliers is low*, especially because hardware manufactures (raw materials and components) are smaller in size and have a lower financial strength. When talking about the software, the bargaining power increases in the case of Google, as many mobile phone devices uses the Android platform.

5.3. Company Analysis

Samsung is a South Korean multinational with headquarters in Seoul. Founded in 1969, started operations as an electronic manufacturer, selling products like semiconductors, black and white TV, washing machines and refrigerators. In the late 70's and early 80's, the business diversified, the company initiated the global expansion, and created the Samsung Advanced Institute of Technology (SAIT) to develop R&D studies.

The 90's were extremely important when talking about globalization; at that time, the company started to rise across borders becoming the world's largest producer of memory chips in 1992. Samsung had the strategy to focus on high quality products, provide consumer satisfaction and fulfill corporate social responsibilities. The combination of all these factors created a strong company that was able to continue growing even during the 1997 financial crisis. The digital era brought challenges for the company that has responded with technological and revolutionary products, keeping competitive in the market through innovation until nowadays.

At this moment, the company is the market leader across various categories, including mobile phones, and its goal is to “devote its talent and technology to creating superior products and services that contribute to a better global society” (Samsung HQ, 2020). To do so, Samsung considers their talents and technology the most important asset of the company. Moreover, the inner goal is to “create the products and services that give customers the best satisfaction while contributing to the society” (Samsung HQ, 2020).

The values of the firm are synchronized with its goal and can be defined by five core conducts that should be taken into consideration when all the employees are making decisions. These values are:

- I. **People:** to give the opportunity to reach the full potential;

- II. **Excellence:** all the employees should be committed to develop the best product and services to the consumers' needs;
- III. **Change:** keep a long-term vision, always changing and adapting the strategy to forecast needs and demands of the market.
- IV. **Integrity:** one foundation to all the acts in the company is being ethical, taking into consideration moral to guarantee that the actions are fair and transparency;
- V. **Co-prosperity:** social and environmental responsibility.

The financial performance of the company in 2018, according to the Consolidated Financial Statement in FY (Samsung HQ, 2020) was 243.8 trillion KRW (221.6 trillion USD) of revenue ,and 44.3 trillion KRW (40.3 trillion USD) of net profit. Moreover, the global network counts with 216 global bases, 72 countries and 309,630 employees.

5.4. Marketing Mix

The Marketing Mix of a company is defined by Neil Borden (1991) as the set of activities comprising a firm's marketing program. Thus, the following section aims to determine and analyze Samsung 4Ps (Product, Placement, Promotion and Price) in the four countries (Brazil, China, France and United States) in comparison to the company's headquarters (South Korea).

5.4.1. Product

The product, in a consumer's point of view, is more than the physical aspect itself, but also the benefits the user obtains from that. In other words, it is necessary to consider the value delivered to the consumer. The Total Product Concept developed by Kotler and Levy (1969) enhances that products have a wide conception and must be seen from a competitor's comparison perspective; that is, a company should choose an augmented attribute that can't be easily copied by competitors.

The product line planning decisions are frequently made taking into consideration three different factors: (i) Breadth, that is the number of lines a company is offering, (ii) Length, that is the number of items in a line with different price points, and (iii) Depth, the number of types of a given product. Samsung has a broad variety of products from mobile phones and

notebooks to consumer electronics as for example: fridge, microwave and dishwashers. For the purpose of this study, the focus is mobile phones.

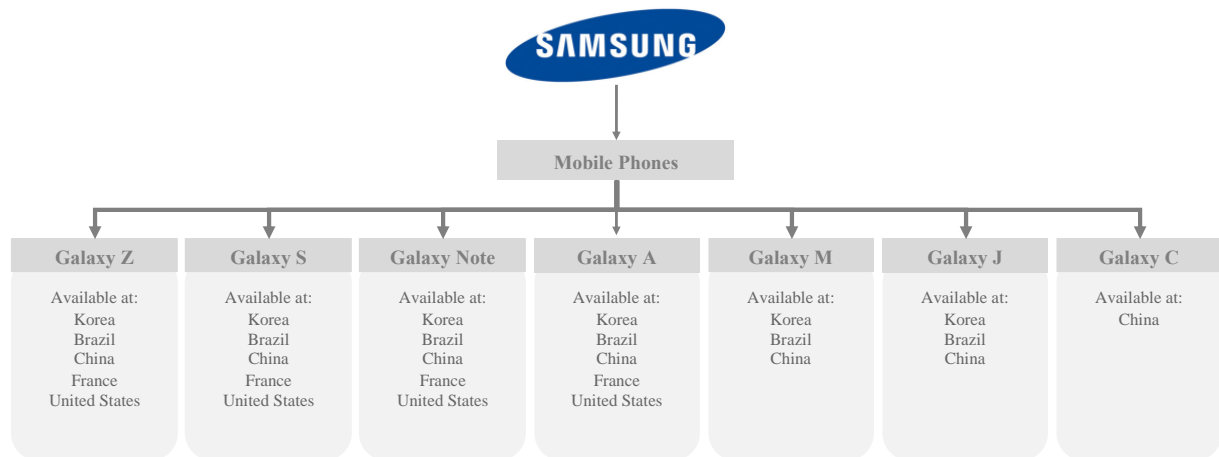


Figure 12: Samsung's Product Portfolio (source: own creation).

As seen in the image above, the Galaxy family is divided into 7 subgroups: Galaxy Z, Galaxy S, Galaxy Note, Galaxy A, Galaxy M, Galaxy J and Galaxy C. The 4 first models are present in all countries analyzed in this study, however, Galaxy M and J have restrictions and are only available in South Korea, Brazil and China. Furthermore, China is the only country with the Galaxy C series.

To continue this study, an analysis of the Samsung Galaxy S product line was made. The Galaxy S series is a Samsung high end product line, powered by Android. The first mobile phone of this series was launched in June 2010 and had an 800 x 480 Super AMOLED display. Since then, the company has developed new technologies and brought to market more models (S1 to S10). The last product was S20, launched in February 2020, that promise to transform the photography industry with its 5 camera with an outstanding resolution and camera zoom.

When looking at the company official website from the 5 different countries, the models available in the Galaxy S series varies and a summary of the availability can be found in the table 5.

Series:	# S Series	S20	S10	S9	S8	S7	S6	S4
South Korea	8	Ultra S20+ S20	S10+ S10 S10e	S9	-	-	-	-
Brazil	17	Ultra S20+ S20	S10+ S10 S10e S10 Lite	S9+ S9	S8+ S8	-	-	-
China	16	Ultra S20+ S20	S10+ S10 S10e	S9+ S9	S8+ S8	-	-	-
France	18	Ultra S20+ S20	S10+ S10 S10e S10 Lite	S9+ S9	S8+ S8	S7 S7edge	S6 S6edge	-
United States	155	Ultra S20+ S20	S10+ S10 S10e	S9 S9	S8+ S8 Active	S7	S6	Mini

Table 5: Models of Galaxy S series available on the official website (source: own creation based on Samsung KR; Samsung BR; Samsung CN; Samsung FR; Samsung US, 2020).

Each analyzed country has a different selection of product mix being offered in the official website and, to better understand these differences, a broad search on the S10 was made, as the S10 series was available in all the analyzed countries and has a broad selection of models.

The products (S10+, S10, S10e and S10 Lite) have different characteristics regarding storage size, colors available and price in each country (see Appendix 1).

About the key takeaways of the analysis, firstly, all the countries have the S10+, S10 and S10e available in the product portfolio. However, the S10 Lite is only present in Brazil and France. The S10Lite product was created to bring the most iconic Galaxy experience in a more accessible way for consumers. When compared to the other products in the series, it has the lowest price, costing R\$3,999.00 in Brazil and €699,00 in France. Also, the website emphasizes four different characteristics of the products. Brazil highlights: Stable Camera, Battery for two days, Super-Fast Charging, and Super AMOLED Plus Screen; while France says: Infinity screen, Triple Camera, Action-Camera and Long-lasting battery. Figure 13 portrays the way products are placed in the website.

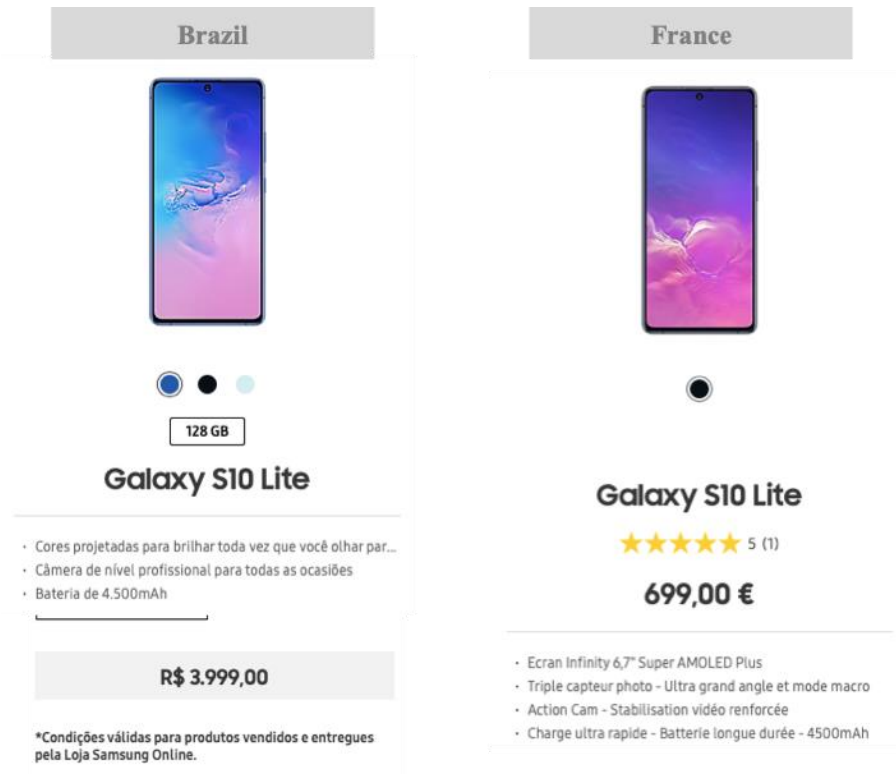


Figure 13: Galaxy S10Lite (source: own creation adapted from Samsung BR; Samsung FR, 2020).

Secondly, the storages available for each model are the same in all countries, except from the S10e in United States that have one more model (256GB). The S10e model main difference is the camera: it has a dual camera (12MP Wide-angle Camera and 6MP Ultra Wide Camera), while the S10 and S10+ has a triple camera (12MP Telephoto Camera, 12MP Wide-angle Camera and 6MP Ultra Wide Camera).

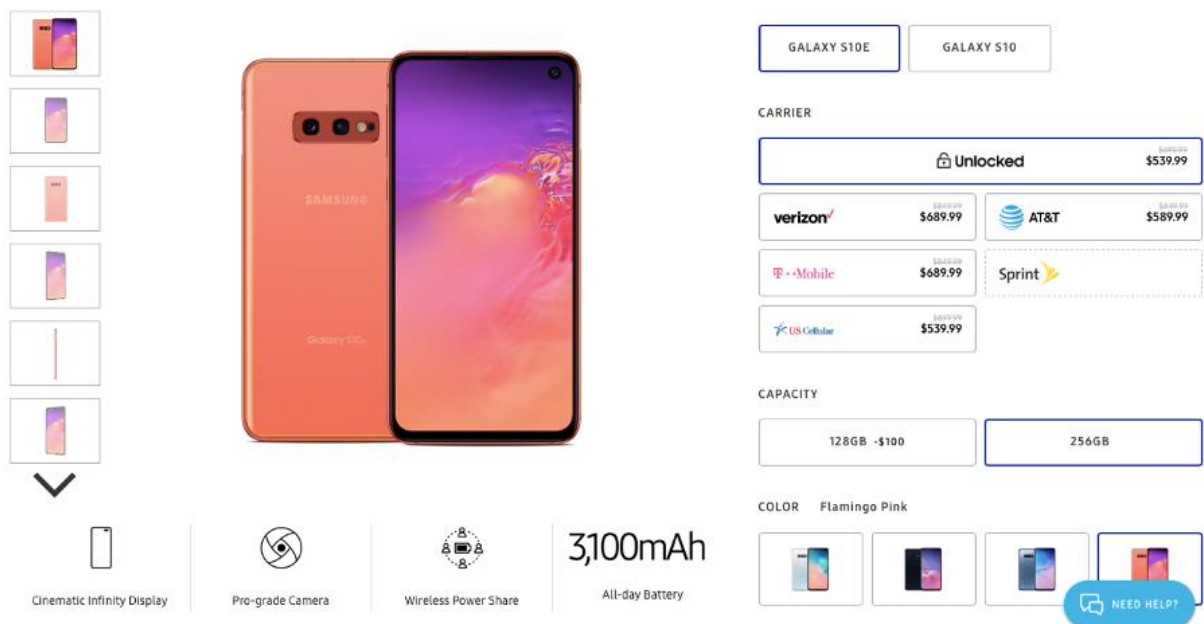


Figure 14:United States Website - S10e 256GB (source: Samsung US, 2020).

Moreover, the colors available for each model are different in each country. For example, Flamingo Pink Color is only available in South Korea (S10+ 128GB, all S10) and United States (S10+ 128GB, all S10, all S10e), while you can only find the Cardinal Red color in France (S10+ 128GB, all S10, S10e).

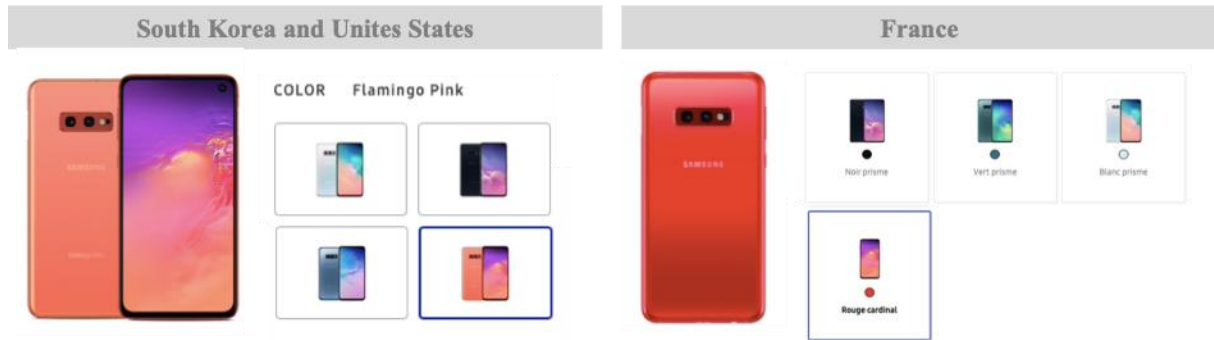


Figure 15: Availability of colors (source: own creation adapted from Samsung KR; Samsung FR, 2020).

Finally, the name of the colors is also different. Two countries that have remarkable colors characteristics for some models are Brazil and China. All the 128GB models, plus the S10 512GB, in Brazil have simple color names, without any adjectives: Blue, White, Black. On the other hand, the 128GB models in China have a different adjective: Pale jade white, Fresh lemon yellow, Misty Ripple Blue, Carbon Crystal Black. The usual names for these colors are: Prism White, Prism Black, Prism Green, Prism Blue and Canary Yellow.



Figure 16: Brazil and China Name of the Colors Comparison (source: own creation adapted from (Samsung BR; Samsung FR, 2020)

As a conclusion of the product section of the marketing mix, it is possible to notice that some product lines are available in some countries analyzed, showing that the company adapts the breadth in the product line planning. Moreover, this adaptation can also be seen in the length and depth, as the number of items in the line is different – for example, the S10Lite is only present in Brazil and France. Finally, although the company always keep the essence of the products intact, there are some differences between countries regarding storage size, colors available and colors name.

5.4.2.Placement

Placement, also known as marketing channel, is the way a company goes to the market, that is how it interacts with consumers. Moreover, Rangan and Kasturi (1995) highlight eight different channel functions, that are: (i) Product Information, (ii) Product Customization, (iii) Product Quality Assurance, (iv) Lot Size (e.g., the ability to buy in small quantities), (v) Product Assortment (refers to breadth, length, and width of product lines), (vi) Availability, (vii) After-Sale Service, and (viii) Logistics. In other words, channels not only deliver the product for the consumer, but also are a mechanism of value that needs to be connected to the strategy of the company.

The channel design can have two characteristics: it can be direct or indirect. In the direct distributions, the firm interacts straight with its consumers, without any independent party. Some of the direct channels of Samsung are official online website and Samsung stores.

Official website

Samsung has official websites for each country that they have operations (Appendix 2). Overall, the websites look alike, with a similar structure and very user friendly; a person who doesn't speak the language of the country is able to navigate through the website just by knowing their country. Moreover, when looking at the Mobile category, more specifically the Galaxy S series, the websites look like the same, with a banner promoting the new Galaxy S20 and the available phone models, as seen in the next figure.

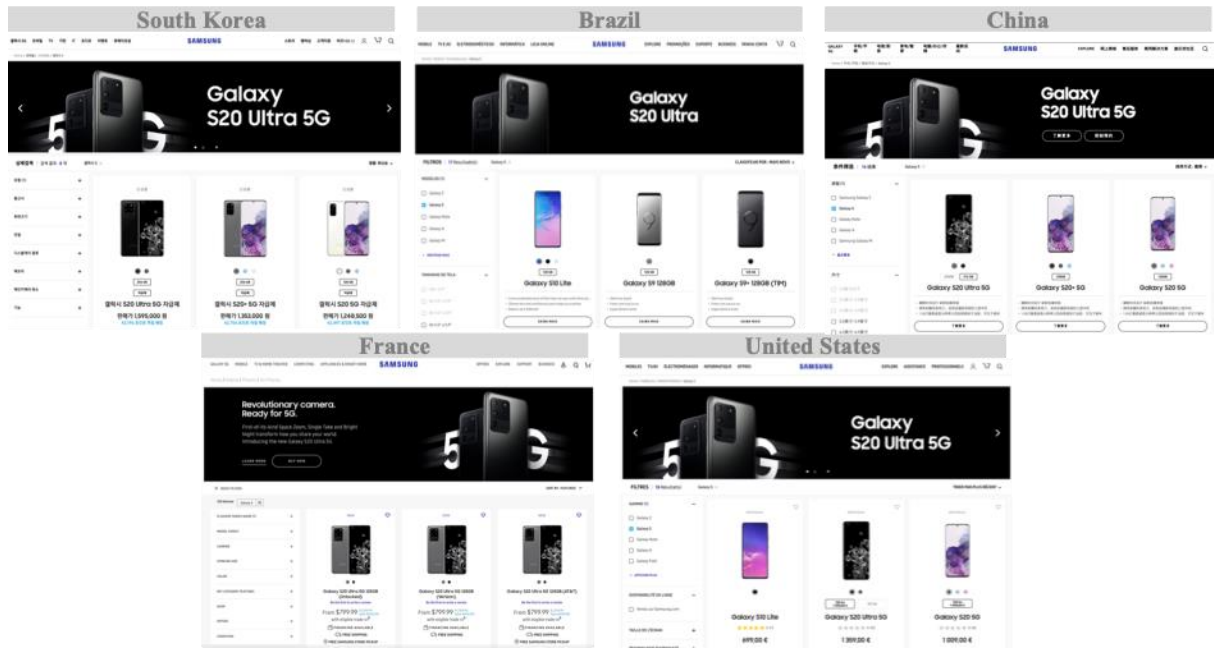


Figure 17: Samsung website - Galaxy S series (source: own creation adapted from Samsung KR; Samsung BR; Samsung CN; Samsung FR; Samsung US, 2020).

However, the sorting criteria (Appendix 3) in each website is different and shows that each country has a limited freedom to adapt their website. Table 6 summarizes the categories available and the order that they appear. It is possible to conclude that there is an average of 8 sorting criteria in the websites and the three options that appear in all websites are: series name in the first position, storage size, and key category features (specific characteristics as fast charging, cellphone border, Samsung Pay and others).

	South Korea	Brazil	China	France	United States
Series Name	1°	1°	1°	1°	1°
Model Family					2°
Carrier	2°				3°
Connection	4°		3°		
Camera	7°	5°	6°	6°	
Screen Size	3°	2°	2°	3°	
Screen Technology (display)	5°	3°	4°	4°	
Storage Size	6°	4°	5°	5°	4°
Color					5°
Key Category Features	8°	6°	7°	7°	6°
Online Shop		8°		2°	7°
Offers				8°	8°
Lifestyle		7°			
Total filters	8	8	7	8	8

Table 6: Sorting Criteria (source: own creation based on Samsung KR; Samsung BR; Samsung CN; Samsung FR; Samsung US, 2020)

Samsung Stores

Another channel that consumers can interact directly with the company is the Samsung store. Adding to that, it is possible to find *Samsung Experience Store*, that wants to bring a broader experience for consumers with gaming session, workshops and others unexpected experiences to convenient services. In the United States there are four different locations: New York (Roosevelt Field), Houston (The Galleria), Los Angeles (Americana at Brand) and Palo Alto (Stanford Shopping Center).

Online and Physical Distributors

Adding to the direct channels, Samsung also have indirect distributors, in other words, third parties that work as a connector, that can be Online and Physical Distributors. When talking to some of the Samsung clients from different nationalities, some of the distributors mentioned were:

	South Korea	Brazil	China	France	United States
Supermarkets	Lottemart, Emart, Homeplus	Carrefour, EXTRA, Walmart	-	Auchan, Carrefour, Leclerc, Cora	Walmart
Electronic Retail Stores	Himart, Discount Mart	Fast Shop, Ponto Frio, Americanas	Suning	Fnac, Darty	Best Buy
Online Distributors	Naver shopping	Magazine Luiza, Kabum, Mercado livre	tmall.com JD.COM	Amazon, Orange.fr	Amazon
Carriers	SKT, KT, LGT	Vivo, Claro, Tim	China Unicom, China Mobile, China Telecom	Orange SFR	Verizon, Tmobile, AT&T, Sprint

Table 7: Samsung Distributors in the countries (source: own creation).

Distribution between channels

Euromonitor provides an analysis of the distribution channel of companies in a different point of view. It divides the channels into two blocks: store-based retailers (grocery retailers, non-grocery specialists, and mixed retailers) and non store retailing (vending, direct selling, home shopping, and internet retailing). The definition of each distribution channel is on Appendix 4 and the data on Samsung distribution in South Korea and the four analyzed countries is on figure 18.

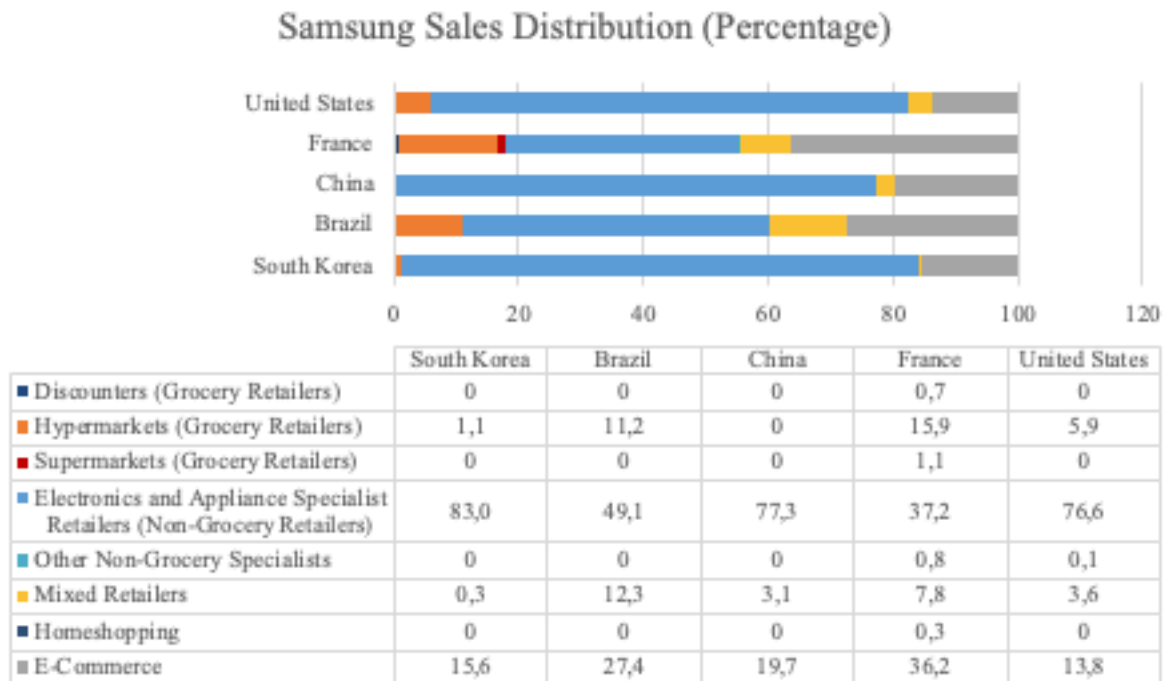


Figure 18: Samsung Sales Distribution (source: own creation adapted from Euromonitor, 2020).

Figure 18 shows that the majority of the Samsung mobile phones are sold in Electronics and Appliance Specialist Retailers, that are retail stores specialized in domestic devices, consumer electronics, computers and others. For the mobile industry, Euromonitor highlights the examples: Best Buy, Euronics, PC World, Darty, But, Media Markt, Yamada Denki, and Gome (China).

Besides the Specialists retailers, three other channels have great importance: e-commerce, Hypermarkets and Mixed Retailers. Euromonitor (2020) defines each of the channels as:

- I. The E-commerce is defined by consumer goods sellers in the internet (including mobile phones and tablets). That is, pure e-commerce internet retailers and store-based retailers that also have an online platform;
- II. The Hypermarkets are retail outlets that have a space bigger than 2,500 square meters. Their primary focus is on groceries (food, beverage and others) and are frequently located out of town or in shopping centers. The examples used by Euromonitor are Carrefour, Tesco Extra, Géant, E. Leclerc, Intermarché, and Auchan. Among the four countries, the only that does not have any sales on discounters' stores, hypermarkets and supermarkets is China;
- III. Finally, the Mixed Retails are the aggregation of department stores, variety stores, mass merchandisers and warehouse clubs.

As a conclusion of the Placement strategy of Samsung, it is possible to say that the company has to adapt the channels in with their target consumers are, that is, analyze the available channels in the country and see which of them makes sense for the brand. However, the overall strategy among countries stay the same, in other words, a mix of direct and indirect distributors and physical and online stores.

5.4.3. Promotion

The Promotion element of the marketing mix represents the way companies communicate with their consumers and foster awareness, knowledge of product features, persuade consumers into purchasing and try to increase the likelihood of a person to repeat a purchase. It goes beyond advertising, including elements such: sales promotion events, direct marketing, public relations, packaging, trade shows, as well as personal selling (Farris & Quelch, 1983).

For the purpose of this study, traditional advertising and social media were analyzed in each of the four countries.

Advertising

In an attempt to identify different advertising approaches, a search for official commercials was made in videos website. In case of Korea, Brazil, France and United States, Samsung has an official account on YouTube with a series of videos. Moreover, it is possible

to find a general Samsung Profile without the name of any country. On the other hand, YouTube does not work in China and the version used in the country is called Youku. It was only possible to find one advertisement about Samsung Galaxy family and the other videos available are users videos comparing Samsung products with other brands.

All the pages at YouTube, except from South Korea, have a banner with their new product (Galaxy 20). Also, there are videos in a prominent position in the page. These videos are:

- I. **General page:** “Galaxy S20 Ultra: Official Introduction”, three minutes video with images of the product and a voice talking about the main features of it in English, that are: camera features (108 mega pixels, Zoom, low light photography, action camera with super steady), videos (8k), battery, and storage;
- II. **Brazil:** “[CES 2020] A Revelação: The Sero | Samsung”, 46 seconds video without any voice, but with graphical images and phrases in English of the new TV, the first TV that allow consumers to rotate the TV to view videos horizontally and vertically;
- III. **France:** “Découvrez le nouveau Galaxy S20”, 30 seconds video showing women using some features of the camera in the new Galaxy phone: 8k camera, video snap, space zoom x100, night mode, and 5G;
- IV. **United States:** “Galaxy S20 Ultra: Revolutionary Camera. 5G Ready”, 30 seconds video showing the shift in photography, starting with some old cameras, passing through Polaroid Camera and ending in the features of the new camera in Galaxy S20: 8k camera, 100x zoom, and 5G.

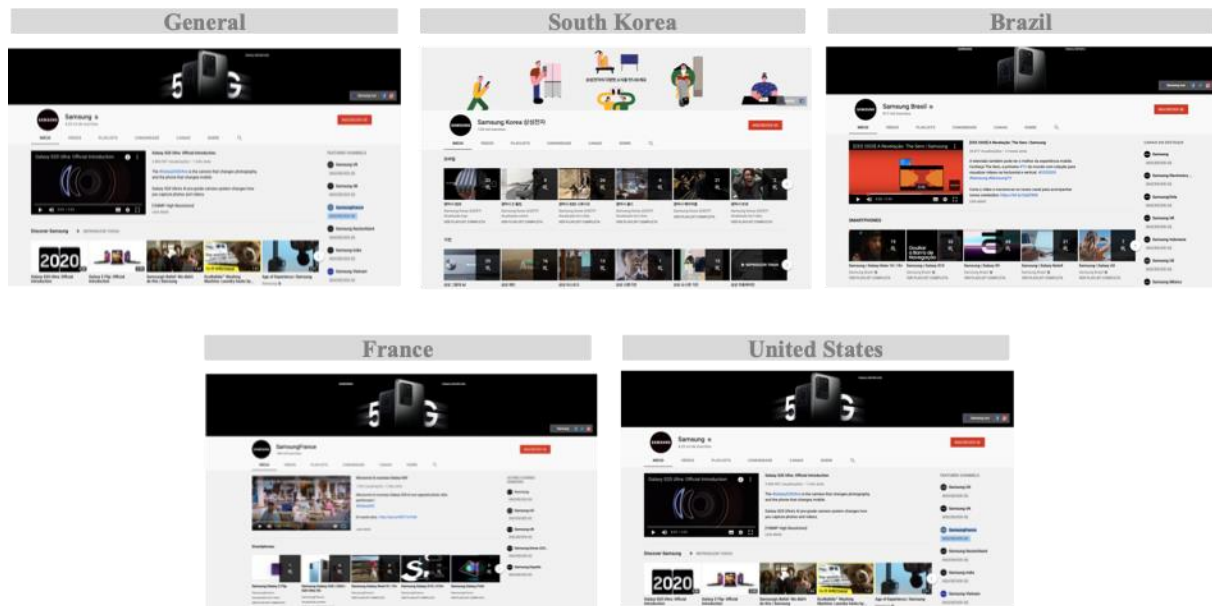


Figure 19: Samsung pages on YouTube (source: own creation adapted from SamsungMobile; SamsungMobileKorea; SamsungMobileBrasil; SamsungMobileFrance; SamsungMobileUSA, 2020).

As in the previous sections, an analysis of the S10 series was made. The videos available on YouTube (Appendix 5) for the S10 can be categorized into: Product Launch, Feature Launch, Feature Tutorial and Discounts, and Promotions. A brief description of this categories is below:

- I. **Product Launch:** videos used to launch the product in the country, total time of the video can vary from short 30 seconds videos, to long 1minute and a half video. Overall, the video shows the product itself and some characteristics about the product.
- II. **Feature Launch:** short videos showing a single feature applied in a daily life of a person. Some examples are: Wireless Battery Sharing, and All Day Battery;
- III. **Feature Tutorial:** step-by-step videos about a single feature of the phone. Some examples are: How to hide the Navigation Bar, Configuring Bixby and Bixby Home, and How to activate the nigh mode;
- IV. **Discounts and Promotions:** special discounts and promotions during the launch of the product. The only example is the Brazilian promotion: Pre-order and get amazing wearables;
- V. **Insurance:** advertisement of the insurance program of the company, the Samsung Premium Care.

Each country has a different strategy regarding the types of videos available on the Galaxy S10 on its YouTube page. This distribution is summarized in the table 8.

	South Korea	Brazil	France	United States
Product Launch	2	4	3	2
Feature Launch		9	7	2
Feature Tutorial		19		
Discounts and Promotion		1		
Insurance			1	
Total	2	33	11	4

Table 8: Categories of Samsung Advertising Videos on Youtube (source: own creation based on SamsungMobile; SamsungMobileKorea; SamsungMobileBrasil; SamsungMobileFrance; SamsungMobileUSA, 2020)

By analyzing the videos available on YouTube, it is possible to conclude that the company has an overall Promotion strategy, but each country has the autonomy to adapt it and create new content. The countries with more differences between each other are Brazil and Korea. Firstly, in the Brazilian page, there is a special section of videos of Features Tutorials that aims to teach consumers to use the product (left side of figure 20 below). Secondly, the content used in Korean advertisement is typical about the country, with a unique kind of humor and storytelling, as seen in the right side of figure 20.

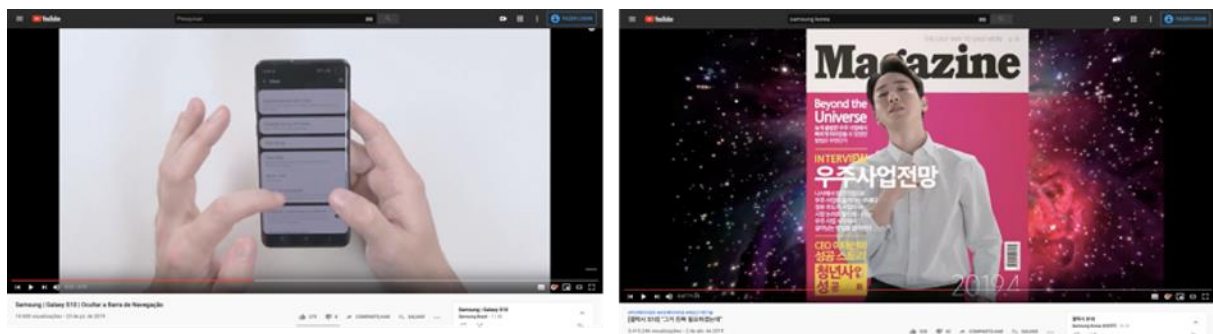


Figure 20: Differences in Promotion between Brazil and South Korea (source: own creation adapted from SamsungMobileBrasil; SamsungMobileKorea, 2020).

Social Media

One of the most famous social media among millennials is Instagram. Except from China, that has a censorship to the use of social media, Samsung has a profile in all the countries with several general accounts (Samsung, Samsung Mobile, Samsung TV, Samsung Home

Appliances, Samsung Memory, Samsung Notebook, SamsungExynos, and WithGalaxy). The Samsung General account and the one exclusive for Galaxy is presented in figure 21.

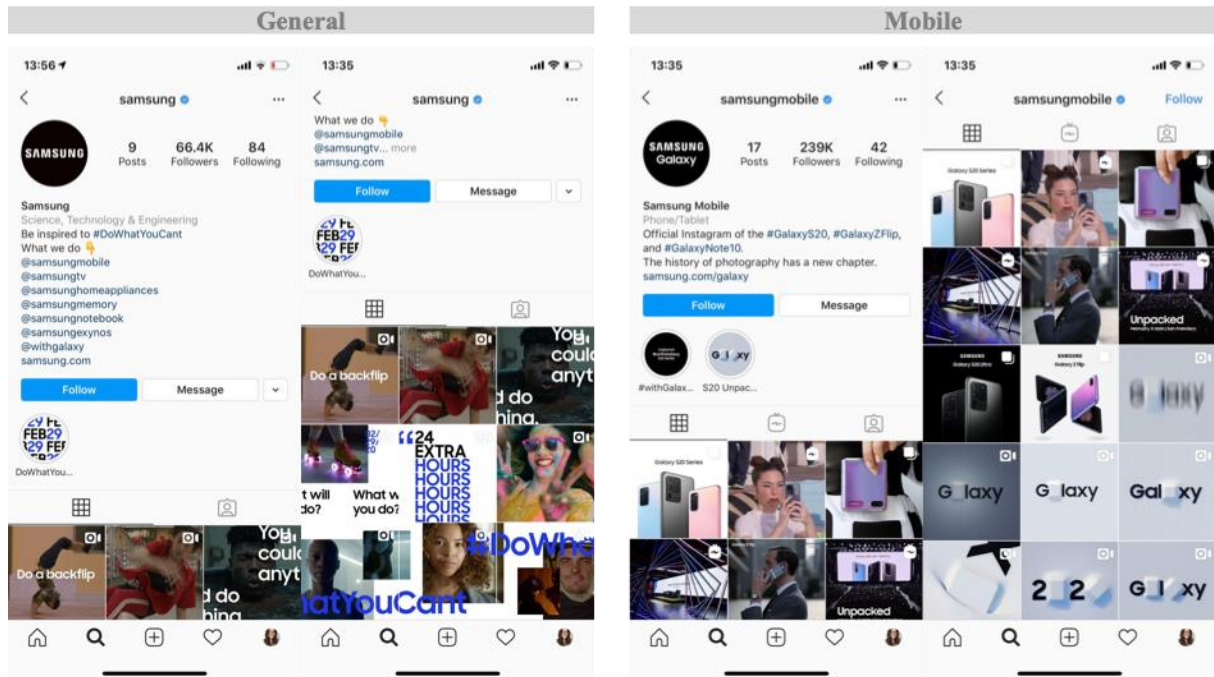


Figure 21: Samsung and Samsung Mobile Instagram Profile (source: own creation adapted from Samsung; Samsungmobile, 2020)

Brazil, France and South Korea also have their own Samsung Instagram profile. United States is the only country that has both a Samsung profile and a Samsung Mobile Profile as it can be seen in figure 22.

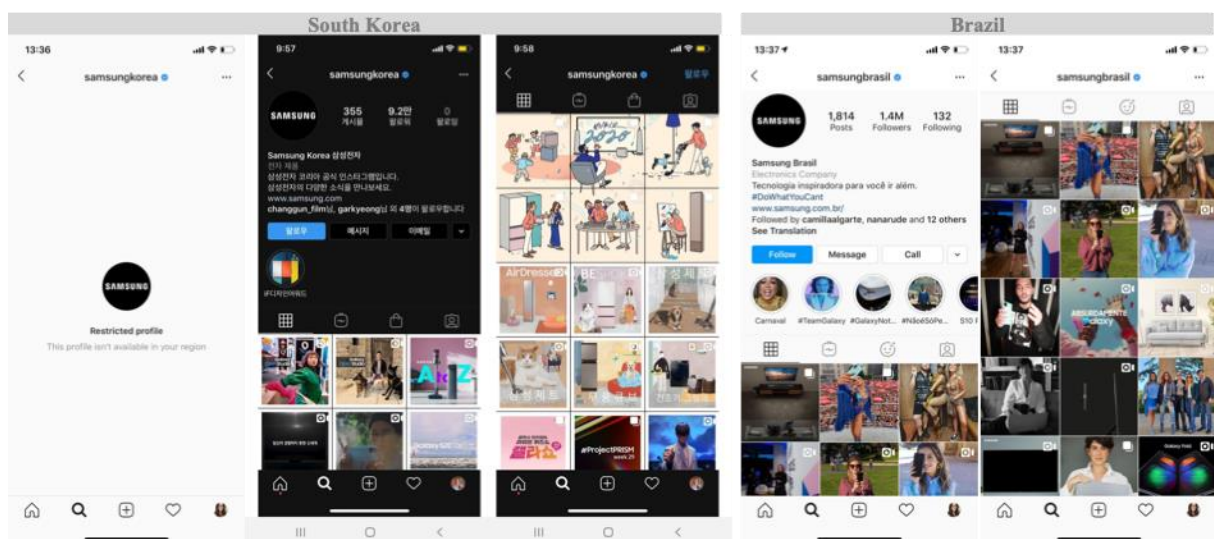


Figure 22: Samsung Instagram account in South Korea and Brazil (source: own creation adapted from Samsungkorea; Samsungbrasil, 2020)

South Korea's profile is private and can only be accessed by people who are located in the country. However, when talking to some Koreans, it was possible to access them through their private account. The account only has a lot of graphic design figures, with less pictures of people. On the other hand, in the Brazilian account it is possible to see a more relaxed content, with several photos of people using the products, several posts related to Carnival and also the Galaxy S ambassador Anita, pop music singer.

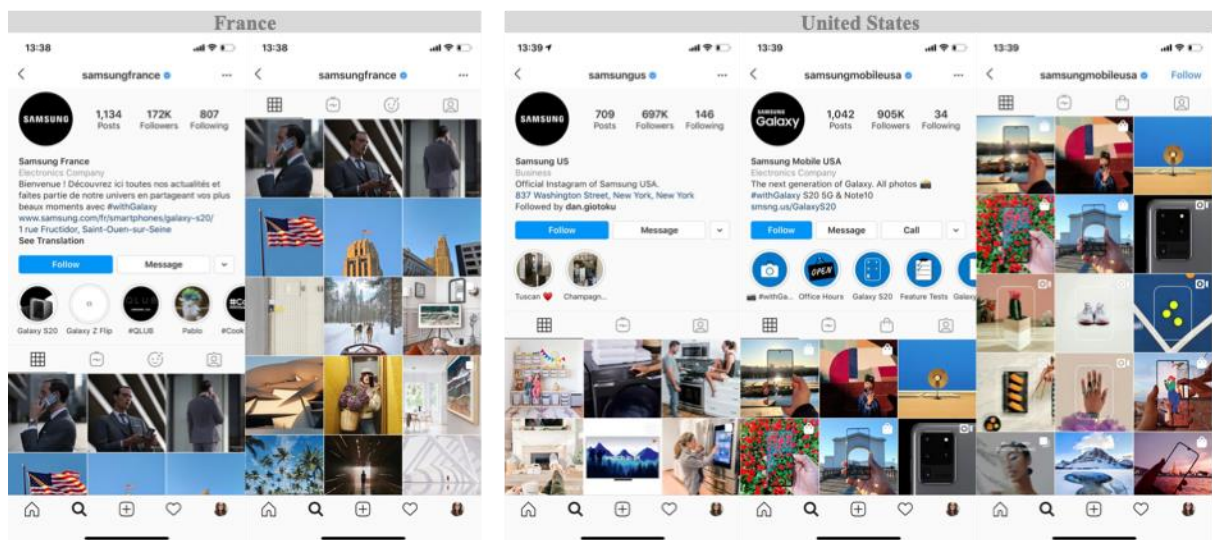


Figure 23: Samsung Instagram account in France and United States (source: own creation adapted from Samsungfrance; Samsungus; Samsungmobileusa, 2020)

As mentioned before, United States is the only country that has two different Samsung Accounts, one general and one for mobile. Also, when comparing the content of the French and the American account, both have more pictorial content. However, the pictures in the French account seems to be more serious and architectural, while the American is more playful and colorful.

Due to censorship in China, this is the only country, amongst the 4 analyzes that does not have an Instagram account. Finally, as also seen in the YouTube analysis, it is possible to conclude that the countries have the freedom to adapt the content that is going to be published in their Instagram account.

5.4.4. Price

Last but not least, pricing determines the value perceived by the target consumer in a competitive context. Dolan and Simon (1996) support that the perceived value represents the maximum price consumers are willing to pay for a determined product. Therefore, companies

should use this number to guide their decisions on pricing. To analyze Samsung pricing strategy, a comparison to the main competitors in the sector was made.

Apple is one of the main competitors in the sector: their new mobile phone is the 11 series that can be comparable to the Samsung S20 series. Moreover, the Apple X series is comparable with Samsung Galaxy S10 series because of the similar features and also because they were launched in the same period of time.

Apple used to have several products available: XS, XS Max, XR and X. Nevertheless, the only model in the Apple official website is the XR, the “low cost” version in the series (comparable with the Samsung S10e); relevant characteristics about the product are: two capacities (64GB and 128 GB) and availability in six colors (white, black, blue, yellow, coral and Red). A comparison of the price positioning of Samsung (Galaxy S20 and S10 series) and Apple (X and 11 series) per country is presented in figure 24 to 28.

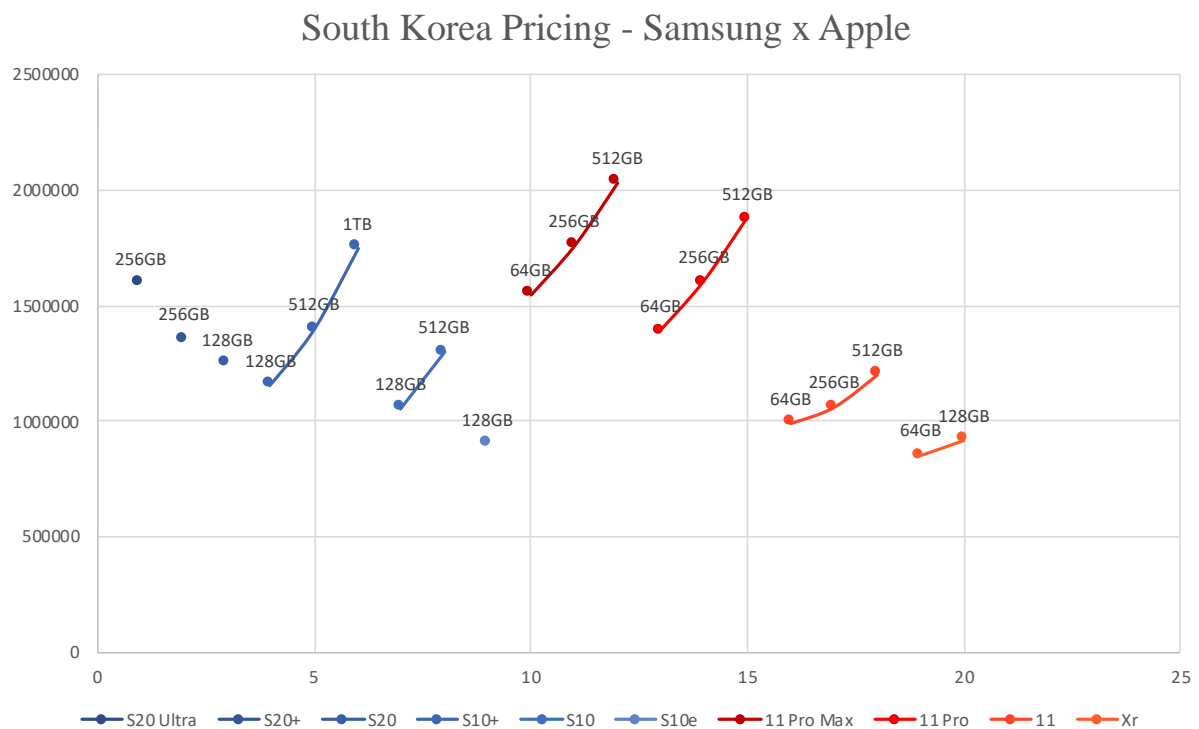


Figure 24: Samsung and Apple Pricing in South Korea
(source: own creation based on Apple Korea; Samsung KR, 2020)

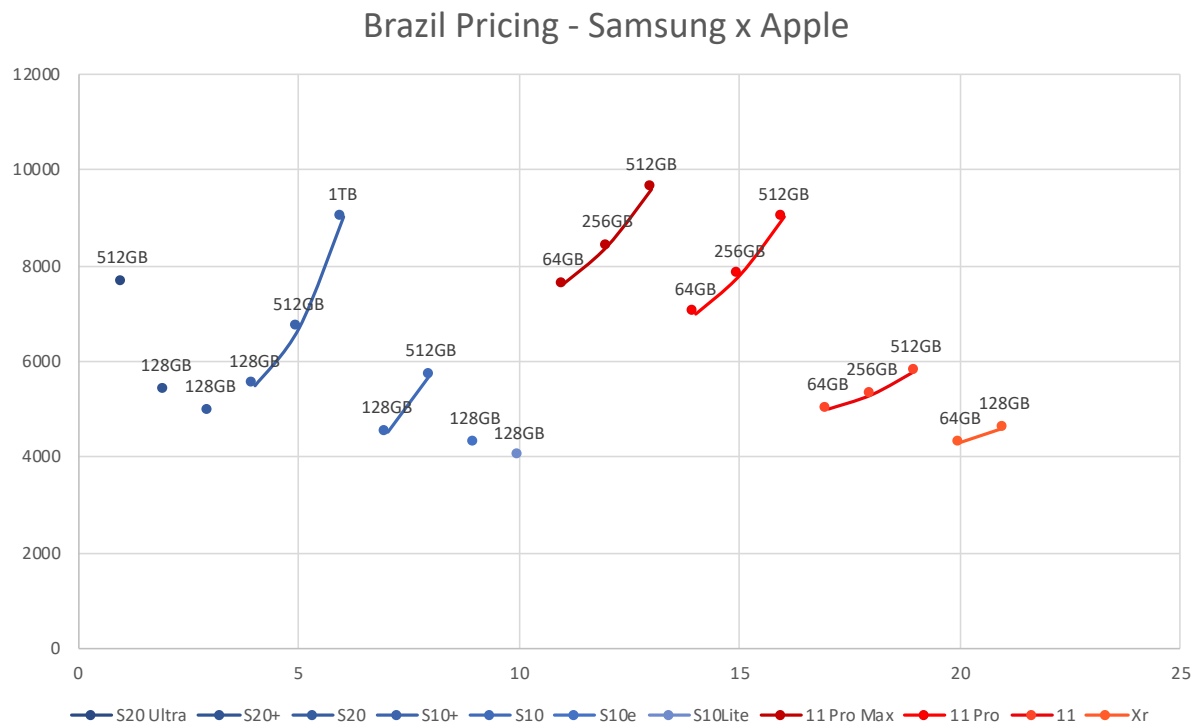


Figure 25: Samsung and Apple Pricing in Brazil
(source: own creation based on Apple Brasil; Samsung BR, 2020)

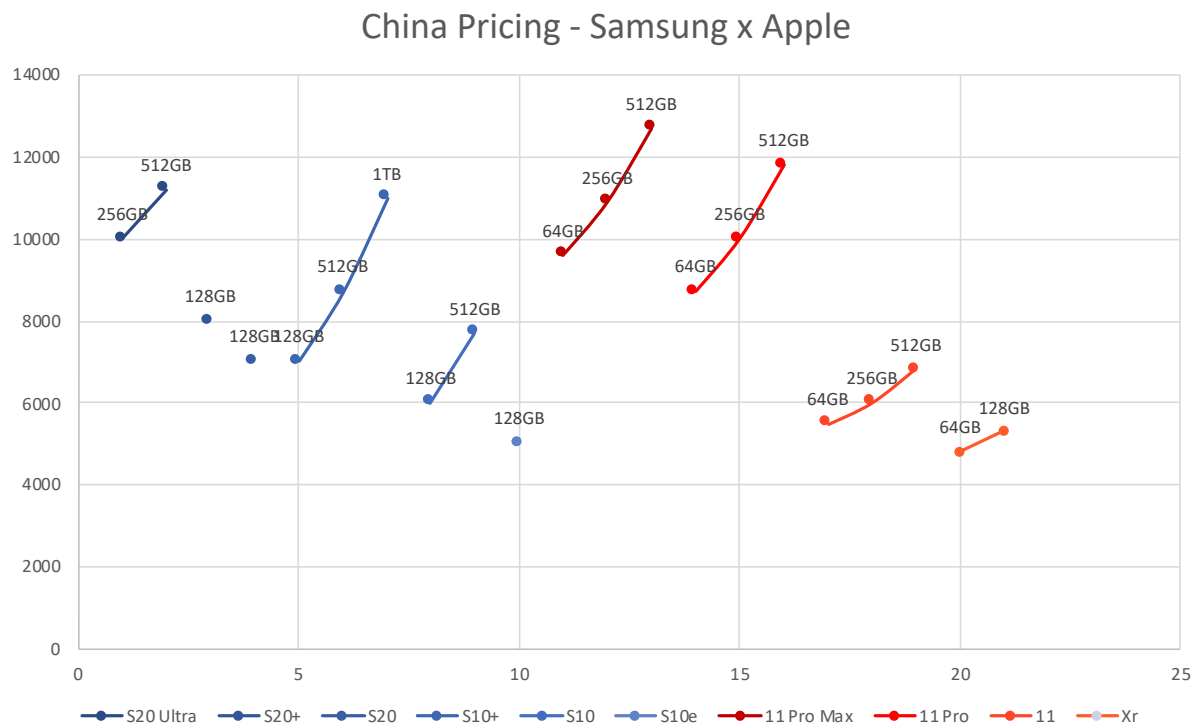


Figure 26: Samsung and Apple Pricing in China
(source: own creation based on Apple China; Samsung CN, 2020)

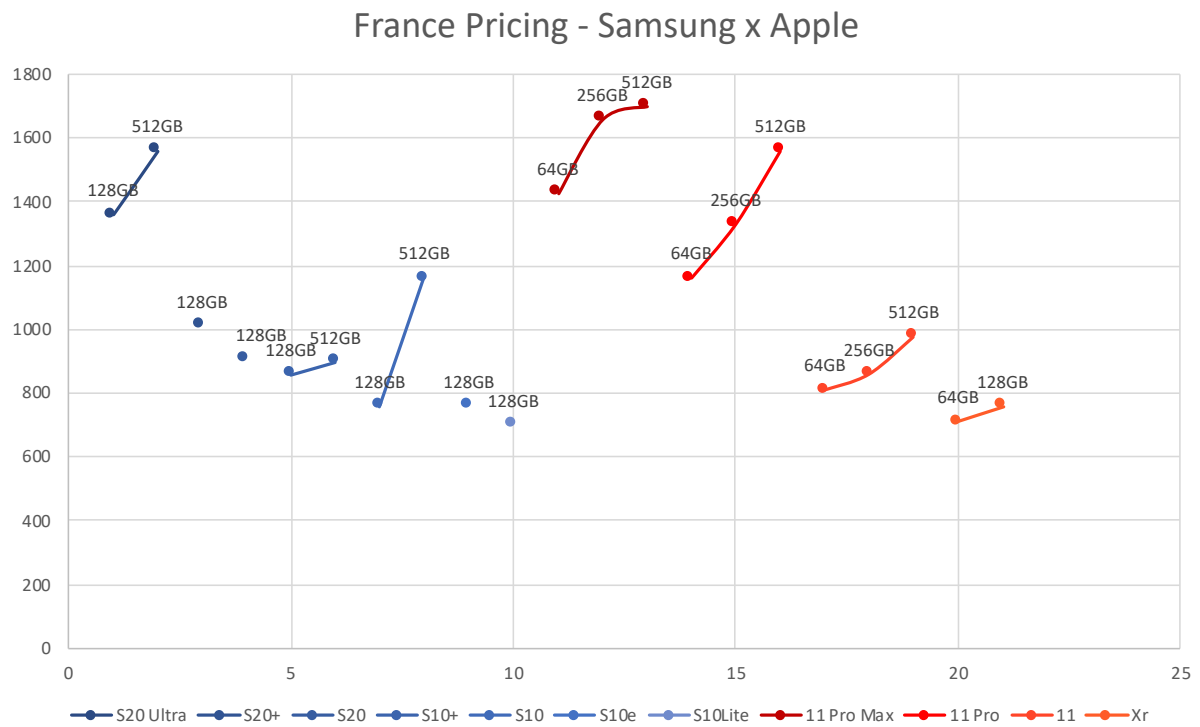


Figure 27: Samsung and Apple Pricing in France
(source: own creation based on (Apple France; Samsung FR, 2020)

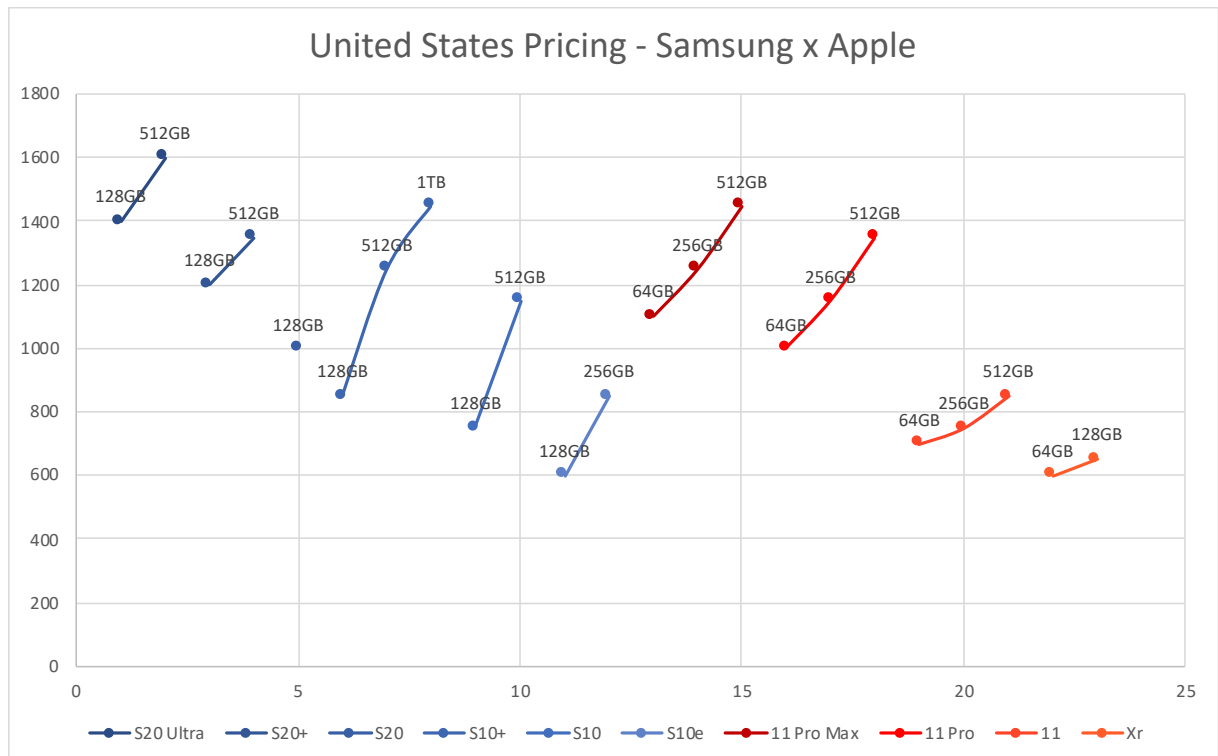


Figure 28: Samsung and Apple Pricing in United States of America
(source: own creation adapted from Apple US; Samsung US, 2020)

Apple has a bigger variance in price, with the iPhone 11Pro Max and 11Pro focusing on a more expensive consumer target. In the Samsung case, the pricing strategy seems to be extremely similar in South Korea, Brazil and China, where the prices seem to follow the complexity of the product (S20 Ultra > S20+ > S20 > S10+ > S10 > S10e > S10 Lite) and at the same time the storage capacity (1TB > 512GB > 256GB > 128GB). Some differences can be noticed in the United States, as they changed their positions towards a more expensive brand, having more similar prices compared to Apple. Also, the S10+ in France has a minor adaptation in pricing being cheaper when compared to the other countries.

All in all, by looking at the price positioning of Samsung and Apple in all the countries, it is possible to notice that it doesn't differentiate drastically. It is possible to conclude that the company, as in the other Marketing Mix components, has a global strategy that is slightly adapted in each country.

5.5. Qualitative Interviews

The questionnaires for the Qualitative Interviews are semi-structured with open-ended questions to guarantee spontaneity and freedom of expression for the interviewees, plus demographic questions for control. The goal of this section is to collect the perceptions of the company's marketing mix in the employees' view and understand better the culture and motivations of consumers. The interviews were carried out in a remote and physical contact, depending on the location of the interviewee, and the participants received and signed a consent form to guarantee the willingness to participate and confidentiality of the gathered information.

The Content Analysis was based on Bardin (1977), where the data collected passed through the following steps to understand the underlining meanings: (I) creation of categories, (II) transcription and review of interviews, and (III) identification of most frequently used words and expressions. The categories used were based on a matrix where the marketing mix (product, placement, promotion and pricing) were analyzed together with the standardization and adaptation strategies.

A total of 13 conversations were made, where 10 were conducted with native people from the analyzed countries, while 3 of them were conducted with Samsung's employees (2 Brazilians and 1 American). The layout used to guide the interviews is available at Appendix 5 and 6.

The conversation with consumers and native people from the analyzed countries were crucial to understand how cultural aspects influence business. The nationality and general information about the interviewees are in the table 9.

Interviewee Number	Name Initials	Nationality	Type
1	AC	South Korean	Native
2	CO	Brazilian	Consumer
3	CK	Brazilian	Consumer
4	KK	Brazilian	Consumer
5	TO	Brazilian	Consumer
6	AC	Chinese	Native
7	SC	Chinese	Native
8	SW	Chinese	Consumer
9	AM	French	Native
10	LP	American	Native

Table 9: Consumer and Native Interviewees (source: own creation).

Some of the most interesting findings were:

- I. **Product - Colors of the products available in the website:** the Chinese culture has a particular way to talk about colors, where the traditional structure uses something that represents the color and an adjective, plus the color. Also, this is a way to give the color a more meaningful cultural aspect;
- II. **Placement - Main channels used to purchase cellphones, specifically Samsung models:** although the distribution strategy is similar in the different countries, the names of the sales outlets vary by country;
- III. **Promotion – Social media:** as China has a censorship of media, different channels for promotion are used. The qualitative interviews with native Chinese were crucial to find out more about the media used in the country.

Regarding the interviews with Samsung employees, it was possible to identify the perception of these people regarding the company's internal strategy.

Brazil - Human Resources Intern Interviewee

The first interviewee is a Human Resource intern from Brazil, that worked for the company for almost one year. The main activities of her job position are related to the performance and Key Performance Indicators (KPI) analysis of the HR departments in Latin America.

On a daily basis, she can identify internal processes that are common to all the Samsung branches around the world, as bureaucratic process as payroll and hiring steps for example. She also mentioned that the Brazilian branch has frequent contact with the headquarters, as to all high management position there is one person from Brazil and one from Korea. This is a method that the company use to guarantee some standards in different countries.

One important aspect about the Samsung internal culture mentioned by the interviewee is that there are incentives for exchange of information between subsidiaries. Moreover, she believes that a level of standardization is needed in order to have control, but also it is important to be volatile and adapt to the countries' preferences.

Brazil - Business Intelligence Manager Interviewee

The second interviewee is a manager at the Business Intelligence department, with the key activities of being responsible for the Profits and Losses (P&L) management of the mobile division, product and customer profitability analysis, and to do exchange rate impact simulations as the cellphones are assembled in Brazil, but components are imported.

He defends that the product basic specification is the same in different countries, but may differ according to local market preferences – memory, battery and selfie camera. Moreover, the pricing strategy is defined based on product specifications and local competitors, which was proved by the secondary analysis in this document.

Regarding the placement strategy, he says the majority of the products are sold by retail distributors (Electronics and Appliances Specialist Retailers), the same data obtained by Euromonitor. About promotion, Samsung has invested heavily in promoting its products and strengthening the brand, especially in social networks as Instagram with the use of influencers.

Finally, he believes the Marketing strategies are defined partly locally, by the local marketing team, and partly globally, by the global marketing team. Besides, some of the marketing campaigns are global, but the Brazilian team has the autonomy to adapt and even

create local strategies based on the preferences of Brazilians. As a result, adapting the strategy is extremely important for the interviewee, as preferences and priorities change according to the market.

United States - Global Strategy Group Manager

The interviewee is part of the Global Strategy Group (GSG) of Samsung, an internal strategy group created to solve the company's most challenging tasks. On a daily basis, the manager deals with strategic insights, innovative ideas and different perspective from all around the world.

Overall, the goal of the GSG is to have a multicultural environment that provides interactions with people with different backgrounds to deal with the business issues. The interviewee emphasizes the importance of having diverse perspectives at work and brought an example of a retail strategy he worked on, where the key taking was that is not possible to have an one sided strategy, but is necessary to see the underlining reasons people go for stores. He highlights that American people usually go to retail stores because of the authentic experience, while in India people are looking for Samsung retail stores to buy authentic products.

Furthermore, the interviewee used the word "nuances" several times, indicating that he believes each country has its particularities and these details can only be understood by people and consumers from the discussed market.

Unfortunately, the interview was really short due to the limited time the interviewee had available. However, it is possible to conclude that he believes that the context of a country brings different perspectives that should be taking into consideration when designing a strategy.

6. Conclusion

As proposed in the initial part of this study, the main objective was to identify how Samsung establishes its marketing mix strategies (product, placement, promotion and price) in the four chosen countries: Brazil, China, France and the United States. Also, answering if Samsung follows the guidelines of the current literature review on the topic. As seen in the literature review, the subject of standardization and adaptation has several studies and theories. The main takeaway is that instead of focusing on total standardization or adaptation, companies should take into consideration the degree in each sphere of the marketing mix (product, placement, promotion and price). Moreover, it is necessary to emphasize that each company has its particularities that must be analyzed individually.

The present study confirms that the theories in the literature review are up to date and contributes to create a practical and applied example of how multinational companies should behave. The research question is connected to the theory and allows to go deep in the subject proposed, bringing a different angle for the reader.

Overall, it identifies a better understanding of how multinational companies, specially Samsung, are working their marketing mix. It concludes that Samsung applies both strategies. In other words, at the same time the company standardize their core competencies and characteristics, it adapts some of their strategy to fit with the culture of the other countries.

As a conclusion of the *Product* strategy of the marketing mix, it is possible to notice that some product lines are available in some countries analyzed, showing that the company adapts the breadth in the product line planning. Moreover, this adaptation can also be seen in the length and depth, as the number of items in the line is different – for example, the S10Lite is only present in Brazil and France. Finally, although the company always keep the essence of the products intact, there are some differences between countries regarding storage size, colors available and colors name.

The *Placement* strategy of Samsung shows adaptation of channels, that is, the company analyze the available channels in the country and see which of them makes sense for the brand and the target consumer. However, the overall strategy between countries stay the same, in other words, a mix of direct and indirect distributors and also physical and online stores.

By analyzing the videos available on YouTube and Instagram profiles, it is possible to conclude that the company has an overall *Promotion* strategy, but each country has the independence to adapt it and create new content. The Brazilian YouTube page has a special

section of videos of Features Tutorials that aims to teach consumers to use the product, and the content used in Korean advertisement is typical about the country, with a unique kind of humor and storytelling.

The *price* section looked at the price positioning between the company and one of the biggest competitors, Apple. Some characteristics that can be highlighted is that, as in the other Marketing Mix components, it has a global strategy that is slightly adapted in each country. United States changed their positions towards a more expensive brand, being with prices more similar to Apple. Also, the S10+ in France has a minor adaptation in pricing being cheaper when compared to the other countries.

The qualitative interviews were extremely important for the success of the study, because through them it was possible to understand practical aspects of the culture, marketing mix of the company and also the internal point of view of employees. In general, the findings reinforce the information found in the secondary analysis phase, proving a coherence with the perception of customers and employees.

In a nutshell, the company applies a Transnational strategy, with high integration and, at the same time, high differentiation. The brand is known by the advanced technology and innovation, and perception can be found in a consistency way throughout the world due to a success application of their marketing mix in different places. Finally, the company can successfully create competitive advantage by being responsive to cultural and local adaptations.

7. Limitations

Some limitations can be found in the study. Firstly, this is a case study applied to a company, Samsung, and cannot be generalized for multinational companies as a whole. Also, the methodology was based in secondary data analysis and interviews with employees and consumers of the brand.

Furthermore, the analysis of the present study was carried out in four different countries (Brazil, China, France and the United States) compared to the headquarters in South Korea. Thus, the conclusions are applied only to these countries, requiring an analysis of the other countries to create a conclusion for the entire company.

Finally, the study could benefit from an internal data sharing and also from a greater availability of company interviewees. Thus, for future studies, it would be interesting to increase the base of respondents, presenting more quantitative data.

8. Managerial implications

The present study contributes to the marketing management in international companies, as it presents a study on how a well-know and important brand in the mobile phone market applies the tactical marketing mix strategy on product, placement, price and promotion in four different countries compared to the headquarters.

An important conclusion of the study is that Samsung applies a Transnational strategy, taking into consideration both standardization techniques and adaptation topics according to the local culture. This finding may be used as a case study for practitioners and managers in the field in a practice-based discussion.

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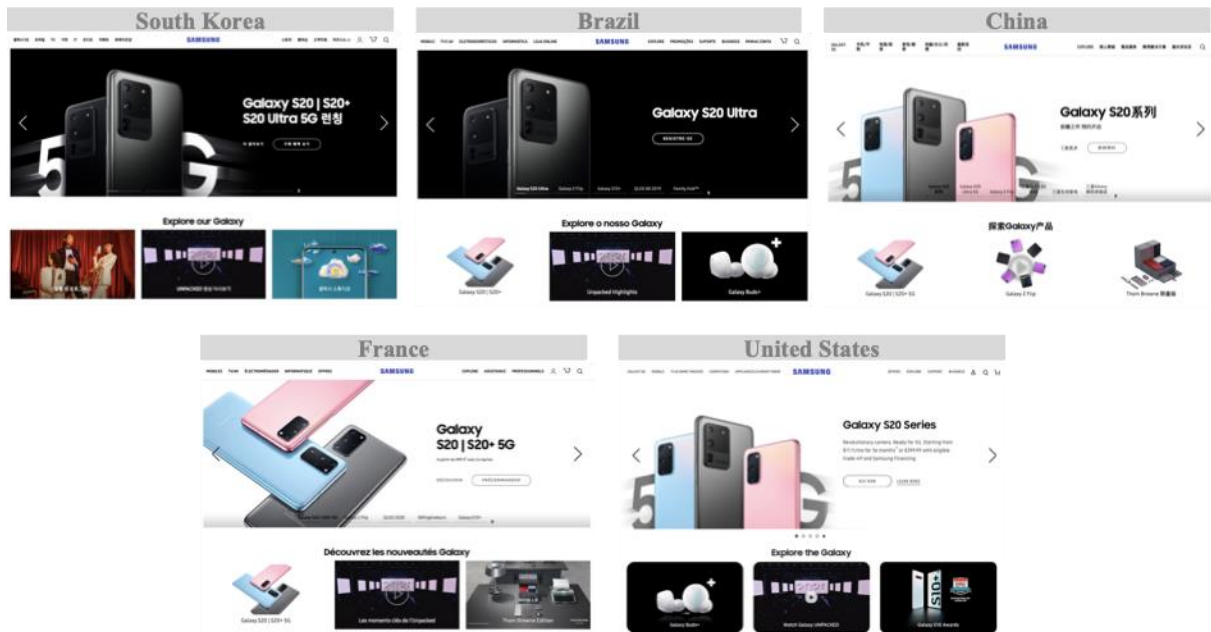
Appendix 1: Features of S10 products (S10+, S10, S10e, S10Lite)

Source: adapted from Samsung KR; Samsung BR; Samsung CN; Samsung FR; Samsung US, 2020.

S10+			
Series:	Storage	Color Available	Price (local currency)
South Korea	128GB	Prism White, Prism Black, Flamingo Pink	1,155,000 원
	512GB	Ceramic White, Ceramic Black	1,397,000 원
	1TB	Ceramic White,	1,749,000 원
Brazil	128GB	Blue, White, Black	R\$5499.00
	512GB	Ceramic Black	R\$6699.00
	1TB	Ceramic Black	R\$8999.00
China	128GB	Pale jade white, Glazed tile green, Misty Ripple Blue, Carbon Crystal Black	¥ 6,999
	512GB	Ceramic White, Ceramic Black	¥ 8,699
	1TB	Ceramic White, Ceramic Black	¥ 10,999
France	128GB	Prism White, Prism Black, Prism Green, Cardinal red	859.00 €
	512GB	Ceramic Black	899.00 €
	1TB	Ceramic Black	-
United States	128GB	Prism White, Prism Black, Prism Blue, Flamingo Pink	\$849.99
	512GB	Ceramic White, Ceramic Black	\$1249.99
	1TB	Ceramic White, Ceramic Black	\$1449.99
S10			
Series:	Storage	Color Available	Price (local currency)
South Korea	128GB	Prism White, Prism Black, Prism Green, Flamingo Pink	1,056,000 원
	512GB	Prism White, Prism Black, Prism Green, Flamingo Pink	1,298,000 원
Brazil	128GB	Blue, Black	R\$4499.00
	512GB	Black	R\$5699.00
China	128GB	Pale jade white, Glazed tile green, Misty Ripple Blue, Carbon Crystal Black	¥ 5,999
	512GB	Ceramic White, Ceramic Black	¥ 7,699
France	128GB	Prism White, Prism Black, Prism Green, Cardinal red	759.00 €
	512GB	Prism White, Prism Black, Prism Green, Cardinal red	1 159.00 €
United States	128GB	Prism White, Prism Black, Prism Blue, Flamingo Pink	\$749.99
	512GB	Prism White, Prism Black, Prism Blue, Flamingo Pink	\$1149.99
S10e			
Series:	Storage	Color Available	Price (local currency)
South Korea	128GB	Prism White, Prism Black, Canary Yellow	899,800 원
Brazil	128GB	Blue, White, Black	R\$4299.00
China	128GB	Pale jade white, Fresh lemon yellow, Carbon Crystal Black	¥ 4,999
France	128GB	Prism White, Prism Black, Prism Green, Cardinal red	759.00 €
United States	128GB	Prism White, Prism Black, Prism Blue, Flamingo Pink	\$599.99
	256GB	Prism White, Prism Black, Prism Blue, Flamingo Pink	\$849.99
S10Lite			
Series:	Storage	Color Available	Price (local currency)
Brazil	128GB	Blue, White, Black	R\$3999.00
France	128GB	Prism Black	699.00 €

Appendix 2: Samsung Website in different countries – homepage

Source: adapted from Samsung KR; Samsung BR; Samsung CN; Samsung FR; Samsung US, 2020.



Appendix 3: Samsung Website filter options

Source: adapted from Samsung KR; Samsung BR; Samsung CN; Samsung FR; Samsung US, 2020.

South Korea

Series Name, carrier, screen size, connection, type of display, storage size, main camera feature, main features

상세검색 | 검색 결과 : 8 개 갤럭시 S ×

유형 (1)	+
통신사	+
화면크기	+
연결	+
디스플레이 종류	+
메모리	+
메인카메라 화소	+
기능	+

Brazil

Model family, screen size, screen technology, storage size, main camera, features, lifestyle, online store

FILTROS | 17 Resultado(s) Galaxy S ×

MODELOS (1)	+
TAMANHO DE TELA	+
TECNOLOGIA TELA	+
MEMÓRIA INTERNA	+
CÂMERA TRASEIRA	+
RECURSOS	+
LIFESTYLE FOR A	+
LOJA ONLINE	+

China

Model family, screen size, connectivity, screen, storage size, main camera, main features

条件筛选 | 16 结果 Galaxy S ×

类型 (1)	+
尺寸	+
连接性	+
显示屏	+
存储器	+
主摄像头	+
主要功能	+

France

Series Name, online availability, screen size, display technology, storage, camera, characteristics and offers

FILTRES | 18 Résultat(s) Galaxy S ×

GAMME (1)	+
DISPONIBILITÉ EN LIGNE	+
TAILLE DE L'ÉCRAN	+
TECNOLOGIE D'AFFICHAGE	+
MÉMOIRE	+
APPAREIL PHOTO	+
CARACTÉRISTIQUES	+
OFFRES	+

United States

114 Devices Galaxy S ×

FLAGSHIP SERIES NAME (1)	+
MODEL FAMILY	+
CARRIER	+
STORAGE SIZE	+
COLOR	+
KEY CATEGORY FEATURES	+
SHOP	+
OFFERS	+

Appendix 4: Distribution channel definition by Euromonitor

Source: Euromonitor, 2020.

Discounters (Grocery Retailers): Retailers with a selling space of 400 and 2,500 square meters. Their primary focus is on private label products (grocery and non-grocery) at a budget

Hypermarkets (Grocery Retailers): Retail outlets that have a space bigger than 2,500 square meters. Their primary focus is on groceries (food, beverage and others) and are frequently located out of town or in shopping centers. The examples used by Euromonitor are Carrefour, Tesco Extra, Géant, E Leclerc, Intermarché, Auchan.

Supermarkets (Grocery Retailers): Retail outlets selling groceries with a selling space of between 400 and 2,500 square meters. Excludes discounters, convenience stores and independent grocery stores. Example brands include Champion, Tesco, Casino.

Electronics and Appliance Specialist Retailers: retail stores specialized in domestic devices, consumer electronics, computers and others. For the mobile industry, Euromonitor highlights the examples: Best Buy, Euronics, PC World, Darty, But, Media Markt, Yamada Denki, Gome (China).

Other Non-Grocery Specialists: Retailers with focus is selling merchandise which is not consider grocery (food and drinks)

Mixed Retailers: This is the aggregation of department stores, variety stores, mass merchandisers and warehouse clubs.

Homeshopping: mail order catalogues, TV shopping and direct mail. Consumers usually are acting in response of an advertisement or promotion.

E-Commerce: The E-commerce is defined by consumer goods sellers in the internet (including mobile phones and tablets). That is, pure e-commerce internet retailers and store-based retailers that also have an online platform.

Appendix 5: YouTube Videos about S10 in each country

Source: Samsung Youtube page.

S10series	
Advertising	Category
South Korea	
그거 진짜 중요하겠는데 (That would be really important)	Feature Launch
그거 진짜 필요하겠는데 (I really need that)	Feature Launch
Brazil	
Launch	Product Launch
A próxima geração do Galaxy (The next generation of Galaxy)	Product Launch
Conheça o Galaxy da próxima geração (Meet the next generation Galaxy)	Product Launch
Ele Vai Surpreender Você Também (He Will Surprise You Too)	Product Launch
Display Cinematográfico (Cinematic Display)	Feature Launch
Compartilhamento de Bateria Sem Fio (Wireless Battery Sharing)	Feature Launch
Tela de Última Geração (Last Generation Screen)	Feature Launch
Câmera de Última Geração (Last Generation Camera)	Feature Launch
Com Display Cinematográfico (With Cinematic Display)	Feature Launch
Bateria Para o Dia Todo (All Day Battery)	Feature Launch
Com Desbloqueio Ultrassônico (With Ultrasonic Unlock)	Feature Launch
Compartilhamento de Bateria Sem Fio (Wireless Battery Sharing)	Feature Launch
Com até 5 câmeras (With up to 5 cameras)	Feature Launch
Ocultar a Barra de Navegação (How to hide the Navigation Bar)	Feature Tutorial
Como Esconder o Notch (How to hide the Notch)	Feature Tutorial
Configurar o Bixby e a Bixby Home (Configuring Bixby and Bixby Home)	Feature Tutorial
Backup da Pasta Segura (Folder Backup)	Feature Tutorial
Como usar Múltiplas Janelas (How to use multiple Windows)	Feature Tutorial
Personalizar a Notificação (Notification Personalization)	Feature Tutorial
Como Configurar a Pasta Segura (How to configurate folders)	Feature Tutorial
Verificar a Porcentagem da Bateria (Baterly percentage)	Feature Tutorial
Ao Trocar de Câmera Ele Faz um Som (When Changing Camera it Makes a Sound)	Feature Tutorial
Impressão Digital Falhando Após Trocar Película (Fingerprint Failing After Changing Film)	Feature Tutorial
Como economizar bateria (How to save battery)	Feature Tutorial
Como tirar fotos com o foco dinâmico (Taking pictures with dynamic focus)	Feature Tutorial
Como ligar o filtro azul (How to turn on the blue filter)	Feature Tutorial
Como Evitar Vídeos Tremidos (How to Avoid Shaky Videos)	Feature Tutorial
Como usar o Otimizador de cena (How to use the Scene Optimizer)	Feature Tutorial
Como achar o melhor ângulo da sua foto (How to find the best angle for your photo)	Feature Tutorial
Como ativar o “Modo Noturno” (How to activate the nigh mode)	Feature Tutorial
Como usar o Compartilhamento de Bateria (How to use Battery Sharing)	Feature Tutorial
Como Fotografar com as Câmeras Wide e UltraWide (How to take Picture with Wide and Ultra Wide Camera)	Feature Tutorial
Compre na pré-venda e ganhe wearables incríveis (Pre-order and get amazing wearables)	Discounts and Promotions

France	
Découvrez les fonctionnalités du Galaxy S10 (Discover the features of the Galaxy S10)	Product Launch
Découvrez le nouveau Galaxy S10+ (Discover the new Galaxy S10 +)	Product Launch
Découvrez la Puissance 10 (Discover the Power 10)	Product Launch
Batterie (Battery)	Feature Launch
Performances (Performance)	Feature Launch
Edition Performance (Performance Edition)	Feature Launch
Design (Design)	Feature Launch
Vidéo (Video)	Feature Launch
Photo (Photo)	Feature Launch
Écran (Ecran)	Feature Launch
Protégez votre smartphone avec l'assurance Samsung Care+ (Protect your smartphone with Samsung Care + insurance)	Insurance
United States	
Galaxy S10: Meet The Next Generation	Product Launch
Galaxy S10: The Next Generation Galaxy	Product Launch
1-Click Shift with Galaxy S10	Feature Launch
Call Message Continuity with Galaxy S10	Feature Launch

Appendix 6: layout used to guide the interviews with Samsung Employees

Source: own creation.

1. Introduction: Relationship with the company

- a) Country of operation
- b) Department of Performance
- c) Working time in the company
- d) Job title

2. Marketing Mix in the respondent's country:

- a) How are (mobile) product categories classified in your country?
- b) How do you describe how pricing strategies are used in your country?
- c) How do you describe the selling places (square) in your country?
- d) How do you rate the product promotion (promotion) strategy?
- e) How are marketing mix strategies controlling your country?

3. Adaptation or standardization?

- a) Do you believe that a company performs some adaptation of marketing strategies in different countries?
- b) What variations (product mix, price, sales locations, and product disclosure) can you identify?
- c) Why do you find an adaptation of necessary / unnecessary strategies?

4. Closing

- a) Would you like to add any more comments?
- b) Clarification of possible interviewee questions
- c) Thanks for participating
- d) Signing of informed consent

Appendix 7: layout used to guide the interviews with Samsung Consumers

Source: own creation.

1. Introduction: Brand Relationship

- a) an. How many products do you have branded? Which are?
- b) B. How long do you use branded products?
- c) W. Why did you choose a brand?

2. Marketing Mix:

- a) In which country did you buy your Samsung product?
- b) Where (type of store) did you buy your Samsung product from?
- c) How did you hear about the brand? (advertisement, friend referral ...)
- d) How do you choose your product? What were the factors that led you to buy?

3. Globalization:

- a) Have you had contact with a brand in another country?
- b) Did you feel any difference? (Service, product variety, price, among others).
- c) How was your experience?

4. Closing:

- a) Would you like to add any more comments?
- b) Clarification of possible interviewee questions
- c) Thanks for participating
- d) Signing of informed consent