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Adaptation of Products in International Markets

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Abstract

It has been a topic of debate for many years whether the products will be presented with adaptation strategy or standardization strategy to international markets. A general conclusion derived from these discussions is that not how adaptation or adaptation of the standardization of the problem is preferred to standardization, but how the strategies can be reconciled with each other. This is because, in practice, there are enterprises that achieve success with standardization as well as enterprises that achieve success with the adaptation strategy. In the context of the explanations, main objective of this study is to focus on the concepts of national market and international market and explain the differences between these concepts by considering marketing mix and product decisions. Solutions have been proposed for the adaptation and standardization of the products to the international markets with regard to the ways that enterprises should follow to maximize their profitability in international markets.

Keywords: *marketing, international marketing, marketing mix, product standardization, product adaptation*

1. INTRODUCTION

Today, enterprises want to protect themselves from the risks that may arise in domestic markets, to increase profits, to use idle resources in production, to eradicate their inventories, and to enter international markets for many reasons. However, one of the key issues that enterprises should pay attention to when entering international markets is to determine the differences between the national market and the international market. As these differences are vital for enterprises, it is important to identify the related differences.

Consumers in international markets differ in terms of culture, behavior and buying habits. In the same way, international markets include differences in economic situation, competition, legal regulations and physical environment.

Philips has produced 12 different irons for the European market and presented them to the market. The cause is the electric current differences between the European states. Electrolux has produced over 120 basic designs and 1500 varieties of products to enter the European refrigerator market. Because the food and shopping habits of consumers living in the north and south of Europe differ from each other. People living in northern Europe want large fridges, while people living in southern Europe prefer small fridges. Apart from all these, there is a very





fierce competition in these markets. In this competitive environment, enterprises have to make changes in order to meet consumer demands and needs.

It has been a topic of debate for many years whether the products will be presented with adaptation strategy or standardization strategy to international markets. A general conclusion derived from these discussions is that not how adaptation or adaptation of the standardization of the problem is preferred to standardization, but how the strategies can be reconciled with each other. This is because, in practice, there are enterprises that achieve success with standardization as well as enterprises that achieve success with the adaptation strategy.

In this study, the concepts of national market and international market are emphasized and the differences between the concepts are explained in the marketing mix and product decisions. Solutions have been proposed for the adaptation and standardization of the products to the international markets with regard to the ways that enterprises should follow to maximize their profitability in international markets.

2. CONCEPTS OF INTERNATIONAL MARKET AND MARKETING

Nowadays, enterprises want to protect themselves from the risks that may arise in domestic markets, to increase profits, to use idle resources in production and accordingly to eradicate their stocks and to open up to international markets for many reasons. But the point here is to determine the differences between the national market and the international market. Since these differences are vital for enterprises, defining these concepts is very important.

The international market concept covers all markets outside the country borders. These markets have very different characteristics. The handling of these very different markets separately will also be appropriate in terms of international marketing. Because the mix of goods and marketing suitable for a market is not suitable for other markets (Mucuk, 2001:90). International marketing concept covers marketing efforts related to foreign markets. International marketing can be defined as the marketing of goods and services outside national boundaries, or activities that regulate the flow of goods and services of a company to more than one country (Cengiz et al., 2003:5). International marketing is the process of planning and implementation in multiple countries regarding the development, pricing and distribution of goods, services, ideas to realize the change that will lead to achievement of business objectives (Tenekecioglu, 2002:2).

It is necessary to distinguish international marketing from international trade. International trade is concerned with the flow of goods and capital to other countries, and is the commercial and monetary condition that affects the flow of focal point balances and resource transfers beyond the limits of the analysis of the issues. International marketing deals with markets and deals with "an enterprise" as an analysis unit (Mucuk, 2001:296).

Instead of selling what it produces to its customers, an enterprise that has adopted a contemporary marketing approach tries to produce goods and services it desires and mobilize all its material and human possibilities. In this context, the principles of marketing; Market intelligence gathering, new product development, pricing, distribution and commitment. International marketing, then, is to determine the wishes and needs of consumers outside the national borders, then to meet these demands and needs better than national and international competitors and satisfy the customer (Cengiz et al., 2003:5-6). Nowadays, enterprises have adopted a customer-focused strategy that is far from what it means to sell. This, in turn, increases the chances of enterprises surviving under today's competitive conditions. Bridgestone, which supplies tires for almost all teams in Formula 1 races, has sent a team of engineers to all teams in 2007. These engineers are also assisting teams in finding the answer to the question "which tire matches with which car, or which tire matches better with which





driver?" This venture, which the world-renowned business owner makes after sales, is about customer orientation.

International marketing is an enterprise activity that designs, prides, promotes and directs goods and services belonging to the business and flows those goods and services directly to consumers in more than one country outside the country. One of the most important features that distinguishes international marketing from national marketing is that marketing operations are applied in more than one country (Cateora & Graham, 1999:6).

3. ENVIRONMENTAL FACTORS AFFECTING INTERNATIONAL MARKETING

Differences in international marketing from national marketing are not related to marketing techniques. These differences are due to the fact that countries are different from each other and that the operator often deals with multiple foreign markets instead of the internal market (Mucuk, 2001:302). An entrepreneur who will be in marketing abroad will have to learn a lot of new things. Although international marketing does not require new marketing initiatives, enterprises need to be thoroughly informed and constantly updated on the constantly changing complex international marketing environment. The prestige of any country for different goods and services and the attractiveness of foreign firms is dependent on uncontrollable external environmental factors such as economic, political, legal, cultural and commercial life. (Tek, 1990:183) Failure to consider these factors will lead to failure. Failure means that the operator cannot hold on to the advantage and profitable markets. Many international enterprises have failed because they do not care about these factors.

3.1. Economic and Demographic Environmental Factors

Economic environment factors and demographic environmental factors are evident in terms of factors affecting international marketing management due to international markets (Mucuk, 2001:304).

The most important factor in determining how much to sell from a commodity or service in an outside market is, of course, the number of customers in that market. For this reason, the distribution of population and population by age is often used in the preliminary estimates. Because each of these effects on the demand of the goods or services, even in different measures (Karafakioglu, 1997: 13). Population distribution by age will give information about the goods and services they will produce. Because the needs of young and old population are different. For example, it would be better for them to produce goods that appeal to young people in young countries with populations of enterprises. Because the market potentials of these products are higher than the elderly population and the alternatives are quite high.

In addition, the population is one of the most important indicators determining market volume. It is estimated that the world population will exceed 9 billion people by 2025. (Kocatepe, 2002). For this reason, enterprises that want to operate in international markets have to make the necessary changes in their products or services according to the population structure of the market in which they operate by evaluating the needs and demands of the customers in foreign markets. Otherwise, the business product or service may be less likely to be accepted in foreign markets or may not be at the desired level.

Economic environmental factors are also affecting international marketing. A company to be opened to international markets must obtain information about the economy of each country. Market attractiveness of a country reflects two important indicators. Industrialization structure and income distribution of the country. The industrialization structure indicates the goods and service needs, income and working level of that country (Kotler & Armstrong, 1994:584).





Especially the income and income distribution, which is related to the level of industrialization, leads to great differences in the marketing system of the countries with different life standards in various countries (Mucuk, 2001:304) In countries with low income, the sale of high-priced goods is not easy even though the quality of those goods is high (Tenekecioglu, 2002:9).

The Gross National Product (GNP) is also an important indicator of opening up to foreign markets. GNP, which is the size of goods and services produced by an individual, shows that the economic performance of the country of increase has improved in the good direction. The steady and sustained increase in GNP over the years shows that new enterprises are established in that country or that existing enterprises are doing better (Ceylan, 2004:242-243). When the above criteria are taken into consideration, it is seen that our country is a very attractive country for foreign investments. The fact that the ratio of the young population is high, the GNP increases, the economy grows steadily every year, and the per capita income increases, is one of the leading reasons for making our country attractive for foreign investments.

3.2. Legal and Political Environmental Factors

The main political and legal factors that are important for enterprises opening up to international markets include nationalism, political stability, restrictions on trade, regulatory laws and rules, trade agreements and economic communities (Mucuk, 2001:307). Nationalist movements are often a major problem for international enterprises and limit international trade. Nationalism is the main reason for boycotts made in Italian and French goods in our country.

The restrictions imposed on the trade affect the establishment of standards related to the quality of goods at the beginning of the tariffs, quotas for imports, blockage of profits obtained in the country, prevention of profit transfers (Tenekecioglu, 2002:10).

Regulatory laws and regulations are the laws and rules of the operator's export and overseas activities, international rules and regulations and laws and regulations of the country to be entered (Mucuk, 2001:308).

Companies that want to open up to international markets first choose countries that have political stability. In addition, government bureaucracy and monetary regulation are other factors that enterprises should take into account when entering international markets (Kotler & Armstrong, 1994:585-586).

The laws and rules of the foreign country to be entered also vary greatly from country to country. The different arrangements are especially the following (Tenekecioglu, 2002:10):

- Unfair competition and anti-dumping regulations,
- Protection of the consumer and the environment,
- Patenting, trademark registration, copyrights,
- Product quality control, warranty periods and after-sales services,
- Contracting and cancellation of authorized dealers, distributorship.

Economic communities are also important in entering international markets. These communities will have a positive impact on operations when they are examined in terms of liberalization of trade around the world or in terms of grouping trade and economics. For example, the World Trade Organization (WTO) has established internationally acceptable practices for member states. It helps enterprises to create a more stable and predictable marketing environment, even though they do not directly affect enterprises. When we look at world trade, a polarization is striking. NAFTA in the Americas, EU in the European Union, ASEAN in the Asia-Pacific are showing these polarizations. These commercial establishments have an impact on increasing trade by reducing trade restrictive effects in their member countries.





However, these organizations also limit their own non-member countries and restrict world trade.

3.3. Cultural and Social Environmental Factors

We can say that the culture covers the values that a certain society possesses, the norms it pursues, and the physical works it brings to the genre. If we look at culture from an international marketing point of view, we can define it as an integrated system of learned behavioral patterns that constitute the distinctive characteristics of individuals who bring society to the ranks. Culture abstractly includes everything that a society thinks, says and does in concrete terms (Tenekecioglu, 2002:7).

People are physically generally the same, but one of the most difficult aspects of international markets or marketing is concerned with the consumer's preferences, attitudes and behavior. Differences between countries' cultures affect marketed goods and services and marketing methods. The phrase "selling snails in the Muslim neighborhood and selling terracotta cresses" reveals the difficulties in international markets (Tek, 1997:260).

Every country has its own culture. For example, although the economic levels of the Germans and the French are similar, their cultures are quite different. So it would be wrong to make some generalizations to determine the cultural aspects of foreign markets. Analyzing each community separately will be more advantageous for business (Mucuk, 2001:303).

When products are exported from one country to another, if there are similarities between the cultures of the two countries, the products are highly likely to be accepted. If the differences between the countries are high, adaptation of the products and other elements of the marketing mix to the cultures of this country gains importance (Tenekecioglu, 2002:7).

Language is also an important factor in international markets. Given the differences between languages, enterprises should communicate properly with their customers. ParkerPan's advertising film was misunderstood when it was published in South Africa and was perceived as a protective product against unwanted pregnancies (Boone & Kurtz, 1995:137).

As far as language is concerned, companies should be very careful about nonverbal communication, religion, customs and customs, traditions and customs and social norms.

Social factors lead to significant differences in international marketing. While trying to enter a new external market, social institutions such as family, health and sports must be well examined and analyzed and marketing activities should be organized accordingly. Social and cultural differences are also influential in business negotiations. For example, Americans prefer to be distant, while South Americans sit very close to one another at a business meeting (Mucuk, 2001:304).

For example, women living in Tanzania never give their children eggs. The reason is that children are afraid of being weak and bald in the future (Kotler & Armstrong, 1994:586). These differences in entry into international markets affect whether or not enterprises succeed. These differences, which may seem very small, have played an important role in the failures of many international enterprises. These enterprises then had to change their strategies. In this process, enterprises should consider operating after identifying the cultural and social differences of foreign markets.





3.4. Technology

Developments in transportation, communication and energy systems also change the comparative advantages between countries and accelerate the socio-economic development of countries. Low-technology countries are transferring more technology than developed countries, and they are buying technology-intensive products (Tenekecioglu, 2002:12). For example, China has been increasing its relations with America and its political regimes, even for its sake of technology transfer, even softening its own regime. In addition, developing countries can market simple industrial products based on simple technology, which is an important market volume that this country has already forgotten, forgotten or does not give importance to. For example, as Turkey markets to the United States a gear mixer, simple agricultural tools. The reason for this is that, besides the need for developed countries, such imports can be found in terms of economic benefits such as political support and planned aging (Tek, 1997:261-262). Technology has also changed the structure of international trade and also has the effect of lowering production costs. It also provides enterprises with a relative advantage over their competitors.

4. ADAPTATION OF PRODUCTS IN INTERNATIONAL MARKETS

International markets should be distinguished from national markets due to the above-mentioned external environmental factors. An important factor affecting the development and profitability of foreign trade today is inadequate product planning. A product that is sufficient for the people of a country may be inadequate in terms of color, appearance, form, brand, label, etc. Due to these factors, a product that is sold and sold in a country may not be accepted in another country (Tenekecioglu, 2002:75).

The main problem with product planning in international markets is the extent to which a firm can market the same product in different countries without modification. Although standardization does not apply to all products and to all foreign markets, international communication in the last 20 to 30 years can be considered to reduce cultural differences between markets. However, in many cases at least it needs to be adapted for underdeveloped countries (Tek and Ozgul, 2008:220). It has made adaptation activities in the products of the enterprises inevitable that the consumer demands and needs, market and competition conditions, marketing institutions, geographical conditions of the countries, laws, cultures and many other environmental factors differ according to the countries (Altınbasak, 2008:396).

After developing products for international markets, enterprises should pay attention to what strategy they are going to market to this foreign market. Some international marketing firms believe that "a successful product in one country will be successful in another," as stated in L'Oreal's annual report. Some firms form separate product strategies for each country and market their products to targeted foreign markets in this way (Kozlu, 2003:159). What is important for business here is which strategy will be preferred. Will the same product offered on national markets be marketed in foreign markets or will the product be adapted to foreign markets targeted by making some changes on the product?

4.1. Standardization or Adaptation?

The choice of which strategy to use in international markets has been a matter of debate for many years. The general conclusion from these discussions is not the preference of one to the other, but how the two can be reconciled with each other. This is because, in practice, there are successful establishments with standardization and successful management is seen with the adaptation strategy (Karafakioglu, 2008:141).





Both strategies have superior and objectionable aspects. These are (Karafakioglu, 2008:141 - 143):

Adaptation is an appropriate policy in terms of customers and consumers. Because the customer and the consumer wants the goods or service presented to him to be exactly as he thinks. On the other hand, the manufacturer can reduce its costs significantly by standardization. It is here that there is a middle ground between the additional costs of adaptation, which is important for enterprises, and the likelihood that standardization will not fully meet customer desires and wishes.

Another important factor in strategy selection is which product category we are producing. In the marketing literature, products are classified in different forms to meet consumer and consumer needs, such as industrial goods and consumer goods, durable and non-durable consumer goods, and easy-to-appreciate consumer goods. Among these, the most easily standardized goods that can be offered to the world market are the industrial goods. Some durable goods can easily be standardized. In goods entering this class, adaptation is usually limited to voltage variations, size and volume changes. The most common type of goods to adapt to is the durable consumer goods. Because consumption of food items is much more dependent on the cultural structure. However, some consumer goods such as Coca Cola can also be standardized.

The size of the market also plays an important role in the selection of these strategies. It is much easier to implement a standard commodity policy in large, homogeneous markets. Adaptation to a business that is diverging from a different foreign market is more appropriate. For example, classical music enthusiasts enjoy the same kind of music if they are citizens of any country. Therefore, the classical music CD or band can be marketed without modification on all sides of the world without any changes.

The economic and social policies followed in foreign markets and the various measures taken within these policies influence the choice of strategy. In some countries, for example, the horsepower of automobiles has been limited in order to reduce the consumption of gasoline after the oil crisis. Again it is obligatory to use special devices to prevent pollution of the environment and to control the exhaust gases.

Sometimes the adaptation strategy can be used with the aim of ensuring compliance with the competition. If our competitors are pursuing a commodity policy that takes into account the desires and needs of all the different customers, it is difficult to compete with a commodity strategy standardized with these enterprises. In order to be able to standardize especially on non-durable consumer goods, the operator must have a certain monopoly power.

4.2. Adaptation of Marketing Mix in International Markets

In international markets, there may be some changes in the products in order for the products of the enterprises to be accepted by the consumers. These changes can be in the form of actual product (packaging, brand, accessory, style and quality) and extended product (delivery and credit, warranty, installation, service) In addition, enterprises are trying to adapt to international markets by making changes in marketing mix elements, such as price, distribution, promotion, process, human and physical environment, as well as products or services.

Product Adaptation: Changes that enterprises make on the product strengthen the competitive position of the business. It is important for satisfied customers to have a wide range of products and to find products tailored for them. The changes to be made on the product are confronted in two ways. These are mandatory changes (legal, economic, climate and other uncontrollable external environmental factors of the foreign market) and voluntary changes (changes that the





business has made with the aim of strengthening the competitive situation) (Powers & Loyka, 2012:66).

Consumers in international markets differ in terms of culture, behavior and buying habits. In the same way, international markets include differences in economic situation, competition, legal regulations and physical environment. Due to the reasons mentioned above, the enterprises have to make changes in the products they offer in international markets. Philips has produced 12 different irons for the European market and presented them to the market. The cause is the electric current differences between European states (Kotler & Armstrong, 1994: 265). In the same way Elektrolux has produced 120 basic designs and 1500 kinds of products to enter the refrigerator market in the European states. Because food and shopping habits of consumers living in northern and southern Europe differ from each other. People living in northern Europe want large fridges while people living in southern Europe prefer small fridges. Apart from all these, there is a very fierce competition in these markets. In this competitive environment, enterprises have had to make changes in their products and services to meet consumer needs and needs (Cateora & Graham, 1999:343).

Packaging standards vary from country to country as it is in the country. There are many factors to be taken into consideration in the international market for the distribution of goods and the preparation of consumer packaging (Tek & Ozgul, 2008:221). The consumer's purchasing behavior and consumer habits are different, so the packaging characteristics of the product are important. Consumers living in Turkey generally prefer products in large packages, while Japanese consumers prefer small packages. For example, yogurt is a basic consumption material for us, while it is used in France for dessert. While we buy yogurts in large packages, consumers in France buy this product with small packages.

The after-sales services of the products can also be changed. For example, when the Japanese came to Turkey, they tried and achieved to create trust in the consumers by spreading their service networks to all over Turkey in the short time (Turk & Sunun, 2004:5).

Price Adaptation: Enterprises seeking to operate in international markets have to make changes in prices. Because each country has different levels of economic development, demand structure, competition situation, product life span, and legal and political limitations (Vrontis & Thrassou, 2007:19).

Pricing in international markets is related to various policy considerations such as price policy, strategy and practices and price determinations, as well as collection and delivery patterns that determine the price. At the same time, it has become compulsory for foreign companies to work with high profits and to change the price of foreign markets to buy goods with credits (Tek & Ozgul, 2008:222-223).

In a survey conducted in 1994, the price adjustments made by companies operating in India for the products they offer to foreign markets indicate that the export earnings of these enterprises increase their share in total sales. Again in 1991, in a research conducted by industry, consumer and intermediary markets, American companies increased their export profitability by adjusting their prices in products they sold in foreign markets. In contrast, some research suggests that applying a standard price in international markets would be an advantage for enterprises. But in order to be valid, first of all, the price you want for the product in the national market must be below the competitive price in foreign markets. Secondly, the exporter should have the advantage of exchange rate (Lages & Jap, 2002:11).

One of the points that should be taken into consideration for the enterprises that will be marketing in foreign markets is the type of delivery that will be used. Because the forms of delivery determine the responsibilities of the exporter and the importer. If the parties have





agreed to export the Exwork, the exporter's responsibility is to prepare the goods in accordance with the terms specified in the foreign trade agreement and have them ready at the factory. All these responsibilities and costs will belong to the importer. If the parties decide to deliver the CIF, the exporter will prepare the goods according to the terms of the contract, install it on the transport vehicle, complete the export customs procedures, load the goods on board, pay the transportation fee and insure the goods. As can be seen, the change in the form of delivery changes the responsibilities of the exporter and the importer. Depending on the changing responsibilities, the price will vary. In short, the price we are asking for in the form of Exwork delivery will be lower than the price we would like to deliver in CIF delivery.

Holding Adaptation: All enterprises participating in international marketing activities must first of all create a positive image of the firm in order to be successful in the target markets. In this respect, relations with the people and promotion, which are tools of holding, are more important in abroad. The promotional tool to be used in the marketing of industrial goods is face-to-face. Advertising has become the most used means of promoting with the expansion of international common desires and needs in international markets and the development of communication technologies (Karafakioglu, 1997:261).

Adaptation is not just about products, but also about the marketing and communication programs of the business. The adaptation to be made in the retention devices is related to product positioning, brand name, message given in the product package and sales promotion decisions. The adaptation that will be made in these areas can affect the competition in the foreign markets positively (Powers & Loyka, 2012:68).

International advertising and promotion is subject to cultural, economic, legal and legal restrictions. Especially in countries where radio and TV are in public hands and censorship law is heavy, the use of media as advertising medium is subject to strict controls. For example, televisions controlled in Europe are allowed to advertise in blocks of 15-20 minutes in the evening hours. Advertising is not allowed to intervene in 15-20 second intervals as in USA (Tek & Ozgul, 2008:221).

General Electric implements standardized advertising on industrial goods while implementing tailored advertising campaigns on durable consumer goods. Volvo, a world famous car brand, uses advertising to address economy, endurance and safety motives in Sweden and the United States, while promoting demonstrations and free time in France and advertising campaigns in Switzerland only for safety motives (Karafakioglu, 1997:264).

In carrying out the holding activities in international markets, the language, religion, culture etc. of that country. Attention should be paid to their properties. For example, in Spain, if the car is to be sold, the word "nova" should not be used, which means "cannot walk". Again, in Islamic countries ads should not be explicitly mentioned on the subject of sex (Tek & Ozgul, 2008:221). Coca Cola is again among those misguided enterprises. The business, which is advertising on the billboards of the Arab countries, has placed Coca Cola bottles in front of a person who is praying. The message from this advertising activity, which is received by the consumers, has led to great reactions as it is not suitable for religious content. The business then declared with a press release that this advertisement was not done by them.

Distribution Adaptation: For distribution adaptation, enterprises should consider inventory management, credit, points of sale, customer revenues, consumer purchasing behaviors, competition situation, international market entry type, product type, sales volume and service requirements (Powers & Loyka, 2012:68). In the markets where the operator operates, it is necessary to know the economic, demographic, legal, political, technological and cultural structures of the country well in order to make an attempt with the purpose of distribution and procurement. Even if the development levels of countries are different, it can lead to the change



of our distribution strategy. The controls on the distribution channels of the enterprises can also change due to the reasons mentioned above.

If a business wants to enter the market quickly and spread quickly, it will have to endure high distribution costs. Effective distribution can be achieved with product features and different channels. Enterprises should adapt the distribution function according to the countries and market segments of the targeted market to enhance the efficiency of the distribution function in different countries (Powers & Loyka, 2012 67).

Domestic distribution channels in terms of consumer goods in particular show some differences from country to country. Above all, the scale distributions of wholesaler and retailer units are very different. While developed countries have large-scale stores, classical and small retailers play an active role in developing countries (Tek and Ozgul, 2008:227).

The adaptation to be carried out on product and promotional activities is particularly influenced by the nature of the business, the characteristics of the industrial and foreign markets to which the product and the product depend. Simultaneous co-implementation of adaptation and standardization strategies, depending on the operator's internal and external factors, is crucial for the success of the operator in foreign markets. While standardization provides cost advantages for operations, adaptation assists enterprises in meeting consumer needs and needs (Brei et al., 2011:271).

5. CONCLUSION

With the increase in the mobility of technology, labor and capital, it has become inevitable for enterprises to open up to international markets. Enterprises that want to operate in international markets have to decide which strategy to enter with which strategy first. Because local and foreign markets are quite different from each other and the strategy to be applied will be different accordingly.

Enterprises are opening up to foreign markets in order to increase their sales, increase capacity utilization rates, survive in a globalized world, compete with other enterprises and reduce the negative effects of internal markets. In this process, enterprises face many problems. Because each country has different social, cultural and geographical characteristics. Again, each country has its own foreign trade regime. It is considered to be the biggest mistake for enterprises to ignore these differences. For this reason, when opening to foreign markets, it is necessary to determine the strategy that is appropriate to the nature of the business or to the conditions of the country to which it will enter.

Meeting consumer needs and needs is a requirement of modern marketing. At this point, the commodity policy that the operator will follow in foreign markets is important. At this point, there are two strategies in front of the business. These are standardization and adaptation strategies. Although the adaptation strategy is costlier than the standardization strategy, it offers significant advantages in operating to meet consumer needs and needs. This counter-standardization strategy provides a great cost advantage to the operation. It is here that there is a middle ground between the additional costs of adaptation, which is important for enterprises, and the likelihood that standardization will not fully meet customer desires and wishes.

The choice of which strategy to use in international markets has been a matter of debate for many years. The general conclusion from these discussions is not the preference of one to the other, but how the two can be reconciled with each other. This is because, in practice, there are enterprises that achieve success with standardization as well as enterprises that achieve success with the adaptation strategy. In this context, enterprises can use the standardization strategy to





reduce costs while at the same time using competing and adaptive strategies when compulsory. Talking today's conditions, it is also important that enterprises can use advanced technologies such as artificial intelligence since there are many examples of already done works (Some of by the author are: Kose et al., 2016; Kose & Sert, 2016; Kose & Sert, 2017; Sert & Kose, 2014)

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