

# Marketing Strategies of Selected Multinational Enterprises: An Assessment in Philippine

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## Introduction

Many of today's major corporations got started by coming out with right time in a rapidly growing market. Many of their past decisions were made without benefit of formal strategic thinking and planning. Management is recognizing that intuition alone is no longer enough for succeeding in today's environment. The company should have a definite and specific purpose or mission. However, having a purpose is not enough. (Ames, ۱۹۷۸) The purpose should also provide the employees with a shared sense of opportunity, direction, significance and achievement. Kotler (۱۹۸۰) stressed that the statement of purpose should be specific as to the domain in which the organization will operate. The business domain may be classified as product class, technological field, customer group, market need, or a combination of the same. Thus, companies have traditionally defined their business domain in product terms as "we are a chemical processing company." after the mission or purpose has been identified and established, they must be in turn translated into a set of specific objectives and goals that will support the realization of the purpose. The objectives indicate specific spheres of aim, activity and accomplishment. When the purpose and objectives have been clarified, the company be then knows where it wants to go. The question is how best to get there. The company needs a "grand design" for achieving its objectives. That is called strategy. Strategy involves the choice of major directions for pursuing objectives and the allocation of supporting resources. Kotler (۱۹۸۰) pointed out that "strategy is the company's concept of how to win the war. It would not be confused with tactics which are derived activities designed to win battles." In order to be excellent and successful, a company needs growth strategy. It needs to select from a whole set of possible investment directions those that are mostly likely to produce the desired growth. Marketing strategy, according to

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McCarthy (۱۹۸۴) is a target market and a related marketing mix. It is a “big picture” of what a firm will do in some market.

In this study we described the government policies which affect the marketing strategies of selected MNC. And marketing strategies practiced by these companies. The researchers try to find answer about the marketing problems encountered by the MNC. And at last measures and strategies adopted by these companies to solve as minimize the marketing problems encountered? The findings of research shows about, Investment, Licensing, Partnership, Tariffs, Technology transfer, Competition with local industries, Trademarks and trade name and service marks; has good policies. Due to the marketing practiced by the MNC, they have a practical policy. A problem encountered by these companies has some problems and measures taken to solve and minimize the problems, has adapted more marketing strategies.

### **Conceptual Literature**

A multinational firm needs a comprehensive strategy to coordinate its marketing operations in different countries. The marketing strategy is based on the degree of involvement in multinational business operations ( Busch , ۱۹۸۵ ). There are similarities and differences in all markets , whether domestic or foreign ; but the basic concepts , activities , and processes of marketing are , with a few exceptions , universal. The differences between domestic and foreign marketing occurs because the multinational firm must operate in several countries simultaneously. The beginning points in the development of a global marketing strategy is to analyze the environment of each country in which the multinational corporation markets its products or services. The following is a list of the dimensions that should be considered in this environmental analysis .(Album,Baker,۱۹۷۹)

- ۱) Market characteristics :
  - a. Size of market , rate of growth ;
  - b. Stage of product life – cycle , saturation levels ;
  - c. Stage of development ;
  - d. Buyer behavioral characteristics ;
  - e. Social – cultural factors ; and
  - f. Physical environment .
- ۲) Marketing institutions :
  - a. Distribution systems ;
  - b. Communications media ; and
  - c. Marketing services ( advertising , research , etc ) .
- ۳) Industry conditions :

- a. Competitive size and practice ; and
- b. Technical development .
- ۴) Legal environment ( laws , regulations , codes , tariffs , taxes , etc ) .
- ۵) Resources :
  - a. Manpower ( availability , skill , potential , cost ) , and
  - b. Money ( availability , cost ) .
- ۶) Financial environment ( balance of payments , foreign exchange rate , regulations , etc ) .
- ۷) Political environment :
  - a. Current government policies and attitudes , and
  - b. Long – range political environment .

The model of the multinational market management process starts with environmental analysis. Strategic planning begins when this analysis is completed. Key questions for strategic planning include ۱) what customers benefits are provided by our product in the target market ? ۲) what are our objectives ? ۳) What is the balance of payment and currency situation in our target markets ? Management must organize its resources to achieve its objectives. The organizational structure may be based on customers , products , geographic areas , or some combination of these that best meets the customers need. In operational planning , management designs and implements the marketing mix variables to meet the needs of individual countries in which the marketing is done. The final step is control. This involves a comparison of planned versus actual performance of the marketing mix variables. The results of this comparison are fed back into the planning process and a new planning cycle begins .

### **Local Studies**

Conde ( ۱۹۷۹ ) Conducted a study to determine the effects of a specific marketing strategy – personal selling. This study attempted to determine specific marketing organization characteristics of Filipino business enterprises with emphasis on a particular type of personal selling , the relevant factors as to why personal selling occupies such an important position in its marketing mix , the criteria considered in structuring this type of marketing organization , and the suitable recommendations for strengthening or improving the marketing strategies of this type of business enterprise .The need for personal selling was justified primarily for two reasons : a) the nature of the products ; and ( b ) the system by which they are sold. All the products carried by Mondragon required a specific explanation and a demonstration of their properties to be properly appreciated and accurately understood.

They all stand as relatively higher consumer. This association of milk producers should collectively pursue and handle problems that will confront the milk industry now and in the years ahead, for instance, handle problems regarding the matter of stabilizing the prices of milk products; regulating or controlling cutthroat competitive activities among milk manufacturers; handling problems related to government regulation of importation of goods / materials; problems arising from high import duties and taxes; and problems attendant to financing and loan packages at reduced rates for member milk companies. It is hoped that this body will live up to expectations by discharging its duties properly and by establishing efficient and effective communication links, backed with good public relations with the numerous public agencies, ministries, and organizations that it has been in contact with and / or hopes to transact business with in the years ahead.

### **Foreign Studies**

Many of today's giant corporations got their start by coming out with the right products at the right time in a rapidly growing market. And in their growth, marketing strategy played a great role.

There is no denying that marketing strategy is the heart of a marketing plan. Alderson (۱۹۶۳) in his paper "An Approach to a

Theory of Planning" has given a good description of marketing strategy. According to him: The term "marketing strategy" can be compared in some respects with the military strategy but there are also important limitations on the analogy. To adopt a marketing strategy is to take a stance or posture in the search for customers. As on the battle field, this strategic posture can be either offensive or defensive. The firm may be attempting to occupy an expanded position in the market which is expected to yield increased profits. It may on the other hand, be attempting to defend a position which it already holds from expected attack by competitors. The offensive carries the advantages that are generally associated with initiative, including choosing ones battleground, securing led time in market development, and perhaps obtaining the advantages of surprise over a competitor with similar marketing objectives. The defensive has the advantage enjoyed by many types of contestants such as the counter puncher in boxing or the base line player in tennis. These are to conserve resources and minimize risk while waiting for breaks such as major mistakes by the competitors or significant shifts of market demand. Military action bears little resemblance to the substances of market cultivation. Marketing strategy is directed towards identifying

opportunity to serve customers , cementing relationship so that it will be difficult for competitors lure them away , while preserving the elements of efficiency that makes it possible to serve the market at a profit. This competitive search for customers can be described as recognizing a place to stand in or to reach the market making a better assessment of the relative opportunities and obstacles than that of the competitors , and preparing an appropriate program and marketing capacity for exploiting the opportunity.

As part of marketing planning , management should formulate an overall strategy that will achieve the stated goals. To avoid the tendency tunnel vision , the manager should be required to list some alternative marketing strategies. Unfortunately , many managers have the tendency to avoid thinking deeply about alternative strategies. In this regard , Ames ( ۱۹۷۸ ) stated that :In one company when each planner was asked by top management to outline alternative strategies. the request drew a complete black. The planners were so locked into their accustomed way of thinking about their markets that they could not conceive of a different approach that made any commercial sense at all .Kotlar ( ۱۹۸۰ ) suggested that the following factors be taken into account in preparing a companies.

### **Theoretical framework**

This research work is anchored on the theory that marketing strategy is the heart of a marketing plan. It is a consistent, appropriate, and feasible set of principles through which a particular company hopes to achieve its long-run customer and profile objectives in a particularly competitive environment. Philip kotler(۱۹۸۰),stressed that: a company's marketing strategy will take several factors into account,including: ۱)the company's competitive size and position in the market; ۲)the company's resources, objectives and policies; ۳)the competitors' marketing strategies; ۴)the target markets' buying behavior; ۵)the stage of the product's life cycle; and ۶)the character of the economy.

Developing a marketing strategy consists of two distinct and yet inter related steps. The first is the selection of the target market by the use of a market grid. The second step is the development of a market mix by considering always the four P's. Simply stated, target customer must be satisfied with the right product, available at the right price.

Trade in the world, which has developed to such an extent and which includes almost every known kind of material and manufacture, represents the fastest growing commercial activity. Almost every country, including the Philippines, recognizes that by participating in trade, its own standards of

living can be raised. International trade not only benefits the developed countries, but also the developing countries which are the principal suppliers to counteract their rapidly growing populations, or the corruption in so many of their political systems. In this light, this researcher is motivated to assess the marketing strategies of selected multinational enterprises in the Philippines.

### **Conceptual framework**

The conceptual framework employed in analyzing the relevance of the marketing strategies of the multinational corporations in the Philippines is presented in figure ۳. the role of the multinational corporations in the development of the economy of the Philippines cannot be overemphasized. It is their effective marketing strategies that contribute to their success and profitability. The multinational corporations as pointed out by miracle and albaum (۱۹۸۰) must take a whole view of the problem of getting its products to the final users of consumers. It looks to the channel of distribution as an integrated whole from the manufacturer on one end and to the final user or buyer on the other end. The operations of multinational corporations create new jobs and help raise the standard of living in the host country. The three major links as seen on figure ۱ between the seller and the ultimate buyer are: the seller's organization headquarters, the channels between nations which do the job of getting the products to the overseas markets and the channels within nations which are extremely pertinent. If the channels within the foreign market are weak or inefficient, then the target customers fail to achieve satisfaction, and the company fail to achieve its international objectives. Among the effects of the multinationals' marketing strategies that contribute to their success and profitability are their ability to perpetrate current markets through more aggressive marketing effort and their ability to introduce its current products into new markets. They can easily open additional geographical markets for their products through regional, national or international expansion on account of their better logistics. Their ability to develop new or improved products for its current markets is also an effect of their good and effective marketing strategies. In other words, the marketing strategies of multinationals are much more sophisticated and on account of this, marketing and profitability are assured. The presence, therefore, of multinational in the Philippines with their marketing strategies contribute to employment, technological transfer, foreign exchange, and industrialization. Since they are foreign-based business, foreign exchange generation takes effect.

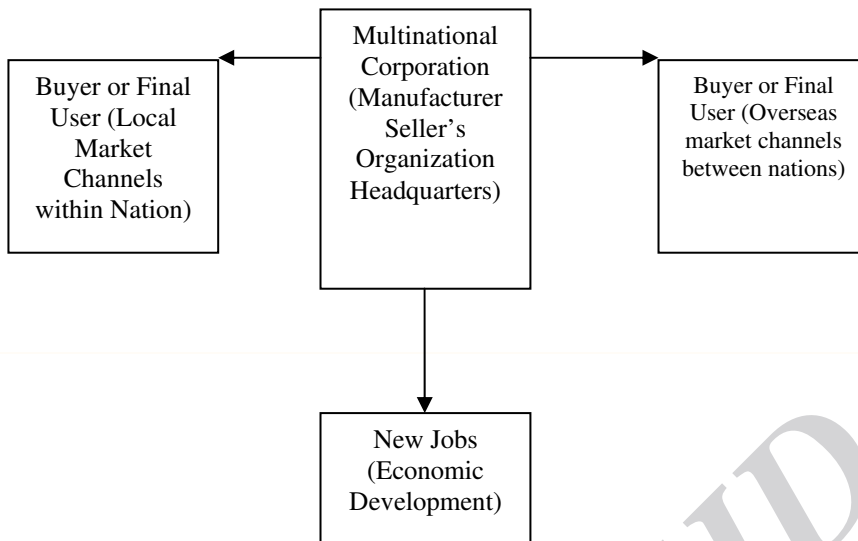


Figure ۱: conceptual Framework for multinational corporations

### Method of Approach

This present study utilized the descriptive method which was deemed most appropriate for this particular study. The researcher used questionnaires that were constructed and validated; documentary evidences; and interviews to validate responses to the questionnaire. In order to answer the pertinent problems posed in this study, the researcher utilized a composite statistical approach. For in-depth interpretation of data gathered from the questionnaires, interview and documentary analysis, the following statistical tools were employed. Frequency distribution, percentage and Ranking, data gathered were treated in percentage order Rank. This consisted of arranging numbers in decreasing order of size. The highest score was written first, followed by the next highest, and so on until the lowest was reached. Then the percentage of each score was computed particularly on the first part of the questionnaire which contained the respondents' profile to show and establish the relationship between part and the whole.

### Summary of Findings

1. Government policies affecting the marketing strategies of multinational enterprises on;

**A. Investment: A.۱. In All Areas.** Book II of the omnibus Investments code of ۱۹۸۷ (Executive order No. ۲۲۶) regulates the entry of foreign investments whenever foreign equity participation exceeds forty percent (۴۰%) of the capital stock. In granting approval to foreign firms under book II of the code, the board of investment sees to it that:

۱. Their activities are not inconsistent with the investment priorities plan (IPP);
۲. They will contribute to the sound and balanced development of the economy on a self-sustaining basis;
۳. The business does not conflict with the Philippine constitution and various laws of the country;
۴. The business activity is not one which is already adequately exploited by Filipinos; and
۵. The business does not promote monopolies or combinations in restraint of trade.

If foreign participation does not exceed forty percent (۴۰%), the enterprise is only required file a report on the foreign investment with the BOI for record purposes.

**A.۲. In Promoted Areas.** The following laws apply to foreign investments in areas that are being promoted by the government:

A.۲.۱. Book I of the omnibus investments code offers a comprehensive scheme of benefits for registered enterprises in priority areas of economic activity. Under this law, foreign investments are allowed up to forty-percent (۴۰%) of the outstanding voting capital stock of a registered enterprise in any area declared as preferred "non-pioneer" in the Investment Priorities Plan (IPP). This nationality requirement may be waived if ۷۰% of production is for export.

**A.۳. In Non-Promoted Areas**

A.۳.۱. The Constitution of the Philippines limits the ownership of land, exploitation of natural resources and operation of public utilities to Philippines citizens or corporations at least sixty (۶۰%) percent of which is Filipino owned.

A.۳.۲. Other nationalization laws limit the degree of foreign ownership in other areas.

**B. Licensing: B.۱. On suits.** A foreign corporation doing business in the Philippines but which is not duly licensed to do as is not permitted to maintain or intervene in any action, suit or proceeding in any court or administrative agency of the Philippines but it may be sued or proceeded against before such courts or administrative agencies on any valid cause of action recognized under Philippine Laws (Sec. ۱۳۳, Corporation Code).

A foreign corporation, not engaged in business in the Philippines, may not be denied the right to secure redress and file action in Philippine courts for



isolated transactions, no license to do business in the Philippines being required. A fortiori, that same corporation cannot claim exemption from being sued in the Philippines.

**B.۲. On Contract:** The view has been expressed that, being contrary to law and public policy, contracts entered into by foreign corporations doing business in the Philippines, but not duly licensed to do so, are null and void. Void contracts whose cause, object or purpose is contrary to law, morals, good customs, public order and public policy, and those expressly prohibited or declared void by law. Likewise noteworthy is the point that any act "executed against the provisions of mandatory or prohibitory laws" is considered void. (Art. ۱۴۰۹, Art. ۵, Civil Code).

Looking at the Corporation Code itself which is the law that mandates the requirements of license for foreign corporations doing business in the Philippines, one sees no explicit prohibition by such corporation from specifically entering into contracts. Thus, Sec. ۱۲۳ merely states that it "shall have the right to transact business in the Philippines after it shall have obtained a license." Sec. ۱۲۶ provides that "upon issuance of the license, (it) may commence to transact business x x x."

**B.۳. Revocation of License:** Without prejudice to other grounds provided by special laws, the license of a foreign corporation to transact business in the Philippines may be revoked or suspended by the Securities and Exchange Commission.

**C. Partnership:** There is no prohibition against a partnership being a partner in another partnership. But unless authorized by law, a corporation is without capacity or power to enter into a contract of partnership. (۶۸ C.J.S. ۴۰۸).

#### **D. Tariffs:**

**D.۱. Franchise Tax:** This tax consists of five (۵%) percent on the gross receipts of a foreign corporation existing under a franchise granted to it. In some cases, however, the franchise tax to which the foreign corporations shall be subject may be expressly stated in its charter, in which case the latter tax shall be applicable with the only condition that the latter shall be higher than the preceding five (۵%) percent tax. The special charter under which the corporation was organized may preclude imposition of a higher rate. This franchise tax generally takes the place of the regular corporate income tax. (Tariff and Custom Code of the Philippines).

**D.۲. Protection from Government Competition:** No agency or instrumentality of the government shall import or allow the importation, tax and duty-free, of products or items that are being produced or manufactured by registered domestic producers, except when the president determines producers, except when the president determines that the national interest so requires determines that the national interest so requires or when

international commitment requires international competitive bidding. (Batas PAMBANSA Building. ۳۹۱).

***E. Employment of Local Residents:***

It is a requirement for the multinational enterprises engaged in business in the country to recruit Filipino labor to protect the manpower resources of the country. The law states that as provided from the Labor Code of the Philippines "Except, otherwise, provided, skilled and management positions are reserved for foreign manpower but majority of the manpower requirements must be supplied by local employment" Labor Code of the Philippines, ۱۹۸۸).

Skilled Filipino labor must also be exhausted in cases of opportunities of recruiting and placement of Filipino labor.

It is always the policy of the government to furnish labor to foreign-based enterprises like the multinational firms in the country. This will not only provide the economic uplift of Filipino laborers but will also contribute to the national economy.

***F. Technology Transfer:***

The experience and training of Filipino manpower within the company contributed to the knowledge and skills in the proper application and operation of technology, which in turn contributed to technology transfer to these workers.

Constant training and development in line with technology management and operations as part of personnel management and development allows Filipino workers to learn modern techniques in technology.

All of the multinational enterprises utilized modern technology and equipment, and abided by the Philippines law. All the companies involved transferred their technology to Filipino technicians.

***G. Competition with Local Industries:***

In line with the economic development programs, foreign goods must not compete with local industries in the form of price control and to its limited dispersion in the local market.

Competition only starts when goods and services are put into the market. In order to protect local industries, the government had adopted a policy of restricting local distribution and marketing of foreign goods and products. This means that distribution and marketing is coursed to Filipino marketers. Volume and price control are also embodied in the policies of restricting local distribution and marketing of foreign goods and products.



**۲.۲. Motivation Practices:** Majority of the multinational enterprises motivate their employees by increasing the salaries/wages of the employees and be representation expenses and allowances.

There were many significant differences in perception among the respondents on the question of motivation practice. The following table presents the obtain results.

**Table ۴**  
**Perceptions of the Respondents, as to Motivating Practices for Marketing Personnel**

to Motivating Practices for Marketing Personnel	A	B	C	D	E	F	G	H	I	J
Quota System With Bonus	-	-	۱۰۰	-	۱۰۰	۱۰۰	۱۰۰	-	۱۰۰	۱۰۰
Increase in Salaries wages	-	۱۰۰	-	۱۰۰	۱۰۰	۱۰۰	۱۰۰	۱۰۰	۱۰۰	۱۰۰
Representation Expenses and Allowances	۱۰۰	۱۰۰	-	۱۰۰	۱۰۰	۱۰۰	-	۱۰۰	۱۰۰	۱۰۰
Promotion	-	۱۰۰	-	۱۰۰	-	۱۰۰	-	-	۱۰۰	۱۰۰

**۲.۳. Marketing Penetration Strategies:** Majority of the multinational enterprises adopted a multi-policy of competitive weapons with varying degrees of emphasis, promotion and product quality to penetrate and win the market.

Differences in the perception were very significant. The following table presents the obtain results.

**Table ۵**  
**Perception of The Respondents on Marketing Penetration Strategies Practiced by Selected Multinational Enterprises**

Marketing Penetration Strategies	A	B	C	D	E	F	G	H	I	J	TOTAL
Open additional geographical market through regional, national or international expansion	-	۲۰	-	-	۲۰	۴۰	۱۰	-	-	۱۰	۱۰۰.۰%
Adopt a Multi-Policy of competitive weapons with varying degrees of emphasis, promotion, product quality, etc., to penetrate and win market.	۳۰	۲۰	۱۰	۸	۵	۶۰	۸۰	۱۰۰	-	۸۰	۶۰۰.۰%
Increase efforts to attract measures located in its current market areas.	۳۰	۲۰	-	۲۰	-	-	-	-	۲۰	-	۹۰.۰%
Stimulates current customers to increase their current rate of purchase.	-	-	-	-	۳۰	-	۱۰	-	۲۰	-	۶۰.۰%
Increase efforts to attract competitive customers.	-	۲۰	-	-	-	-	-	-	۲۰	۱۰	۵۰.۰%
Develop new products or content	۴۰	۲۰	-	-	-	-	-	-	۴۰	-	۱۰۰.۰%





**۳.۵. Motivation Practices:** Majority of the multinational enterprises were having problems with motivation practices related to salaries/wages, and with the inadequacy or lack of incentive programs. There were no significant differences in their perceptions. The following table presents the obtain results.

**Table ۹**  
**Perceptions of the Respondents on Problems of Motivation Practices of Selected Multinational Enterprises**

Problems on Motivation Practices	A	B	C	D	E	F	G	H	I	J
Salaries/Wages increase as reward	-	۸۰	-	۵۰	۱۰	۷۰	۶۰	-	۱۰	-
Ineffective Marketing Strategies	-	-	-	-	-	-	۲۰	-	-	-
Ineffective Training Sales Programs, Product Knowledge/marketing	۶۰	۲۰	-	۲۰	-	۳۰	۲۰	۳۰	-	-
Lack of incentive programs	۴۰	-	۱۰	۳۰	-	-	-	۷۰	-	۱۰
TOTAL	۱۰	۱۰	۱۰	۱۰	۱۰	۱۰	۱۰	۱۰	۱۰	۱۰

## Conclusions

Based on the findings of the study the following conclusions were drawn:

۱. The Philippine government policies on investment, licensing, partnership, tariffs, employment of local residents, technology transfer, and competition with local industries, trademarks, trade names and service marks are attractive and favorable to multinational corporations.
۲. The multinational enterprises have definite policies and objectives related to marketing strategies and practices. They have also motivation practices, but they differ in their implementation. The hypothesis on marketing strategies and on distribution channels is accepted whereas the one on marketing motivation practices and marketing penetration strategies is rejected because there are significant differences in the items perceived.
۳. The multinational enterprises have marketing strategies problems with regards to distribution network, pricing policies, communications/

promotions audiences, competition with local industries, motivation practices and competition with local corporations.

The hypothesis on distributions network, communications/promotions audiences, and motivation practices are accepted inasmuch as there are no significant differences, in the perceptions of the respondents while on pricing policies and competitions, the hypothesis is rejected because there are significant difference in the perceptions of the personnel interviewed.

### **Recommendations**

The findings of this research work indicate that there is a need for more marketing strategies to improve sales. In this regard, the following recommendations are presented;

۱. The multinational corporations could create more market opportunities by adapting the following strategies;
  - ۱.۱. Try to identify market sectors that had been ignored or poorly served by the firms;
  - ۱.۲. Attract more markets through creative presentation or packaging of products and services. Technology breakthrough is not the only key to success in the highly competitive market, Creativity and novelty are as important;
  - ۱.۳. In the creation of opportunities and their management for marketing their products, the multinational enterprises should be able to understand what the customers want and how much they are willing for it. In other words, the corporations should be able to adapt to ever changing preferences of the buying public; and
  - ۱.۴. Learn from competition what opportunities are available and how to avail of them to their advantage;

In other words, the creation of more market opportunities will lead to more sales thereby satisfying the needs of more people.

۲. After carefully studying and identifying market opportunities, the multinational enterprises should design a strategic entry plan that combines all the marketing elements, such as, product, price, distribution and promotion;
  - ۲.۱. The corporation must put emphasis on designing producing and selling three categories of products for their foreign market entries: (۱) lower cost products; (۲) products with innovative features, and (۳) high quality products.
  - ۲.۲. The companies must be willing to set the prices of their products at a much lower level than those of their competitors to attract potential customers and must take the risk of losing in the early years but regard such losses as an investment in their long-range market development programs;



- ۲.۳. They should have specific distribution channels and dealers and seek out those outlets that will give the largest market coverage;
- ۲.۴. They should develop a distribution system more suited to their long-term marketing mix;
- ۲.۵. The corporations exploit the competitors' strength; and
- ۲.۶. They should give a well established local sales network.

A good marketing strategy calls for finding attractive opportunities. Opportunities can shape the direction and operation of the company's marketing activities; hence, the relevance of the above recommendations.

۳. The multinational corporations should have a well programmed promotion strategy.

Promotion is an important part of any marketing activity. To be successful, a manufacturer must not only offer a good product at a reasonable price but also potential customers know about the product and where they can buy it. Hence, the importance of a good and effective promotion program must not be overlooked.

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## Appendix

**Table ۱**  
**Name of the firms**

Firms	Name
A	Kimberley-clark Philippines, Inc
B	Procter and Gamble Philippines, Inc
C	Unisys Philippines
D	Atlantic, Gulf and Pacific company of Manila, Inc
E	Marsman and Company, Inc
F	GTE Directories Corporation
G	Monsanto Philippines, Inc
H	Sanitary Wares Manufacturing
I	Firestone and rubber Co. of the Philippines
J	Coca-Cola Bottlers Philippines

**Table ۲**  
**Number of the Workforce of the Selected Multinational Enterprises Surveyed**

Firms	Name
A	۸۴۱۴
B	۱۰۰۰
C	۹۰۰
D	۸۰۰۰
E	۱۱۰
F	۱۵۱
G	۱۶۲
H	۱۰۶۷

I	۱۵۰۰
J	۱۷۷۹۱

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