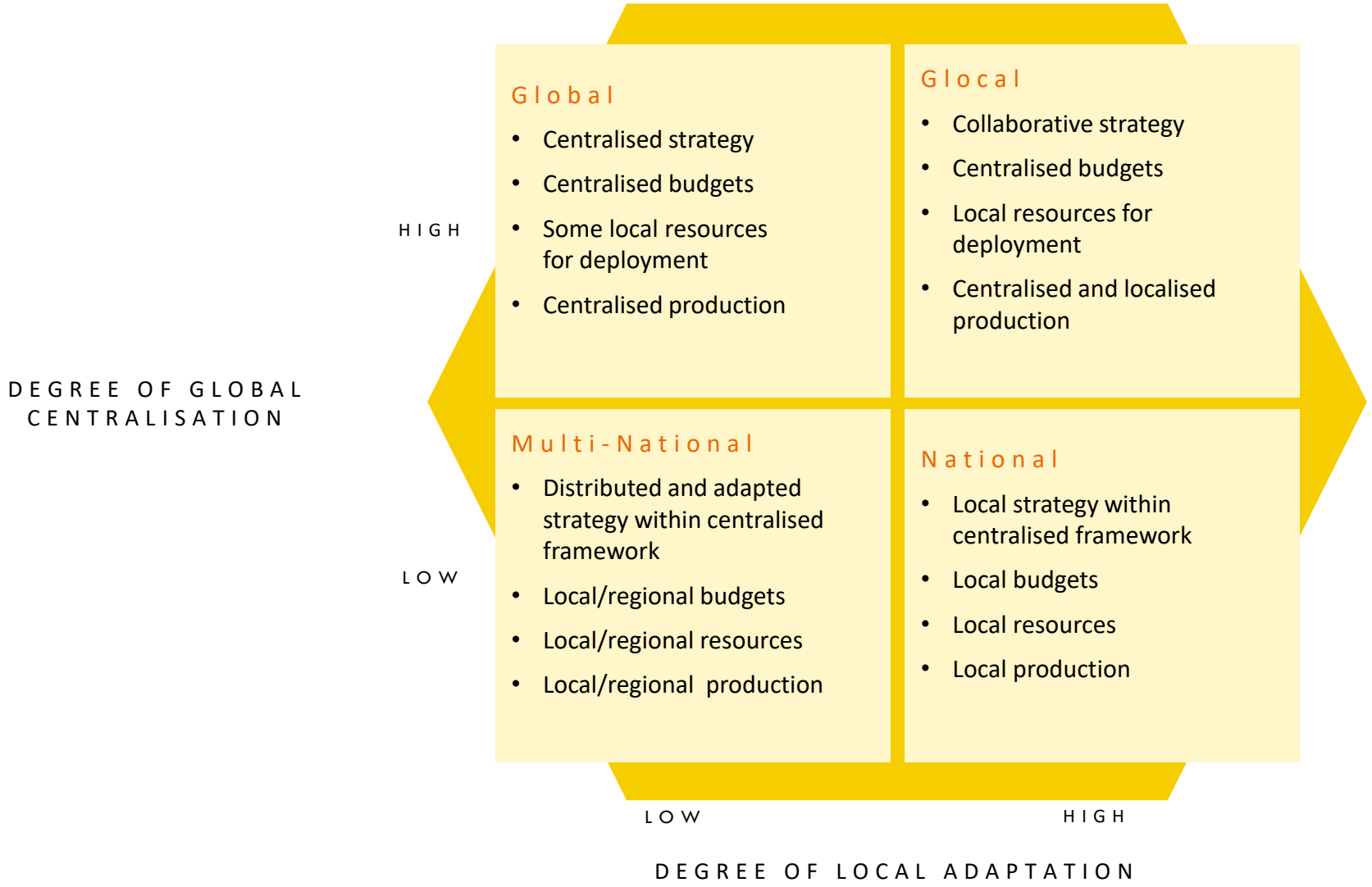
MODEL:

International marketing organisation structures



MODEL:

International marketing organisation structures: National

NATIONAL

- Local strategy within centralised framework
- Local budgets
- Local resources
- Local production
- Local products/brands

LOW
Degree of global centralisation

HIGH
Degree of local adaptation

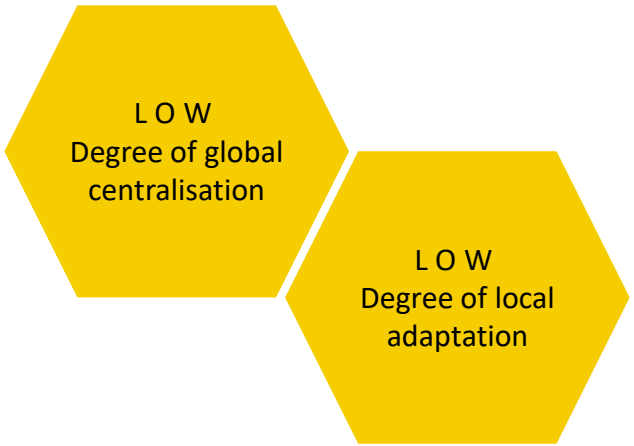
INTERNAL	EXTERNAL
Strengths • Depth of understanding of local market. • Local brand/asset/campaign creation to meet local needs. • Budget held locally and focused on local resources. • Market propensity to feel 'part' of the brand.	**Opportunities** • Ability to respond to rapidly changing market conditions. • Buyers actively looking to source locally. • Government support for national businesses. • Niche partners (e.g. media) easier to source and deploy. • Influencers culturally attuned.
Weaknesses • Brand may be inconsistent across geographies. • More complexity scaling marketing regionally/globally. • Smaller local budgets reduce buying power/ negotiating stance for marketing infrastructure (e.g. martech). • May lack specialist marketing skills in key areas of growth (e.g. AI/VR/AR).	**Threats** • Global buyers do not know brand, or do not see other nations' brands as relevant. • Global competitors use their centralised buying power to dominate media. • Innovative marketing methods used by international competitors reduce your ability to compete. • Unable to compete with global players for best marketing talent.

MODEL:

International marketing organisation structures: Multi-national

MULTI-NATIONAL

- Distributed and adapted strategy within centralised framework
- Local/regional budgets
- Local/regional resources
- Local/regional production
- Some local product adaptation
- Some local brands



INTERNAL	EXTERNAL
Strengths • Adaptation of strategy provides flexibility within clear framework. • Some centralised marketing knowledge/skills. • Local/Regional budgets provide flexibility. • Some centralisation of budget provides negotiating influence.	**Opportunities** • Local market knowledge and skills easier to source/manage. • Centres of marketing excellence can be created based on region and/or skill. • Regional suppliers (e.g. agencies) available to work across boundaries. • Influencers culturally attuned.
Weaknesses • Lack of local adaptation may suppress results. • Budgets may not match local growth opportunities. • Local production maybe at capacity with resource shortage. • Local market may not feel recognised/ campaigns may not feel relevant.	**Threats** • More difficult / additional resources needed to scale across geographies. • Lack of central marketing benchmarks/standards to improve results. • Unable to maximise buying power (agency/media spend). • Unable to quickly and easily source additional production if needed. • National competitors more agile.

MODEL:

International marketing organisation structures: Global

GLOBAL

- Centralised strategy
- Centralised budgets
- Some Local resources for deployment
- Centralised production
- Standardised products

HIGH
Degree of global centralisation

LOW
Degree of local adaptation

INTERNAL	EXTERNAL
Strengths • Brand consistency at scale. • Production efficiency esp. using martech. • Centralised knowledge/skills/tools/processes. • Buying power maximised (procurement spend e.g. tech, agency, media). • Economies of scale for resources inc. human capital. • Employees as advocates/social selling.	**Opportunities** • Market dominance as a global brand. • Ease/economies of scale. • Central benchmarks/standards to improve marketing results. • Buying power maximised (agency/media spend). • Global ABMS easier to deploy to maximise targeting major global accounts.
Weaknesses • Lack of local adaptation may suppress results. • Increased effort/resources needed to ensure local relevance. • Marketing budgets may not match local growth opportunities. • Local market knowledge and skills harder to source/manage. • Complex stakeholder/budget management slows delivery.	**Threats** • Local brands more aware/responsive to local market needs. • Lack of specialised skills for local market adaptation. • Lack of awareness of innovation beyond borders changing market. • Local buying behaviour negates global efficiencies.

MODEL:

International marketing organisation structures: Glocal

GLOCAL

- Collaborative strategy
- Centralised budgets
- Local resources for deployment
- Centralised and localised production

HIGH
Degree of global centralisation

HIGH
Degree of local adaptation

INTERNAL	EXTERNAL
Strengths • Transferable learnings improve results. • Brand consistency at scale. • Production efficiency esp. using central martech deployed locally to customise. • Efficient and effective use of marketing assets created and stored centrally, but adapted to local market needs. • Employees as advocates/social selling.	**Opportunities** • Centres of excellence based where marketing skills are readily available, not just HQ. • Local campaign adaptation beats standard version accelerating improvement in results. • Innovative media tested locally adopted for global rollout. • Lower cost base locally to HQ allows investment in local marketing resource.
Weaknesses • Collaborative working requires time, effort and supportive culture. • Increased stakeholder complexity increases increase costs and adds time. • Local adaptation increases campaign costs and time to market. • Campaign activation may be slower due to increased processes for local adaptation. • Distributed budget adds complexity.	**Threats** • Speed to market may not match that of Local competitors. • Pressure to reduce costs leads to a reduction in use of local marketing resources (e.g. agency). • Local buying behaviour negates global efficiencies. • Political climate/government policy favours local businesses over international competitors.