

Orokhovska LyudmilaDoctor of Philosophy,
Professor at the Department of Marketing
National Aviation University**Koshetar Uliana**Candidate of Historical Sciences,
Associate Professor at the Department
of Ukrainian Language and Culture
National Aviation University**Horiunova Kateryna**Senior Lecturer of the Department of Tourism
Mariupol State University**Ороховська Л.А., Кошетар У.П.**

Національний авіаційний університет

Горюнова К.А.

Маріупольський державний університет

MANAGEMENT POLICY IN TNK MARKETING STRATEGIES

МАРКЕТИНГОВІ СТРАТЕГІЇ В ПОЛІТИЦІ МЕНЕДЖМЕНТУ ТНК

The organization of international marketing during the globalization phase requires an understanding of the problems of glocalization, which is a tendency of combination of both global and regional, local. TNCs, by applying global marketing strategies, are confronted with pluralism of cultures, cultural standards, multiculturalization which actualizes the appeal to multilocal strategies. The conquest of world TNC markets in the modern era is based on global competition strategies, made possible by the rapid development of information technologies and markets liberalization. The strategies of companies entering the world markets are multivariable, however, they are primarily guided by the strategies of creating competitive advantages and are aimed at successfully overcoming the uncertainty of the business environment, reducing costs through the introduction of innovations. For countries in which TNCs are present in domestic markets, their activities provide additional incentives to increase the quality of products and services of national companies, and they also have the opportunity to use the experience, technology, development strategies of TNCs, in particular those that have been successfully implemented in other countries. Local strategies are used by those companies that strive to take into account the specifics and uniqueness of each national market that they enter. Such companies develop a unique price policy for each new market.

Key words: global strategies, local strategies, marketing, marketing strategies, management policy, TNK.

Глобалізаційні процеси у сфері економіки зумовили посилення методів конкурентної боротьби, що вимагає дослідження проблем, пов'язаних з формуванням конкурентоспроможності компаній та розробки стратегій поведінки на світовому ринку. Метою дослідження є виявлення особливостей застосування глобальних та мультилокальних маркетингових стратегій ТНК в умовах глобалізації. Враховуючи, що транснаціональні корпорації, здійснюючи різнобічний вплив на функціонування світового господарства та стан господарюючих суб'єктів і підсистем, займають особливе місце на сучасному глобальному ринку, у дослідженні проаналізовано основні стратегічні моделі ТНК та визначено основні інструменти підвищення їх конкурентоспроможності на світовому ринку товарів і послуг. ТНК, застосовуючи глобальні стратегії у маркетингу, зіштовхуються з плюралізмом культур, культурних стандартів, мультикультуризацією, що актуалізувало звернення до мультилокальних стратегій. Стратегії виходу компаній на світові ринки багатоваріантні, проте вони, насамперед, керуються стратегіями формування конкурентних переваг та спрямовуються на успішне подолання невизначеності бізнес-середовища, зниження витрат через впровадження інновацій. Для країн, у яких на внутрішніх ринках присутні ТНК, їх діяльність створює додаткові стимули для зростання якості продуктів та послуг національних компаній, а також у них з'являється можливість використовувати досвід, техноло-

гії, стратегії розвитку ТНК, зокрема ті, які були успішно впроваджені в інших країнах. Локальні стратегії використовують ті компанії, які прагнуть максимально врахувати специфіку і унікальність кожного національного ринку, на який виходять. Успішна реалізація глобальних стратегій ТНК забезпечується широкою інтеграцією у виробництво і маркетинг результатів науково-технічного прогресу, особливо за рахунок неухильного збільшення витрат на корпоративні дослідження і розробки, а також їх передачі за кордон. Вибір глобальної стратегії розвитку ТНК залежить, перш за все, від специфіки галузі та її продукції. У ряді випадків успіху домагаються компанії, які почали з захоплення певного сегмента ринку відповідних продуктів. Успіх глобальної стратегії ТНК залежить не тільки від раціонального розміщення конкретного виду діяльності в різних країнах, але і від організації всієї діяльності корпорації, її здатності швидко розвивати виробництво нових продуктів у своїй країні і за кордоном.

Ключові слова: глобальні стратегії, локальні стратегії, маркетинг, стратегії маркетингу, політика менеджменту, ТНК.

Formulation of the problem. The process of globalization allows companies to apply marketing strategies for the formation of intra-company networks of both regional and global scale, to integrate at these levels research and development, material support, production, distribution and marketing.

Under the influence of globalization in the economy, there is an affirmation of international economic ties, an intensification of world trade, the formation of a global market, that is, an objective integration trend is observed. Those TNCs view the world as their target market, building their marketing strategies in the context of globalization; apply, above all, global strategies that are characterized by unified price policies.

Considering that transnational corporations, having a diverse influence on the functioning of the world economy and the state of economic entities and subsystems, occupy a special place in the modern global market, the study aims to analyze the main strategic models of TNCs and identify the main tools for improving their competitiveness in the world market of goods and services.

The theoretical and methodological basis of the study is general scientific and special methods and approaches that made it possible to analyze the main socio-cultural factors of influence on international marketing. Comparative conceptual analysis and retrospective modeling methods are used in the study in the analysis of the influence of cultural factors on the choice of marketing strategy – multilocal or global.

A systematic approach has allowed us to consider the problems of applying a global marketing strategy in traditional societies that have their own specific of customs, traditions, religious norms.

Analysis of recent research and publications. The study of the features of the definition and development of marketing strategies is devoted to the works of many scientists. Among them, Kotler Ph., Karloff B., Lambin J.-J., Porter M. For example, Karloff B. as early as 1989, defined marketing strategy as a generalized model of actions

necessary to achieve the set goals by coordinating and allocating company resources [1].

Spivakovska T. determined the vectors of the enterprise's activity in developing a marketing strategy and the level of its application [2].

A number of authors proposed the following approaches to the international marketing strategy: 1) passive forms of foreign economic activity; 2) fragmented, and formal nature of marketing strategies; 3) updating and implementation of the latest effective scientifically sound approaches to the implementation of international marketing activities, the marketing strategy is formed on a systematic and formalized basis; 4) active, systematic original, innovative international marketing activity [3]. The development of an international marketing strategy is carried out at several levels, for example, at the corporate level [4].

Bilgin Orhan Örgün used a theoretical approach in his work to explain how globalization is changing the production system. Transnational corporations (TNCs), according to the author, is the most important driver for the new model of the production system. Although TNCs have been using offshoring, outsourcing and vertical integration over the past three decades, a new production system called "production system without borders (UNCTAD, WIR Report, 2013)" has been formed. This is a new approach for global international production. The term "global value chains (GVC)" was introduced. The term of GVC, according to Bilgin Orhan ÖRGÜN, was introduced to clarify the dimensions and to establish the exact boundaries of this new production system [5].

Neil M. Coe, Jennifer Johns, Kevin Warda reviewed internationalization processes of business services sectors through analysis of 20 leading TNCs in the personnel industry (analysis of the 20 leading TNCs in the temporary staffing industry). The authors' team noted that these TNCs were generally in line with a poorly coordinated, decentralized, multi-national organizational model, and there was considerable spatial and temporal variability in their internationalization and expansion strategies.

This creates obstacles to both centralization of control and standardization of business practices [6].

The scientific potential of Marcel Kordos, Sergej Vojtovic "Transnational corporations in the global world economic environment" is devoted to TNCs and global risks in the international economic environment. The sharp increase in foreign direct investment flows, the growing power of corporations, global strategies, according to the authors, cause concern and lead to a significant increase in corporate power. Deregulation, innovative communications and technologies, etc., further enable TNCs to control the processes of the world market, is a rather dangerous option for companies and governments of small and poor countries. In this work Marcel Kordos, Sergej Vojtovic proved that globalization does not have the same influence on all actors working in world markets. In terms of assessing strategic alliances (that is, companies that cooperate), globalization is sometimes associated only with certain sectors or countries [7].

Mohylevska O., Romanova L., Zalizniuk V., Kovalenko N., Demydiuk S. determined based on an analysis of the innovative activity of industrial enterprises, the problems of braking innovative progress concern not only technical or technological processes, but also marketing approaches and mechanisms in the organization of production and sale of products. The study offers a comprehensive approach for the interaction of market mechanisms and the production process, with the mandatory introduction of modern marketing mechanisms [8].

Filipchuk V., Malkina G., Kolyukh V., Petrenko I. defined the role of moral responsibility of international management (as a holistic culture of corporate governance), in governance models in a global economy. The authors proved that in models of democratic governance the moral qualities of management are transformed into socio-political responsibility and affect the quality of management, formation and actualization of national interests in the era of globalization challenges [9].

In the article by Knyazeva T.V. and Alekseenko I.M. the concept of marketing strategy of social entrepreneurship is presented. It is proved that it is based on the analysis of the marketing environment of the enterprise and the choice of a specific target segment of social enterprise goods and services consumers, the formation of marketing and development of the social enterprise. Its effectiveness has a positive effect on changing consumer behavior, improving social culture, reducing the burden on the environment, loyal customers and, as a consequence, sales growth, expanding the geography of sales, entering new markets, release of new successful goods and services.

Smerichevsky S.F. and Klimova O.I. generalized theoretical views on the definition of "business model" of the company. It has been argued that the business model outline can help managers develop new business models, change them according to changing conditions, and manage the business portfolio of different companies within one large company. Using this concept allows you to build an optimal business model, based on which the necessary administrative decisions will be made in the future to ensure the stability and competitiveness of the company.

The purpose of the article. Globalization processes in the economy have led to increased methods of competition, requires research into the problems associated with building the competitiveness of firms and the development of behavior strategies in the world market. The aim of the study is to identify the application of global and multi-local marketing strategies of TNCs in the context of globalization.

Presentation of the main material of the study. The activities of TNCs form active access to the resources of countries with different levels of development, cause a variety of forms of international business, the introduction of information and communication technologies and modern management methods. TNCs are highly competitive in finance and science and technology, and one of the major players in international economic activities. The updating of TNCs marketing strategies is characterized by the expansion of services activities, the introduction of innovations in leading enterprises and structural divisions, the strengthening of the positions of fast-growing companies, the growth of their influence on the global market and the influence on international policy. TNCs implement an effective strategy for innovative development and participate in international investment processes.

In the context of the pandemic, COVID-2019 world business leaders solved socio-economic issues and built marketing strategies in the face of airline bankruptcy, falling oil prices, a retail crisis, and a sharp increase in mortality. Pharmaceutical companies (for example, AstraZeneca and Pfizer) and medical equipment companies showed profits [12].

Since 2003, Forbes "Global 2000" identifies the largest state-owned companies in the world according to four criteria: assets, market value, sales and profit. Forbes Global 2000 rating: TOP-10 of the largest companies in the world, which was compiled based on a combined estimate of revenue, profit, assets and market value. Industrial and commercial bank of China, which controls assets worth more than \$4 trillion, is again in first place – the 7th year in a row. With 61 countries on the list, the largest number – 575 companies – is in the

United States. This is followed by China and Hong Kong – 309, followed by Japan with 223 companies. (For comparison, in 2003 there were 776 American companies, and from China and Hong Kong – only 43). The 2019 rating was marked by several notable shocks: AT & T paid \$85 billion for Time Warner in June 2018, and CVS Health acquired insurance giant Aetna for \$70 billion. Lyft also entered the rating after its big IPO [13].

According to the Forbes Global 2000 Rating the leaders in the global market are such corporations:

1. ICBC (Industrial and Commercial Bank of China) – the largest Chinese commercial bank) market capitalization: \$305 billion. ICBC has more than 500 thousand shareholders. ICBC controls a fifth of China's banking sector. The bank has more than 17 460 branches.

2. JPMorgan Chase (part of “the Big Four” of USA banks along with Bank of America, Citigroup and Wells Fargo. It is one of the largest depository banks, the size of depository assets is \$ 23,5 trillion, the size of assets under administration is \$ 4,1 trillion, the size of assets under management is \$ 2 trillion). Market capitalization: \$ 368,5 billion.

3. China Construction Bank (one of the largest banks in China. The China Construction Bank network has 14 925 branches in mainland China, as well as 10 branches outside it (in Hong Kong, Singapore, etc.) and a number of subsidiary banks such as CCB Principal Asset Management (asset management services), CCB Trust (trust fund), CCB Life, Sino-German Bausparkasse (Sino-German Construction Cooperative). Market capitalization: \$225 billion.

4. Agricultural Bank of China (one of the largest banks in China and in the world. The headquarters of the bank is located in Beijing. In mainland China the bank has more than 23 600 branches and 19 700 operating offices, another 8 branches and 2 representative offices are located outside China. The Bank has 14 subsidiaries, 6 of them abroad). Market capitalization: \$197 billion.

5. Bank of America (US financial conglomerate, the largest banking holding company in the United States of America in terms of assets. The company operates in all 50 states, as well as in 35 other countries, it has 4700 branches, 213 thousand employees and 16 thousand ATMs). Market capitalization: \$287 billion.

6. Apple (one of the leaders in the global IT industry, a manufacturer of computers, laptops, media players and various software. The company is one of the pioneers of the industry, a pioneer in many areas: the first PCs, the first displays on the PCs, the first operating systems with a graphical interface, the first computers with mouse support, the first online music store). Market capitalization: \$961 billion.

7. Ping An Insurance Group (Chinese insurance group of companies. The activities of the group are carried out in four main areas: life insurance, property insurance, banking services and asset management. The main region of activity is the PRC, also represented in other countries, in particular in the USA). Market capitalization: \$ 220,2 billion.

8. Bank of China (China financial group, formed on the basis of the oldest current Chinese banks. The main area of activity is commercial banking. Mainland China is the main region of activity. Hong Kong, Macau and Taiwan account for 17% of assets and 23% of operating profit. The group's foreign network consists of 545 branches in 53 countries). Market capitalization: \$143 billion.

9. Royal Dutch Shell (British-Dutch oil and gas company. In 2018 it is the biggest oil and gas company of the world. Shell conducts geological exploration and production of oil and gas in more than 80 countries. In February 2016, Royal Dutch Shell completed the takeover of the British BG Group). Market capitalization: \$265 billion.

10. Wells Fargo (a bank providing financial and insurance services in the USA, Canada and Puerto Rico. It is included in the so-called “Big Four” of US banks (together with Bank of America, Citigroup and JPMorgan Chase). In 2019 Wells Fargo had 8600 branches and 13 thousand ATMs, which served more than 40 million retail customers and 3 million small entrepreneurs). Market capitalization: \$ 214,6 billion [13].

This allows us to analyze certain economic consequences of the pandemic COVID-19 which were caused by a year of heavy human losses and shocks in the world market. Thus, the overall global stock market over the past year has grown by about 48%. The article by Andrea Murphy, Eliza Haverstock, Antoine Gara, Chris Helman and Nathan Vardi “How The World's Biggest Public Companies” offered a detailed description of the analysis of the global stock market, based on the last 12-month financial data available at the time of April 16, 2021. The authors proposed to determine the minimum market value that should be taken into account for the 2021 list, which was \$ 8,26 billion of US compared to \$ 5.27 billion in 2020 (direct speech: “Sign of the times: The minimum market value to be considered for the 2021 list was \$8.26 billion, up from \$ 5.27 billion in 2020”) [12].

In the conditions of a pandemic of the COVID-19 TNCs improve organizational structure for the purpose of ensuring profitability and the yield on stocks, the program of investment into perspective projects is carried out, expenses are optimized. In the process of doing business, a high level of safety and social responsibility is provided.

In the modern era, TNC marketing strategies are characterized by a desire to form networks of a global

Table 1

World's Biggest Public Companies Endured The Pandemic

Rank	Name	Country	Sales	Profit	Assets	Market Value
1	ICBC	China	\$190.5B	\$45.8 B	\$4,914.7B	\$249.5B
2	JPMorgan Chase	United States	\$136.2B	\$40.4 B	\$3,689.3B	\$464.8 B
3	Berkshire Hathaway	United States	\$245.5B	\$42.5 B	\$873.7 B	\$624.4 B
4	China Construction Bank	China	\$173.5B	\$39.3 B	\$4,301.7B	\$210.4 B
5	Saudi Arabian Oil Company (Saudi Aramco)	Saudi Arabia	\$229.7B	\$49.3 B	\$510.3 B	\$1,897.2 B
6	Apple	United States	\$294 B	\$63.9 B	\$354.1 B	\$2,252.3 B
7	Bank of America	United States	\$98.8 B	\$17.9 B	\$2,832.2B	\$336.3 B
8	Ping An Insurance Group	China	\$169.1B	\$20.8 B	\$1,453.8	\$211.2 B
9	Agricultural Bank of China	China	\$153.9B	\$31.3 B	\$4,159.9B	\$140.1 B
10	Amazon	United States	\$386.1	\$21.3 B	\$321.2 B	\$1,711.8 B

scale. This is facilitated by the rapid development of information technologies and the liberalization of markets. In a global environment, the forces driving standardization are powerful enough to suppress local (regional) determinants.

The global strategic model provides for TNCs to transform their geographically disparate affiliates and business units into transnational networks of production and marketing activities. The latter, being deeply integrated at the regional and global levels, provide a significant expansion of the cross-border cooperative functions of TNCs, determining qualitatively new features of the international economic integration process.

The global strategic model involves a unified approach in production, marketing, financial solutions for various national markets. TNCs centrally disseminate in all key areas of activity research and development, commodity and price policies, coordination of logistic policy, optimization of the international organization of production. The advantages of the global strategy are the effect of economies of scale of production, offsetting the costs of research and development, and reducing the costs of developing a complex for promoting goods to various markets.

The success of the global strategies of TNCs is driven by the social trend of increasing the role of large megacities, which are the ideal environment for TNCs and important bases of transnational capital. Residents of large cities are a supranational subculture, which has similar preferences due to the fact that they watch the same world information programs, educated on uniform standards of education and behavior. The inhabitants of megacities, regardless of which part of the planet

they are, have much more in common in everyday life than with their compatriots from remote provinces. All this allows TNCs to find its audience that can respond to global strategies, regardless of the country in which they are applied.

Global companies operate in industries similar in price level and competitive conditions in various national markets, which for these companies have become a "global" market. An example of such global industries is the production of cars, televisions, computers, copying equipment, watches, household appliances [14, p. 60–61].

Global strategies are shaped by the socio-economic conditions in different countries and the cultural characteristics of certain markets. For activities in global markets, TNCs may choose one or more strategic options, in particular [15]:

- maintaining the lowest production and sales costs compared to competitors. When choosing such a strategy, the company coordinates activities in different countries in order to minimize its costs;
- maintaining the lowest price for the goods compared to competitors in each country where the company operates;
- global differentiation, in which the company's goods are characterized by certain features that distinguish them from the products of competitors in other countries;
- global focus, which consists in defining the same market niche as the focus of the company's activities in different countries. The implementation of this strategy is associated with maintaining low costs or differentiation in the target market segment;
- support of the production in one country and export of goods to other national markets through its own sales network or other distribution channels;

– granting licenses for technology or for the production and sale of products of a company in which its revenues in a certain market are generated by royalties from the use of technology or the company's trademark.

The strategy of an international corporation is global if the company comprehensively fulfills the following requirements [15]:

- consideration of markets and competition from global positions;
- good knowledge of global competition methods;
- carrying out its activities on a global scale;
- operations in high-tech industries and promotion of scientific researches;
- integration of its enterprises into a single international network of management and close ties with other TNCs.

The development of the global strategy of TNCs is aimed at solving the following problems: rational placement of production, taking into account the capabilities of individual countries, and organizing coordination of activities of all sections of the corporation (production, sales, servicing, marketing, etc.) to achieve a specific result – an increase in sales.

A number of factors are taken into account when choosing the layout of TNCs' production: the specificity of products, the role of transport costs in the supply of products to other countries, the need to take into account national policies in countries where national production is encouraged, etc.

The strategy of concentration is built with the concentration of production in the home country and the supply of products to world markets. The creation of a large enterprise provides opportunities to take advantage of economies of scale. Such a global strategy, based on the export of products, is characteristic of companies in the field of aircraft engineering, heavy engineering, the production of structural materials, etc. Such a strategy was followed at the beginning of its activities by Japanese firms, and at the present stage such a strategy has become widespread in Korea and Italy.

The dispersal strategy involves not only exports of goods, but also foreign direct investment. This strategy ensures that TNCs take into account the characteristics of local markets and the needs of consumers, adjusting their needs for their products. The creation of production chains in other countries can reduce the benefits of economies of scale, but will help increase the volume of sales of products and strengthen their position in the markets of the countries concerned. In implementing the dispersal strategy, TNCs are located in the home country for the production of components, and collecting enterprises are located in other countries. For example, this is how concerns are created, cars are

assembled from components. Another approach is also possible: TNCs organize the production of parts and components in various countries using cheaper local labour, and their collection production is stored in the home country.

The successful implementation of TNCs' global strategies is ensured by the extensive integration into production and marketing of the results of scientific and technological progress, especially through the steady increase in the costs of corporate research and development, as well as their transfer abroad. So, according to Global Innovation 1000, almost 95% of the most innovative companies in the world carry out their actions abroad [15], primarily in countries with a large domestic market and a large number of highly qualified technical specialists.

The choice of global strategy for a development of TNCs depends primarily on the specificity of the industry and its products. In a number of cases, success is achieved by companies that began by capturing a certain segment of the market for relevant products. For example, a number of Japanese companies first succeeded in the production of compact cars, truck cars, televisions, and then began to expand their presence in international markets. The success of TNCs' global strategy depends not only on the rational location of a particular activity in different countries, but also on the organization of all the corporation's activities, its ability to quickly develop the production of new products in the home country and abroad.

Despite the many advantages of a global TNC strategy, it also has disadvantages.

First of all, when applying global marketing strategies, corporations may not take into account local cultural values: traditions, religion, symbols, first of all, the one that symbolizes animals. These symbols can be interpreted differently in Christian and Islamic countries.

Advertising companies of global corporations should also take into account the selection of a slogan and names that did not violate the country's cultural norms.

In order to maintain competitive advantage in the global market, TNCs must carry out diverse activities that deliver better results with a well-chosen global strategy. The advantages of TNCs over national companies should be taken into account. TNCs can achieve efficiency gains by reducing production and marketing costs, or by improving customer service. Since there are many differences between political, economic, legal and cultural conditions of operation in different countries of the world, TNCs must be flexible and adapt to certain business conditions.

If TNCs operate in countries where the conditions of business and the nature of competition are largely different, due to religion, customs, traditions, geographical and climatic conditions, it is advisable

to choose a multi-locale (multinational) strategy. This strategy is based on the main competition strategies (low costs, differentiation, focus), but has a specific feature: when used, TNCs make changes in their strategic approach in different countries, depending on the competitive conditions and consumer needs in each of them. At the same time, the strategic actions of the company may be different in different countries, focusing on the needs of consumers of goods and services.

The vast majority of TNCs operate simultaneously in several countries and international regions to protect against risks in national economies. One of the main competitive advantages of TNCs is management experience in several countries, which allows multinational corporations to operate effectively in countries with different business conditions.

Multi-locale business strategies are designed to be applied in certain countries and are therefore aimed at adapting the company's activities to the situation in an individual country and at choosing a certain level of coordination of strategies in the local market and in other markets in which the company operates. This requires adapting the production strategy to local needs. The adoption of a multinational TNCs strategy makes certain features of the organizational structure of the corporation, above all, the formation of branches in each country where the company operates. These branches more or less autonomously manage the company's production and sales policies according to the specific market conditions in different countries. Unlike the global strategy, which aims to develop TNCs' key competencies, the multinational strategy relies on taking into account the business environment in the host country and the needs of its national market.

When assessing opportunities to enter foreign markets, the company, as a rule, evaluates the external environment taking into account the influence of two forces – global and local. Local forces require the adaptation of the company's international marketing activities in the national business environment and are due to the following characteristics of the foreign environment, such as: natural, climatic, geographical parameters; demographic conditions and trends; the macroeconomic state of the country; cultural and social aspects; the state of development of the industry and legal restrictions in it; marketing institutes.

The multinational environment is dominated by local (regional) traditions in consumption, due to the peculiarities of consumer preferences and legal norms inherent in a particular country. Such an environment is characteristic, in particular, of the food and light industry, when the tastes and prejudice

of buyers significantly affect their consumer choice and behavior when buying.

For example, such industries compete successfully with multinational competition in the production of frozen products, coffee, canned food, life insurance services, and tailoring. A multinational marketing strategy is chosen by TNCs in the presence of significant socio-cultural, political, economic conditions that distinguish one national market from another. For the success of the company, it is important that the products created by TNCs' affiliates be adapted to the demand of a particular country. An example is the strategy of "Procter & Gamble", which produces the world-famous Ariel washing powder, which is adapted to the markets of America, Germany, Japan, Central and Eastern Europe. In particular, the American version is focused on low water temperature, it is better foamed and designed for short-term washing in Germany, long-term soaking of laundry and washing at higher temperatures is acceptable, and the German Ariel is designed for these requirements; for Japan, Ariel is adapted to short washing times in small machines. The multinational marketing strategy takes into account the characteristics of each national market and provides for different approaches to the production and marketing of goods and services. The advantage of implementing this strategy is the close combination of the company's proposed programs to the conditions of a particular country, their adaptation to the requirements of consumers [15, p. 59–60].

The multi-national environment makes use of an adaptation marketing strategy, the most optimal mechanism of communication between the parent company and its subsidiaries is decentralization relations.

Considering the environment in which TNCs operate, it should be distinguished:

– the national business environment, which is the specific conditions for doing business in a particular country, is determined by economic, political, legal, socio-cultural, technological, infrastructural factors (the business environment of Germany, Japan, Ukraine, China, etc.);

– the multiple-national business environment is the specific conditions of doing business in a group of countries that have both similar historical development conditions and modern development factors (the business environment of the EU, CIS countries, etc.);

– the regional business environment is a set of economic, political, legal, socio-cultural factors operating in a certain region of the world (Latin America, Northeast Asia, the Middle East, etc.).

The conditions for the development of a particular civilization significantly affect the formation of a regional business environment. Therefore,

when building a strategy, it is important to take into account researches of the socio-cultural component of the business environment (models of social partnership, the system of citizenship, public religion, demography, language, ethics, the system of social values); the political aspect of the business environment (political stability/instability), type of the economic system, the models of the economy, the results and the indicators of its functioning, which make it possible to determine the feasibility of the firm entering the foreign market; the legal basis for economic activity [16].

Multinational strategies in TNCs' activities in the future can facilitate the exchange of experience and values of civilizations of the East and West. The traditional paradigms of innovation originating from Western business culture (breakthrough innovations, open innovations, social innovations, common and responsible innovations), the culture of the East is trying to offer an adequate alternative. In particular, Chinese scientists justify that the holistic paradigm of innovation is gaining maturity [17].

The process of globalization is accompanied by localization in both the cultural and economic spheres. An example is the activity of the company "Nestle", whose lion's share of operations takes place outside the country of the head office [18].

TNCs, as major players in markets, compete with smaller ones, displace them from production chains and, accordingly, production components are often inferior to transport and logistics in their influence. The development of competitive local industrial clusters is often a factor in the inclusion of suppliers in partner supply chains [19].

This leads to the relevance of studies on the implementation of national corporate strategies for their development, involving appropriate investments and attracting the entire range of stakeholders, which is relevant for the markets of developing countries and countries with economies in transition, to which Ukraine belongs.

Conclusions. The global strategic model is based on the perception of the world as a single market. Its implementation involves the centralized dissemination of research and development,

product and price policy, coordination of logistics policy, optimization of the international organization of production. The advantages of this strategy are the effect of economies of scale, compensation for the costs of research and development, and a reduction in the costs of developing a complex for promoting goods to various markets.

In contrast to the global, multilocal strategy is based on the fact that business conditions and the nature of competition in different countries differ depending on religion, customs, traditions, geographical and climatic conditions. In implementing this strategy, TNCs adjust their activities according to the competitive environment and the needs of consumers of goods and services in each country.

Global and multi-locales (multinational strategic models) are distinguished by industry forms of international competition.

The global strategic model is based on the perception of the world as a single market. TNCs, through large-scale investments, gain unparalleled competitive advantages by centrally distributing research and development, product and price policies, coordinating logistics policies, optimizing international organization of production, through the introduction of global standards, brands, advertising, patents and the like. The advantages of this strategy are the effect of economies of scale, compensation for the costs of research and development, and a reduction in the costs of developing a complex for promoting goods to various markets.

Unlike the global strategy, which aims to develop key TNCs' competencies, the multi-local strategy relies on taking into account the conditions of doing business in the host country and the needs of its national market. In a multi-ethnic environment, TNCs need to take into account local consumption traditions that are driven by the specific consumer preferences and country-specific legal norms that have been shaped by religion, custom, tradition, climate, geographical environment and the like. This is especially important for TNCs specializing in the food and light industries, where buyers' tastes and biases have a tangible impact on their consumer choices and purchasing behavior.

References:

1. Karlof B. (1989) Business strategy. A Guide to Concepts and Models. Palgrave Macmillan, a division of Macmillan Publishers Limited, 239 p.
2. Spivakovska T.V. (2013) Formuvannya mizhnarodnoi marketynhovoї stratehii [Formation of an international marketing strategy]. *Efektivna ekonomika*, no. 2. Available at: <http://www.economy.nayka.com.ua/?op=1&z=18459>.
3. Oklander M., Zamlinsky O. (2013) Marketynhovi stratehii zrostantia: klasychnyi ta novitnii pidkhody [Marketing growth strategies: a classic and the latest approaches]. *Ekonomist*, no. 3, pp. 20–24.
4. Oksentyuk B. (2014) Marketynhovi stratehii rozvytku mizhnarodnykh korporatsii [Marketing strategies for the development of international corporations]. *Halytskyi ekonomichnyi visnyk*, no. 2, pp. 170–176.

5. Bilgin Orhan Örgün (2015) New Trend in Global Production System Procedia – Social and Behavioral Sciences. 181. DOI: <https://doi.org/10.1016/j.sbspro.2015.04.875>.
6. Coe N. M., Johns J., Warda K. (2011). Variegated global expansion: Internationalization strategies in the temporary staffing industry. *Geoforum*, no. 42. DOI: <https://doi.org/10.1016/j.geoforum.2010.09.003>.
7. Kordos M., Vojtovic S. (2016) Transnational corporations in the global world economic environment. *3rd International Conference on New Challenges in Management and Organization: Organization and Leadership*, 2 May 2016, Dubai, UAE. Available at: <https://www.sciencedirect.com/science/article/pii/S187704281631120X> DOI: <https://doi.org/10.1016/j.sbspro.2016.09.019>.
8. Mohylevska O. Yu., Romanova L.V., Zalizniuk V.P., Kovalenko N.V., Demydiuk S.M. (2020). Marketing mechanisms for improving the efficiency of industrial enterprises. *Scientific Bulletin of the National Mining University*, vol. 1(175). DOI: <https://doi.org/10.33271/nvngu/2020-1/165>.
9. Filipchuk V., Malkina G., Kolyukh V., Petrenko I. (2020). Governance models in the globalization era: from moral to political responsibility. *Scientific Bulletin of the National Mining University*, vol. 3. DOI: <https://doi.org/10.33271/nvngu/2020-3/177>.
10. Kniazieva T.V., Alekseenko I.M. (2021). Marketynhova stratehiia rozvytku sotsialnoho pidpriemnytstva [Marketing strategy for the development of social entrepreneurship]. *Problemy systemnoho pidkhodu v ekonomitsi*, vol. 1(81), pp. 86–92.
11. Smerichevskiy S.F., Klimova O.I. (2017). Business Model Canvas yak universalna kontseptsiiia upravlinnia biznesom kompanii [Business Model Canvas as a universal concept of business management]. *Investytsii: praktyka ta dosvid*. Odessa: ChNU im. P. Mohyly, no. 9, pp. 11–14.
12. Murphy, Haverstock E., Gara A., Helman and N. Vardi. How The World's Biggest Public Companies Endured the Pandemic MAY 13, 2021. Available at: <https://www.forbes.com/lists/global2000/#6f-21739d5ac0>.
13. Reitynh Forbes Global 2000: TOP-10 naibilshykh kompanii svitu. 16 travnia 2019Forbes [Global 2000 rating: TOP-10 of the largest companies in the world May 16, 2019]. Available at: <https://mind.ua/news/20197283-rejting-forbes-global-2000-top-10-naibilshih-kompanij-svitu>.
14. Rokocha V.V., Plotnikov O.V., Novytskyi V.Ie., Kudyrko L.P., Slozko O.O. (2001). Transnatsionalni korporatsii [Transnational corporations]. Kyiv: Takson, 304 p.
15. Bilenkyi O.Iu., Stoliarchuk Ya.M., Halenko O.M., Stoliarchuk V.M. (2016) Hlobalnyi rynek intelektualnoi vlasnosti: masshtaby, struktura, instytuty : monohrafiia [Global intellectual property market: scope, structure, institutions: monograph]. Kyiv, p. 363.
16. Orokhovska Liudmyla, Koshetar Uliana (2021). Globalization processes in the sphere of socioeconomic and environmental relations. *E3S Web of Conferences*, vol. 110, 10036. DOI: <https://doi.org/10.1051/e3sconf/202124410036>.
17. Hryenko, P., Grinko, A., Shtal, T., Radchenko, H., & Pokolodna, M. (2021). Formation of an innovative business model of a trade organization in the context of economic globalization. *Scientific Horizons*, vol. 24(6), pp. 92–98. DOI: [https://doi.org/10.48077/scihor.24\(6\).2021.92-98](https://doi.org/10.48077/scihor.24(6).2021.92-98).
18. Chen J. (2018). Holistic Innovation: An Emerging Innovation Paradigm. *International Journal of Innovation Studies*, vol. 2, pp. 1–13.
19. Lacal-Arantequi R. (2019). Globalization in the wind energy industry: contribution and economic impact of European companies. *Renewable Energy*, p. 134.
20. Tunisini A., Bocconcelli R., Pagano A. (2011) Is local sourcing out of fashion in the globalization era? Evidence from Italian mechanical industry. *Industrial Marketing Management*, p. 40. DOI: <https://doi.org/10.1016/j.indmarman.2011.06.011>.

Список використаних джерел:

1. Karlof B. Business strategy. A Guide to Concepts and Models. Palgrave Macmillan, a division of Macmillan Publishers Limited, 1989. 239 p.
2. Співаковська Т. В. Формування міжнародної маркетингової стратегії. *Ефективна економіка*. 2013. № 2. URL: <http://www.economy.nayka.com.ua/?op=1&z=1845>.
3. Окландер М., Замлинська О. Маркетингові стратегії зростання: класичний та новітній підходи. *Економіст*. 2013. № 3. С. 20–24.
4. Оксентюк Б. Маркетингові стратегії розвитку міжнародних корпорацій. *Галицький економічний вісник*. 2014. 2. С. 170–176.
5. Bilgin Orhan Örgün. New Trend in Global Production System Procedia – Social and Behavioral Sciences. 2015. 181. DOI: <https://doi.org/10.1016/j.sbspro.2015.04.875>.
6. Coe. N. M., Johns J., Warda K. Variegated global expansion: Internationalization strategies in the temporary staffing industry. *Geoforum*. 2011. 42. DOI: <https://doi.org/10.1016/j.geoforum.2010.09.003>.
7. Kordos M., Vojtovic S. Transnational corporations in the global world economic environment. *3rd International Conference on New Challenges in Management and Organization: Organization*

- and Leadership*, 2 May 2016, Dubai, UAE. URL: <https://www.sciencedirect.com/science/article/pii/S187704281631120X>.
8. Mohylevska O.Yu., Romanova L.V., Zalizniuk V.P., Kovalenko N.V., Demydiuk S.M. Marketing mechanisms for improving the efficiency of industrial enterprises. *Scientific Bulletin of the National Mining University*. 2020. 1(175). DOI: <https://doi.org/10.33271/nvngu/2020-1/165>.
 9. Filipchuk V., Malkina G., Kolyukh V., Petrenko I.. Governance models in the globalization era: from moral to political responsibility. *Scientific Bulletin of the National Mining University*. 2020. 3. DOI: <https://doi.org/10.33271/nvngu/2020-3/177>.
 10. Князева Т.В., Алексеєнко І.М. Маркетингова стратегія розвитку соціального підприємництва. *Проблеми системного підходу в економіці*. 2021. Вип. 1(81). С. 86–92.
 11. Смерічевський С.Ф., Клімова О.І. Business Model Canvas як універсальна концепція управління бізнесом компанії. *Інвестиції: практика та досвід*. Одес. : ЧНУ ім. П. Могили, 2017. 9. С. 11–14.
 12. Murphy A., Haverstock E., Gara A., Helman C. and Vardi N. How The World's Biggest Public Companies Endured The Pandemic. 2021. May 13. URL: <https://www.forbes.com/lists/global2000/#6f21739d5ac0>
 13. Рейтинг Forbes Global 2000: ТОП-10 найбільших компаній світу. 16 травня 2019. URL: <https://mind.ua/news/20197283-rejting-forbes-global-2000-top-10-najbilshih-kompanij-svitu>.
 14. Рокоча В.В., Плотніков О.В., Новицький В.Є., Кудирко Л.П., Сльозко О.О. Транснаціональні корпорації. Київ : Таксон, 2001. 304 с.
 15. Біленький О.Ю., Столярчук Я.М., Галенко О.М., Столярчук В.М., Глобальний ринок інтелектуальної власності: масштаби, структура, інститути : монографія. Київ, 2016. 363 с.
 16. Orokhovska L., Koshetar U. Globalization processes in the sphere of socioeconomic and environmental relations. *E3S Web of Conferences*, 2021. Vol. 110, 10036. DOI: <https://doi.org/10.1051/e3sconf/202124410036>.
 17. Hrynko, P., Grinko, A., Shtal, T., Radchenko, H., & Pokolodna, M. (2021). Formation of an innovative business model of a trade organization in the context of economic globalization. *Scientific Horizons*, 24(6), 92–98. DOI: [https://doi.org/10.48077/scihor.24\(6\).2021.92-98](https://doi.org/10.48077/scihor.24(6).2021.92-98).
 18. Chen J. Holistic Innovation: An Emerging Innovation Paradigm. *International Journal of Innovation Studies*. 2, 2018. Pp. 1–13.
 19. Lacal-Arantequi R. Globalization in the wind energy industry: contribution and economic impact of European companies. *Renewable Energy*. 2019. 134.
 20. Tunisini A., Bocconcelli R., Pagano A. Is local sourcing out of fashion in the globalization era? Evidence from Italian mechanical industry. *Industrial Marketing Management*. 2011. 40. DOI: <https://doi.org/10.1016/j.indmarman.2011.06.011>.