



Ministry of Education of Azerbaijan Republic

**The development of an adaptation and
standardization strategies in
international markets**

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Acknowledgements

First and foremost, I have to thank my research supervisor, Ms Sevar Mammadova. Without her assistance and dedicated involvement in every step throughout the process, this paper would have never been accomplished. I would like to thank you very much for your support and understanding over these past four years. I discussed early versions of the work with Ms Sevar Mammadova. She raised many precious points in our discussion and I hope that I have managed to address several of them here.

I would also like to show gratitude to my Dean, Ms Aida Guliyeva. Ms Aida Guliyeva also was my second-year Macroeconomics professor at the University. Her teaching style and enthusiasm for the topic made a strong impression on me and I have always carried positive memories of her classes with me. Even though I have not had the opportunity to work with Ms Leyla Hajiyeva, Mr. Seymur Quliyev, or Rufat Mammadov, previously, the impact of their work on my own study is obvious throughout this dissertation.

In September 2014, I went to Azerbaijan State Economic University and my time at the University has been highly productive and working with such a great staff was an extraordinary experience. I must also thank colleague at the SABAH Center Farida Farajova for giving me the retreat to have this thesis rushed to the printer.

Most importantly, none of this could have happened without my family. My grandfather, who offered his encouragement through phone calls and e-mails every day – despite my own limited devotion to correspondence. With his own brand of humor, Sirri Agazadeh has been kind and supportive to me over the last several years. To my parents and husband – it would be an understatement to say that, as a family, we have experienced some ups and downs in the past four years. Each time I was ready to quit, you did not let me and I am forever grateful. This dissertation stands as a testament to your unconditional love and encouragement.

I also thereby state that this nifty piece of work is indeed my own and that all the works of other individuals have been duly acknowledged and to the best of my knowledge, this dissertation has not been earlier presented at this University (Azerbaijan State University of Economics) or any other for similar aims.

ABSTRACT

The final and the longest stage of the strategic process is the implementation of the strategy. At this time, the strategy chosen by the leadership is being implemented. The strategy is implemented through the development of programs, budgets and procedures, which can be considered as medium-term and short-term plans for the implementation of the strategy. Implementing a strategy is not an easy thing. For pre-designed ideas to become a reality, it is necessary to work with people and with organizational structure.

Key Words: Standardization, adaptation strategies ,International Marketing

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INTRODUCTION

Relevance of the topic

The adaptation strategy takes into account differences in the needs and preferences of consumers, customs, culture, trade organization rules, marketing networks, economic, legal and other conditions, as well as the competitive situation in each country. It is this strategy that most companies adhere to most of the products they offer, since it is the most optimal.

This strategy implies further penetration into foreign markets and expansion of the product range.

At the same time, one must take into account that international markets are very complex and the promotion of new products that are adapted to local needs requires additional costs, which to some extent reduce the gain from economies of scale.

In addition, the adaptation strategy implies the need to engage in competition in local overseas markets and respond to initiatives of local competitors. The task is to develop local foreign markets. Increased attention is paid to stimulating the motivation of local managers developing separate marketing programs for the markets and goods they manage. Also of great importance are the organization of sales in the field and the sales network as a whole.

Research problem

International marketing is an expression of the business activity of companies operating in the markets to profit more than a water country. A significant difference in the definitions of domestic and international marketing is that marketing activities in the case of international marketing occur in more than one country. This, at first glance, insignificant difference explains the complexity and diversity in

international marketing operations. Marketing concepts, processes and principles are universal, and the task of a marketer is exactly the same regardless of where he does business - in Texas, Tanzania or Ukraine. The goal of marketing is to generate profit through promotion, pricing and distribution of products for which markets exist. If this is an argument, then what is the difference between domestic and international marketing? The answer lies not in the different marketing concepts, but in the environment within which marketing plans must be implemented.

Degree of knowledge of the problem

The adaptation strategy takes into account differences in the needs and preferences of consumers, customs, culture, trade organization rules, marketing networks, economic, legal and other conditions, as well as the competitive situation in each country. It is this strategy that most companies adhere to most of the products they offer, since it is the most optimal.

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Object of study

Firms, whose management is focused on solving short-term problems, with frequent changes in tasks, priorities of activity, lacking the necessary stock of intellectual, organizational, economic and production "strength", can not stand in the current rapidly changing market conditions.

Tougher competition, accelerating changes in the environment, the dynamism of changes in consumer demand, the sudden emergence of new business opportunities, the unpredictability of certain environmental factors (economic, political, etc.) is far from a complete list of reasons that led to a sharp increase in the importance of strategic management.

Object of the study is Standardisation and adaptation strategies in International Marketing.

Subject of study

Subject of the study is standardization strategies in Restaurant Industry in Azerbaijan market

Objective

The final and the longest stage of the strategic process is the implementation of the strategy. At this time, the strategy chosen by the leadership is being implemented. The strategy is implemented through the development of programs, budgets and procedures, which can be considered as medium-term and short-term plans for the implementation of the strategy. Implementing a strategy is not an easy thing. For pre-designed ideas to become a reality, it is necessary to work with people and with organizational structure.

Tasks of work

The final result of the firm's functioning largely depends on the effective implementation of its strategy. The implementation of the

strategy is action-oriented, subordinate to the rest of the task, which tests the manager's ability to carry out organizational changes, develop and control business processes, motivate people and achieve their goals. The task of implementing the strategy is the most difficult and time-consuming part of strategic management. This task passes through almost all levels of management and must be taken into account in most of the company's divisions. Thus, the topic of this work is very relevant, since the implementation of the strategy provides a significant part of the firm's success in achieving its goals.

Purpose and objectives of the study. The purpose of the dissertation research is to find out the prospects and opportunities for implementing the above strategies by enterprises of the South of Azerbaijan in order to improve the marketing, marketing and communication (including advertising) strategies of international marketing, as well as research results of Azerbaijann companies abroad. their competitiveness in the world market and formulate recommendations on the adaptation of these strategies to the conditions of activity of the enterprises gt;

Achieving this goal required solving the following tasks reflecting his logic in the process of research:

- to conduct an analysis of theoretical approaches to the identification of the essential foundations, specifics and main trends in the development of international marketing by foreign and Azerbaijann researchers;

- to consider the main types of international marketing strategies, to present their features, algorithm and implementation conditions in a globalizing economy;

- on the basis of the analysis of the activities of foreign companies, highlight the main ways to implement international commodity strategies in a globalizing economy;

- to study the practice of using foreign enterprises of various commodity, subordinate and communication strategies of international marketing and identify the main conditions and obstacles to the implementation of these strategies;

- to substantiate the need for the active use of tools and strategies for international marketing by Azerbaijann enterprises operating in foreign markets in order to increase their international competitiveness;

- develop recommendations on the implementation of international marketing strategies for enterprises in the South of Azerbaijan, selling their products abroad.

Structure of work

The study consists of 3 parts. In the first part, the methodology, purpose and purpose of the research is explained. The second part conceptually describes the concept. The third section explains the situation of the related Azerbaijani restaurant industry.

Methods and methodologies used in the work

Commodity policy is a set of marketing principles, approaches, methods, procedures that guide the company in the development, production and promotion of products that satisfy the needs of potential consumers of the external market. It covers factors such as the diversity of target markets, the extent of technical and marketing resources allocated, and the ways in which to enter the market. From this perspective, commodity policy is the subject of strategic planning of the firm, and is also seen as part of the marketing plan.

The theoretical and methodological basis of the thesis is the conceptual research in the field of functioning and interaction of the elements of the international marketing complex of companies operating in the global market space, presented in the theory of international marketing, the theory of internationalization of companies, the theory of competitive advantages, the theory of the international life cycle of goods, the theory of enterprise competitiveness in domestic and foreign literature, reflecting the process of marketing development on aggregate businesses operating in foreign markets.

Theoretical grounds and empirical basis of work

A compromise between a standardized and adaptive strategy is the strategy of adaptive, or differentiated, standardization, seen as a transitional strategy from adaptation to globalization to international marketing. Another situation is possible when the firm moves to a strategy of adapted, differentiated standardization from the global strategy, seeking to optimize it through certain measures to adapt to local conditions in each country

In this case, the parent company develops a global strategy for international marketing, trusting the managerial team of foreign affiliates, which has specific national, local characteristics and customs, to vary the implementation of this global strategy. In connection with this, the slogan "Be global, act locally" is widely used in international marketing.

CHAPTER 1. THEORETICAL ASPECT OF STANDARDIZATION AND ADAPTATION STRATEGIES IN INTERNATIONAL MARKETING

1.1. Essence, goals, objectives, functions and technologies of standardisation strategy

Standardization is one of the effective means of organizing public, industrial and economic relations in society. By definition, given by the International Organization for Standardization and the International Electrotechnical Commission, standardization is the activity aimed at achieving the optimum degree of ordering in a particular area by establishing provisions for universal and repeated use for actual or potential tasks (ISO / IEC 2: 2004) . The same definition was recorded in the interstate standard GOST 1.1-2002 "Interstate standardization system. Terms and Definitions". (Vrontis, 2003:283)

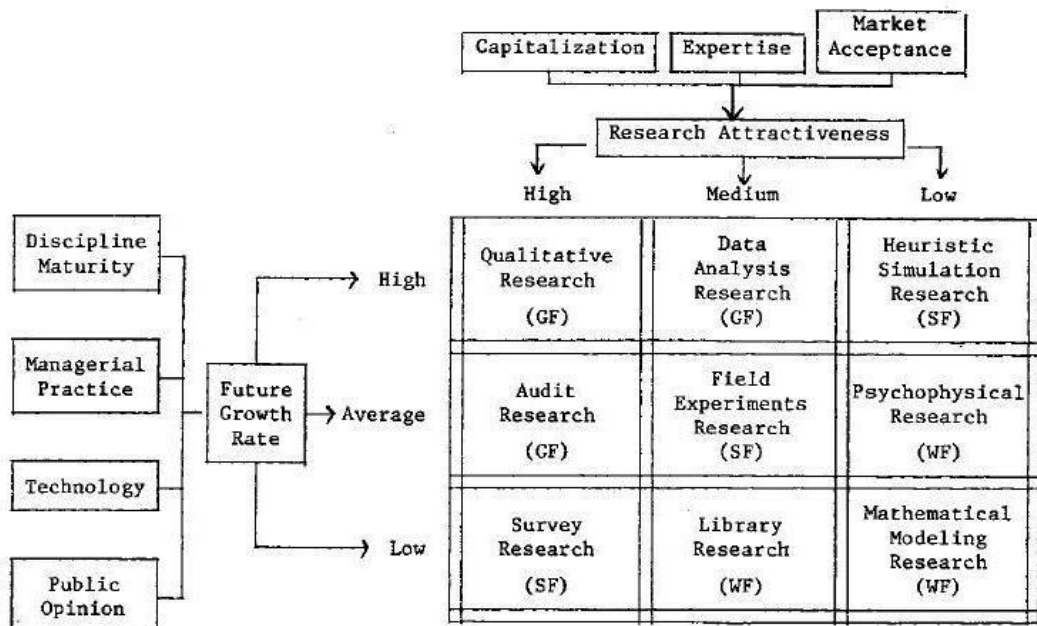
The most important results of such activities are increasing the degree of conformity of products, processes and services to their functional purpose, eliminating barriers to trade and promoting scientific and technological progress and cooperation.

The development of international economic cooperation requires further convergence of views between foreign and domestic practices in matters of standardization, the development of national standards, harmonized with international ones. To ensure the development of market relations in Azerbaijan in 2002, the Federal Law "On Technical Regulation" was adopted. Definition of standardization given in this law and national standard GOST R 1.12 2004 "Standardization in the Azerbaijann Federation. Terms and Definitions ", takes into account

international practice as much as possible." Standardization is the activity to establish rules and characteristics for the purposes of their voluntary reuse, aimed at achieving orderliness in the spheres of production and circulation of products and increasing the competitiveness of products, works and services. " The entry into force of the RF Law "On Technical Regulation" translated the state standards of the Azerbaijan Federation into national standards intended on a voluntary basis to increase the competitiveness and safety of products, works and services and promote compliance with the mandatory requirements of technical regulations.

Table 1

PORTFOLIO ANALYSIS OF MARKET RESEARCH PRODUCTS



GF = Good Future
 SF = Selective Future
 WF = Weak Future

Foreign and domestic experience allows to judge that many problems and tasks facing different spheres of activity can be solved

only with active involvement of methods and means of standardization. Standards set criteria for virtually all areas of human activity.

Priority directions of works on standardization in the international community today are: safety, ecology, public health; (Toyne, 1999: 1)

- Information Technology;
- resource saving;
- elimination of technical barriers to trade;
- normative quality assurance of products;
- standardization of services.

The development and improvement of standardization work in Azerbaijan in the current economic conditions make it possible to formulate the main goals of standardization at the present stage (Law of the Azerbaijan Federation No. 184-FZ "On Technical Regulation" and the Concept of the Development of the National Standardization System).

Standardization is carried out in order to: (Terpstra, 2000)

- increase the level of safety:

- life and health of citizens;

- property of individuals and legal entities;

- state and municipal property;

- in the field of ecology;

- life or health of animals and plants;

- objects taking into account the risk of emergencies of natural and man-made nature; Provision of: (Teddlie, 2007: 77)

- competitiveness of products, works, services;

- scientific and technical progress;

- rational use of resources;

compatibility and interchangeability of technical equipment (machinery and equipment, their components, components and materials);

information compatibility;

comparability of research results (tests) and measurements of technical and economic-statistical data;

- comparative analysis of product characteristics;

confirmation of conformity of products (works, services);

arbitration disputes; judicial decisions;

delivery performance; systems creation:

classification and coding of technical, economic and social information;

cataloging products;

search and transfer of data;

product quality assurance;

- ensuring the uniformity of measurements.

One of the strategic directions in the development of standardization is the promotion of compliance with the requirements of technical regulations and the principles of technical regulation. At present, the development of relevant technical regulations is carried out with the aim:

protection of life and health of citizens, property of individuals or legal entities, state or municipal property;

protection of the environment, life or health of animals and plants;

prevention of actions that mislead consumers.

For the purposes of national standardization, the main tasks of standardization are formulated:

ensuring mutual understanding between developers, manufacturers, sellers and consumers;

Establishment of requirements to the quality of products taking into account its safety;

establishment of metrological norms and rules, requirements for compatibility, interchangeability, requirements for technological processes, regulatory and technical support for control, testing, evaluation of product quality;

provision of standardization issues for all stages of the product life cycle.

improvement of the information support system in the field of standardization.

Domestic standardization as a technical science is based on the initial provisions of the principles that are set out in the GOST R 1.0-2004 Law of the Azerbaijan Federation "On Technical Regulation" and the Concept of the Development of the National Standardization System. The main ones are: (Siraliova, 2006: 169)

- voluntary application of national standards

and the compulsory observance of them in making decisions about their use;

use of international standards as the basis for the development of national standards;

- Complexity of standardization for interrelated objects;

the inadmissibility of establishing standards in the requirements that are contrary to technical regulations;

Establishment of requirements in standards corresponding to modern achievements of science, technology and technology;

the establishment of requirements in standards that provide the possibility of an objective control over their implementation;

clarity and clarity in the presentation of standards in order to ensure unambiguous understanding of their requirements;

inadmissibility of creating obstacles to the production and circulation of products, the performance of work and the provision of services to a greater extent than is minimally necessary to fulfill the strategic objectives of standardization; (Sheth, 2001: 16)

ensuring the continuity of standardization work in Azerbaijan;

openness of the processes of developing national standards;

application of the requirements of national standards in contracts concluded between the manufacturer and the consumer.

The effectiveness of standardization in the conditions of developed market relations is manifested through its functions.

The economic function includes the following aspects:

formation of the quality of products, processes and services in accordance with the Law on Technical Regulation;

providing information about the product and its quality, allowing participants in trading operations to correctly evaluate and select the goods, optimize the investment;

dissemination in industry of information on new technology, materials and methods of measurement and testing;

increase labor productivity and reduce costs;

assistance to innovative processes in the production of products, works and services;

promotion of competition on the basis of standardization of test methods and unification of the basic parameters of products, which makes it possible to carry out an objective comparison;

- ensuring compatibility and interchangeability;

- maintenance of the given level of quality of production.

The social function of standardization provides for the formation and fixing of a level of parameters and indicators of products that meet the requirements for product safety, protects the environment and safety of people in the production, handling, use and disposal of products.

The social function realizes and guarantees the basic rights of citizens, unity in the conduct of international, federal and regional policies in the field of security, life, health of citizens and the environment. (Sheth, 2001: 5)

The communicative function of standardization involves the creation of a database of information systems, the standardization of terms and definitions, the development of classifiers, measurement and test methods, drawings, symbols of accounting systems, statistics and financial accounting activities, systems of design and technological documentation, process control systems and etc., providing the necessary mutual understanding between all interested parties. Standardization of terminology and bringing it into line with the international one is one of the most important tasks of the implementation of the communicative function.

1.2. Features of standardization strategy of different countries and process of standardization to national characteristics

Let us briefly review the main scientific, methodological and theoretical foundations of standardization. These include: (Onkvisit, 2009)

- systems approach;
- system of preferred numbers;
- standardization of parameters;

- perspective standardization;
- advanced standardization;
- complex standardization.

At the heart of the system approach is the study of objects as systems. A system is a collection of elements that are in interrelations with each other, which forms a certain integrity and unity. The methodological specificity of the system approach is determined by the fact that it is guided by the disclosure of the integrity of the object and ensuring the functioning of its components, to reveal the diverse types of connections of a complex object and to bring them together into a single picture. The systemic approach acts as a concretization of the principles of dialectics as applied to the study, design and construction of objects as systems.

The system of preferred numbers is the theoretical basis of modern standardization and is closely related to the concept of a parameter - the quantitative characteristic of product properties. The most important parameters are the characteristics that determine the purpose of new types of products and the conditions for using it - the dimensional, weight and energy parameters that characterize the productivity of machines and devices. Products of a specific purpose or type are characterized by a number of parameters. A set of numerical values of parameters that must be used and selected in the development, testing and operation of a particular type of product is called a parametric series. The process of standardization of parametric series consists in the selection and justification of an expedient nomenclature and the numerical value of the parameters. This problem is solved using mathematical methods.

Parametric series for types and types of all manufactured products are determined according to the system of preferred numbers.

Preferred numbers are numbers that are recommended to be chosen as preferable to others when determining the parameter values for the types of products created (capacity, load capacity, pressure, temperature, voltage, dimensions, other characteristics of the projected objects).

Preferred numbers are obtained on the basis of a geometric progression, I - whose term is equal to

$qi = \pm 101 / R$, and the denominator of the progression is $Q = 101 / R$, where $R = 5, 10, 20, 40, 80, 160$, and i takes integer values in the range from 0 to R . (Omar, 2008)

Preferred numbers and their series serve as the basis for ordering the selection of quantities and gradations of individual values of parameters of technological processes, equipment, products, measuring tools, dies, materials, vehicles, etc., and create prerequisites for reducing the range of products, their unification, organization mass production of standard products.

Standardization of parameters. The product parameter is a quantitative characteristic of one of the properties of the product designation. The parameters of production are divided into main and basic.

The main parameters are a quantitative characteristic of the marginally differentiated property of a given kind of product, i.e. This is the value that most fully characterizes the object from the point of view of its functional purpose. The main parameters can be one or more. For example, one of the main parameters for a chemical reagent is its reactivity in certain types of reactions, for monomers - polymerization activity, for a car - engine power.

On the main parameter, rows are constructed, from which a standard is prepared for a given number of objects - a standard of parameters and dimensions.

The main parameters determine the characteristic structural, technological and operational properties and are necessary for the most complete and accurate description of products and processes. Among the main parameters include the content of the main substance and impurities for chemical compounds, dimensions, speed, energy consumption, fuel, etc. The main parameters can be combined into groups established on the basis of an analysis of a large number of parametric standards, machines of various functional purposes: dimensional, power, operational, etc.

Prospective standardization requires the development of progressive standards that correspond to the advanced level of the state of science and technology and contain promising requirements corresponding to this level. Standards with forward-looking requirements should provide for a limited nomenclature of key indicators of technical level and quality and characterize the trend of the progressive development of this group of homogeneous products in the forecast period. For example, in the automotive industry, such indicators can be the engine's engine life, environmental friendliness, and economy. (O'Cass, 2003: 366)

Advanced standardization. One of the regular factors in the development of standardization is that with the development of science and technology, the indicators of standardization objects become obsolete and they must be systematically revised taking into account the long-term forecast and the advancing of the rates of scientific and technical progress. These requirements should be met by advanced standardization, which establishes higher standards and requirements for standardization objects, which are already achieved in practice, and which, on the basis of forecasts, will be optimal in the future.

The essence of advanced standardization lies in the fact that the standards set forward requirements for newly developed products, outrunning the modern domestic and foreign level with the goal that in the production period this level is not inferior to the best analogs. In this case, the objects of advanced standardization can be both products in general, and individual stages of its production.

Complex standardization consists in the development and practical implementation of targeted programs aimed at solving all interrelated norms and requirements relating both to the object of standardization and to all stages of its life cycle, reducing the time needed to create samples of new products and equipment, and to optimally solve specific problems for the most important and relevant scientific, technical, economic and social areas.

Integrated standardization ensures the most complete and optimal satisfaction of the requirements of the interested parties by harmonizing the indicators of the interrelated component parts of the product that are included in the standardization objects and the timing of the implementation of the developed standards. It also ensures the interconnection of related industries in the joint production of a finished product meeting the requirements of national standards. (Nguyen, 2011)

1.3. Essence, goals, objectives, functions and technologies of adaptation strategy

The standardization method is the reception or a set of techniques by which the principles are fulfilled and the goals of standardization are achieved.

The main methods of standardization include: (Mills, 2010)

- systematization;

- selection;
- Simplification;
- typing;
- optimization;
- unification;
- assembly;
- standardization of standardization objects;
- classification, coding, cataloging.

Systematization is an activity that consists

in scientifically substantiated sequential classification and ranking of a set of specific objects of standardization. An example of ranking objects of standardization is the activity on the development and maintenance of an assortment of different product classifiers.

Selection is an activity consisting in the selection of such specific objects, which, on the basis of an analysis of their prospects and comparison with future needs, are deemed expedient for further production and use.

Simplification is an activity consisting in the definition and selection of such specific objects, which on the basis of a special analysis are recognized as not promising and not expedient for further production and use. Simplified objects are excluded from consideration as morally obsolete or by other criteria, which makes their further production and delivery to the market impossible. (Gruca, 2002: 59)

Typification - the development and creation of sample models, models, structures, documentation, as well as standard, technological and organizational solutions. The typification of technological processes makes it possible to standardize technical requirements for equipment, metrological support, instruments and means of control and automation,

reduce the volume of technological documentation, provide production with standard units and modules, thereby increasing productivity, economic efficiency and production stability.

The typification method is widely used in construction (typical buildings and structures), mechanical engineering (basic constructions), chemical technology (typical technological processes), management (typical organizational management structures), etc.

Optimization - finding the optimal main parameters, as well as the values of all other indicators of quality and economy of homogeneous objects of standardization, aimed at achieving the optimal degree of ordering and the maximum possible efficiency according to the chosen criterion in a certain area. (Mills, 2010)

Unification (management of diversity) is a method of standardization, which consists in bringing objects of the same functional purpose to uniformity by establishing a rational nomenclature and characteristics of constituent elements (sizes, types, details, etc.). There are different types of unification, each of which can be implemented at the interbranch, sectoral and factory levels.

Aggregation is a method of creating machines, devices and equipment from separate standard unified nodes. Its essence consists in the fact that the machine, equipment or technological process is completed from separate standardized standard units for the purpose of manufacturing products for various purposes. Thus, by the spatial combination of standard units on the basis of geometric and functional interchangeability, the spheres and areas of application of equipment for the creation of new machines, instruments and technologies are expanding. Aggregation is widely used in the chemical and petrochemical industry, in mechanical engineering and electronics, in the production of furniture. The method of aggregation makes it possible, for

example, to produce different chemical products on the same equipment by their different arrangement.

The ordering of standardization objects is the activity consisting in the work of systematization, selection and simplification, typification and optimization of selected sets of homogeneous objects of standardization, aimed at achieving the optimal degree of ordering and maximum efficiency in a certain area.

Ordering is a universal method of working in the field of standardization in choosing the optimal number of sizes or types of products, processes or services, primarily associated with a reduction in diversity. As direct results on the standardization of standardization objects are, for example, standards of general specifications, classifiers, albums of typical product designs, etc.

Classification - the separation of a set of objects into subsets by similarity or difference in accordance with accepted methods. A systematized list of classified objects that allows you to find a place for each object and then assign a certain symbol to it is called a classifier. The current classifiers are divided into categories: all-Azerbaijann, interbranch, sectoral and classifiers of enterprises and organizations. (Nguyen, 2011)

Coding is the assignment according to certain rules to classification objects, their groupings and attributes of digital, alphabetic or alphanumeric code marks. For example, bar coding, which originated in the 1930s. in the United States, is now mandatory in Azerbaijan and contributes to streamlining and speeding up the collection and formation of orders, recording the receipt and sale of shipping goods, processing documentation, as well as controlling the goods when storing and selling them.

Cataloging is a multifunctional information and management activity,

aimed at a significant increase in the technical and economic efficiency of ordering, developing, manufacturing, operating, maintaining, repairing and storing products.

The Azerbaijann cataloging system implemented the principles of classification, identification and coding of information about products in accordance with international requirements.

A standardization object is a product, process or service that is subject to or has undergone standardization.

In addition, the objects of standardization are rules and norms that ensure the development, production and use of various types of products and other objects of social production. In the social sphere, the objects of standardization are occupational safety and health, environmental protection, rational use of natural resources, etc. Standardization can concern the whole object or be limited to certain aspects (properties) of any object. For example, in standards for methods of testing chemical products, the requirements for measuring instruments, equipment, and reagents used are standardized separately.

1.4. Features of adaptation strategy of different countries and process of standardization to national characteristics

In the field of international marketing, there are ongoing disputes over the planning and development of goods. The stumbling block is the question: should the goods be adapted or even re-designed for each market or sold standard in the whole world?

Specialists with a strong focus on the production process and costs protect the standardization of goods, while specialists more sensitive to cultural differences, advocate the creation of specialized products. However, when choosing this or that approach, the firm should well weigh all the advantages and disadvantages of them for a short- and long-term perspective.

For this, it is necessary to take into account a number of parameters: (Grönroos, 1994: 4)

- The product, its physical characteristics and functions, which it provides;
- Again the goods, but in terms of what it means (symbolizes) for the buyer;
- The market with its scale and the purchasing power of its agents;
- The cost of adaptation (money, time, research efforts) and the benefits expected in return;
- Size of the firm, its financial, labor and other resources, production culture.

The main principles that determine the company's approaches to the choice of commodity strategy in foreign markets are as follows:

we sell what we produce;

we produce what we sell;

we modify what we produce according to the requests of foreign consumers.

In view of these principles, the strategy of simple expansion or standardization of goods, the strategy of commodity diversification and the strategy of adaptation of goods are distinguished.

The standardization strategy considers the commodity as a constant, and the place of its realization as a variable.

The arguments offered by the supporters of this strategy are based on the assertion that the newest means of communication and other social processes form a unity of tastes, demands, values among a significant part of the population in all cultures. This leads to the formation of a global market with identical demand for good quality goods and reliability, at reasonable prices. In support of this argument, the study of multinational companies showed that the goods sold for urban residents in less developed countries were practically the same as those sold for urban residents in developed countries.

From which it follows that modern goods usually perfectly fit the style of a city dweller, in whatever part of the world he lived. A study conducted by the company "Electrolux" showed that for some products there is more similarity in international markets than in different market segments within the same country. The emergence of a global buyer means that the market is subdivided according to sociological parameters, and not geographically. For example, preferences of consumers living in the center of Manhattan, more like the preferences of the inhabitants of Milan, than the tastes of the inhabitants of the Bronx. Yuppies (young wealthy people working in the profession and leading a secular way of life) in New York prefer to use the same dishwasher as the yuppies in Paris, and the inhabitants of Rome impose similar requirements for washing machines that residents of Toledo. (Griffith, 1998: 20)

Standardization of goods leads to savings in production costs, which allows you to save profits and make prices acceptable to consumers. Even realizing that cultural differences exist, supporters of standardization of goods believe that the price, quality and reliability of standard goods outweigh all the benefits derived from the adaptation of goods to cultural characteristics. In their view, in the future, enterprises

that apply the standardization strategy, rather than differentiation of goods, will be more competitive. There are two levels of the product standardization strategy: regional and global.

Standardization of goods within the region is more cost-effective.

Hand in hand with global, global goods are global trademarks. One of the main goals of a global company is to create a global trademark, even if the creation of a standardized product is impossible. In addition to significant cost savings, such a trademark gives the company a single image around the world, which increases efficiency and enables additional savings when introducing products associated with the global brand. Modern researches of recognition of trademarks and signs in Western Europe, Japan and the USA showed that the most recognizable signs are "Coca-Cola", "IBM", "SONY". Of the 40 brands most known to respondents, 17 belonged to the United States, 14 to Europe and 9 to Japan. As the world market becomes more and more competitive and global, products with a strong brand have a greater chance of winning a significant market share.

The main factors supporting the product standardization strategy are: (Griffith, 1998: 21)

economies of scale;

saving on product marketing;

Integration of the company into the global regional market;

global competition.

The success of the product standardization strategy depends on the compliance of the goods with the requirements of different target markets.

The strategy of commodity diversification considers the country as a constant, and the commodity as a variable. This type of strategy answers the question: "What can we sell in country X?"

The reasons for choosing and penetrating this country's market are:

the scale of the country itself;

growth potential;

proximity to the domestic scheme of conducting trading operations;

stability of currency or political situation, etc.

The ultimate manifestation of this strategy is the beginning of production of a product completely unknown to the company, which happens extremely rarely. So, the German firm Henkel, in order to resist stagnation in the US market with its main assortment - detergents, bought a chemical branch of the company "General Mills".

As applied to its production, this approach is used passively. More often, procurement agents initially identify and establish the required product characteristics, and then actively seek out foreign manufacturers for the production of finished products or its components. For example, the firm "S.T. King "in Hong Kong manufactures garments for the orders of the famous company" Calvin Klein ".(Goi, 2009:2)|

In accordance with the requests of the contracting company, the manufacturer can produce products completely different from those sold on the domestic market. In such a situation, the manufacturer is less concerned with the choice of consumer characteristics for the products produced by him, and, more importantly, with the pricing and distribution of products sold abroad.

Firms that adhere to a consistent policy in foreign markets apply a commodity diversification strategy that allows to combine product orientation with a customer orientation.

The strategy of adaptation (modification) of the goods takes into account the importance, above all, of cultural differences dictating the

need for adaptation of goods to cultural and social norms, ranging from country to country.

Adaptation of products is a common phenomenon, but increasingly it is carried out gradually, taking into account legal, cultural and economic factors. Direct legislative requirements refer to the most obvious reasons for the adaptation of products, because, without fulfilling them, the company is deprived of the possibility of obtaining permission to trade in a given country. At the same time, safety standards, hygiene standards and technical standards are taken into account. In order to satisfy mandatory legal requirements, there is a wide variety of ways, from simple packaging changes to changes in the physical nature of the product. Less obvious reasons for adaptation are indirect legal requirements that may affect the characteristics or demand for it. For such reasons, for example, it is possible to attribute, for example, high taxes on heavy-duty vehicles, which requires shifting sales in the foreign market towards smaller cars. This will determine the change in demand and will affect the volume of sales of tires, gasoline brand, etc. (Gillham, 2000)

The market is connected not only with the physical features of the product and the functions it performs. The value that the consumer gives to the various benefits derived from the goods depends to a large extent on the values and customs of the cultural environment. The physical properties of a product are most often required to fulfill its intended purpose. The purpose of the car, for example, is to transport passengers from point A to point B. And this ability requires the presence of a motor, gearbox and other components. The main purpose of the car is usually required for all crops where there is a desire to move from point A to B with the help of draft animals or on foot. When considering different crops, very limited changes are required in the

performance of the main purpose of the car or any other product. However, the car has a number of characteristics that are important so that the consumer is satisfied with how the car fulfills its mission. Within each specific culture, such characteristics (color, size, design, brand) are virtually unrelated to the performance of the vehicle's purpose, but add satisfaction to the user.

Depending on cultural values and customs, these characteristics have a complex symbolic meaning, mean the existing status, tastes, achievements, strong desires and the cost of material and are a container of other qualities that make the goods acceptable and allow the creation of user satisfaction. In order to maximize the satisfaction received by consumers and create positive product characteristics, the adaptation of non-physical qualities of the goods can become mandatory.

For example, Coca-Cola, the product of which is often referred to as a global product, was forced to change the name of one of its drinks "Diet Coke" to "Light Coke") when entering the Japanese market. Japanese women do not like to admit that they are on a diet; Moreover, the diet refers to diseases in the field of medicine. That is why, instead of emphasizing the idea of weight loss, the value of the product was strengthened while maintaining a slender figure. (Ghuri, 2011)

Adaptation can also require changing one or more of the physical characteristics of the product. The acceptance of goods can be affected both by the discrepancy between the concept of the goods and cultural norms, and by certain physical characteristics. For example, bringing to the market of a country a product that this culture does not perceive can cause conflict with cultural norms. The cultural values of a given region may be disturbed by the presentation of a personal hygiene product, if it is not customary to spread here about the functions of the human body, or too much technical complexity of using a particular product is a

problem in this market. According to D.A. Allen: "In short, the main barriers to accepting new products and a new lifestyle are not lack of money or different environmental characteristics. Innovations always go against the deeply rooted cultural traditions of society, and they, first of all, determine what place, when and how these innovations will take. "

The less economically developed the market of countries, the more changes will have to be made for the acceptance of the commodity by the market. One study showed that only one in ten products could be presented to the market of a developing country without different modifications. If per capita income in the country is low, then the number of items in the package can be reduced compared to the usual in order to make the goods more affordable. To adjust to a lower income level, razor blades, cigarettes, chewing gum are often sold individually instead of the usual packages of 10-20 units. If the concept of the goods was unfamiliar for the market, then for its successful promotion, its simplification and sale at a lower price will be required. The range and permissible deviations in the characteristics of products determine the type of infrastructure of a country, the educational level of workers who serve the production and repair of goods on the foreign market.

Carrying out works on adaptation of the goods to the conditions of the foreign market requires high costs, and firms apply various methods of reducing them. The most well-known methods include: (Eshghi, 1992: 40)

- Unification of elements and components of the product, as well as technologies for their manufacture;
- Increasing the scale of serial production and its centralization;
- Organization of large-scale and mass production, which requires a high level (constant) capital costs;

- Standardization of a large number of components of products and changes in its final characteristics;
- Carrying out with relatively rare periodicity the modification of goods in small markets.

The problems of adaptation of goods for sale abroad are similar to those that arise when introducing a new product on the domestic market.

The first and important step in adapting goods to a foreign market will be to determine the degree of novelty that a given market can perceive. It is required to understand how people react to novelty and how new a product is for this market. When assessing novelty, the marketer must remember that many goods successfully sold in the national market and reached the stage of maturity or decline can be perceived as completely new in other countries or cultures, and accordingly may require marketing as innovative products. From the point of view of sociology, any idea perceived by a group of people as new is innovative. Therefore, knowledge of the process of diffusion of innovations (the process of spreading innovations) is useful in developing a successful marketing strategy. A marketing strategy can successfully control the diffusion process, since diffusion depends on the ability to disseminate information about a product and its properties. The most important factor in the novelty of the product is the effect of this product on the lifestyle and the traditions of consumers.

The goal of an international marketing specialist is to get the recognition of your product by the majority of consumers of this market in the shortest possible time. However, here resistance of consumers to the novelty of the goods is possible. And although the product may eventually gain recognition, it will take time to form new habits, which may not be acceptable from the point of view of the company's profit

and the return on investment, which is always calculated for a specific period of time. (Douglas, 1992: 291)

Evaluation of the promotion of goods in another country requires their systematic selection to determine the resistance of consumers to the product and the mandatory changes in the product in connection with the natural conditions and laws of the country. Only after determining the natural, legislative and cultural requirements for the goods, a decision is made to adapt the goods.

CHAPTER 2. ANALYZE STANDARDIZING AND ADAPTING PROCESS TO AZERBAIJANI MARKET (ON THE EXAMPLE OF RESTAURANT INDUSTRY)

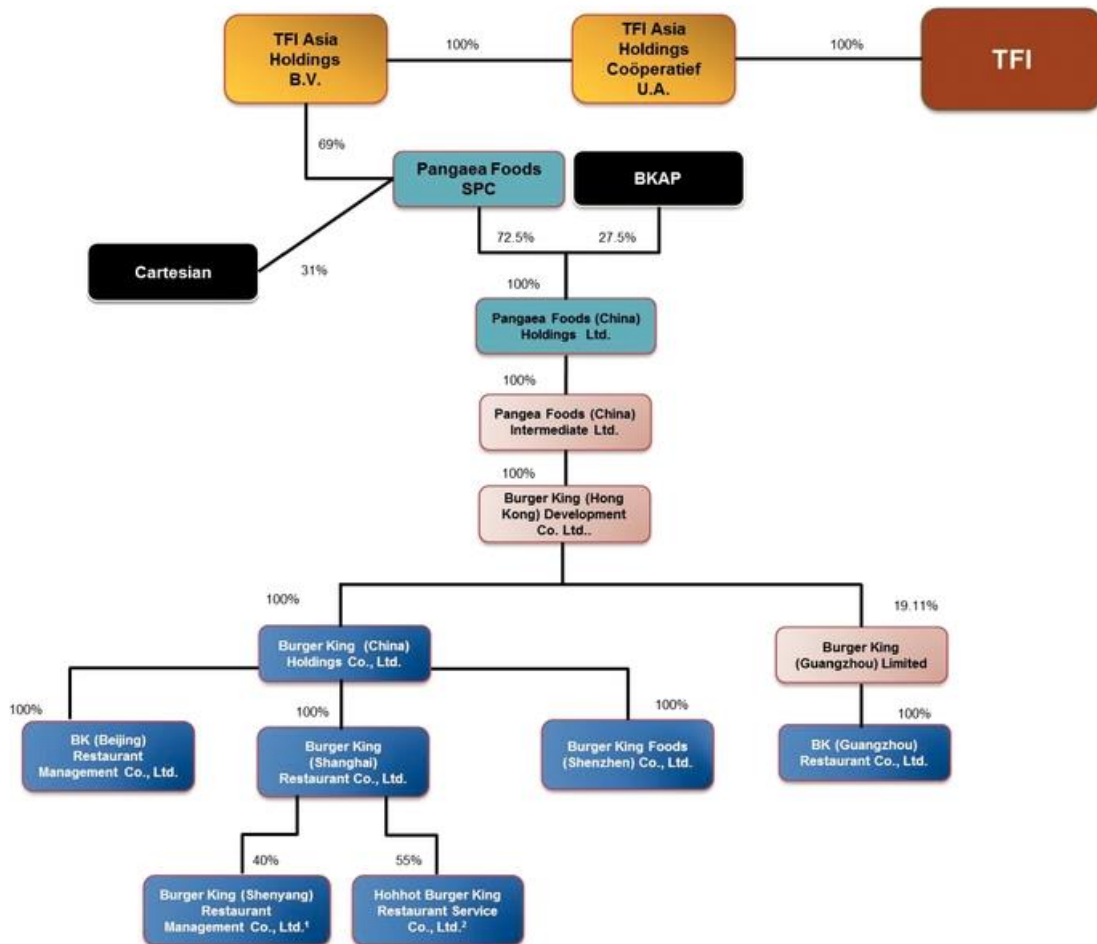
2.1 Results of analysis of standardization strategies in Restaurant Industry in Azerbaijan market

As we all know, the market of rendered services in Azerbaijan is developing and diversifying day by day. At the same time, there is a need to provide higher quality services, taking into account compliance with all generally accepted industry standards and legislative acts. This is stated in the message of the Association, distributed on Wednesday.

The Association of Hotels and Restaurants constantly conducts the study of market relations in the hospitality and tourism industry, identifies the requirements and conditions of the services market and, on the basis of these findings, develops new methods, services and goods that are in great demand on the part of the business. New products contribute to the development and improvement of civilized market relations in the hospitality industry, to improve the level of services provided, and also become those necessary tools that help solve a number of core issues.

It is well known that many large hotels and other hospitality industry enterprises have the capacity to hold various banquets, dinner parties, cocktails, cocktails, official receptions and other similar services that are part of various international and local events, forums, meetings, meetings, e. (Doole, 2008)

Partly the operating personnel of the above-mentioned activities, as is customary in the industry, is an attracted resource, and these employees are not on the staff of the enterprise. This principle is not a novelty for the industry and is widely used throughout the world. Usually the customer in the person of a large hotel refers to specialized companies that provide professional staff trained specifically for the provision of these services. For the sake of clarity, we note that we are talking about waiters, senior waiters (foremen / supervisors), maître d'aters, hostesses, etc., that is, about the attendants of the catering services department.



Having studied this segment, the experts of the Association found that there are no specialized companies in the local market offering these services at a qualitative level. The current situation indicates that large hotels and other businesses are turning to several

individuals who are trying to provide them with the said labor resource. However, the personnel offered by those persons are deprived of any professional training, not to mention the serious professional orientation of these individuals. Along with this, there are no labor contracts, the involved personnel does not undergo a proper medical examination, which is mandatory for a number of posts in the industry, there are also no insurance policies for employees, etc. All this is a violation of the country's labor legislation, leads to the infringement of workers' rights, evasion of taxes and social payments. In such a situation, talking about quality service, a decent, diligent and professional worker would at least be sacrilegious about the industry. From this situation, in the final analysis, the guest and the enterprise directly providing these services suffer in the first place.

In fact, the relevant government structures should have been involved in the matter. The Association of Hotels and Restaurants, designed to develop, promote and promote the interests of the hotel and restaurant business, is always trying to find the most rational solution to existing issues, rather than "hitting the bells", calling the checking organizations for the soul of business.

There are other ways of solving problems. For example, stimulating the business on the way of creating better products and services, creating healthy competition in certain segments, as a result of which the consumer will be able to choose the most suitable solution for him. Moreover, if you have the option of betting on a more acceptable solution, then all the others themselves fall away.

One of such solutions is the system "Yes, I Can / Banqueting Service" recently developed by the Association of Hotels and Restaurants. The association created a base of people who want to work in the hospitality industry and singled out those who understand to

become a professional employee need to learn this. This scheme is one of the requirements, but at the same time, and the advantages. Only after studying, having passed the appropriate tests and having received a certificate, a candidate can apply for a job. In view of the fact that employees are attracted to part-time employment, this work is also ideal for students studying in the fields of hospitality, tourism, social technologies, services, etc. It should be noted that students have a chance to more deeply study the industry, having passed relevant training, and, importantly, paid active production practice near and under the watchful eye of more experienced employees. I would like to note that all candidates are selected according to the standards developed by the Association. (Czinkota, 2012) These are requirements for growth, and in general, to the appearance, knowledge of foreign languages. The psychotype of a person is also determined, insofar as it corresponds to the standards of behavior of persons engaged in the service sector. The process of selection of candidates, of course, begins with the passage of an appropriate medical examination, registration of medical cards. Everyone knows that there is an obligate group of employees of the food unit who are required to undergo periodic medical examination. Along with this, all selected candidates receive an insurance policy, an employment contract, and a state social insurance card.

Thus, based on the world experience, adhering to all the generally accepted standards of the hospitality industry, the Association, building on the world experience, has created a unique solution for large hotels, congress centers, tourist bases and other tourist infrastructure facilities in order to increase the level rendered services and improvement of civilized market relations in the industry. This proposal will be individually presented for the consideration of the management, first of all, brand hotels and other major market participants.

Taking this opportunity, the Association of Hotels and Restaurants expresses gratitude to all the specialists involved in the development of the "Yes, I Can / Banqueting Service" program. It also asks managers of all enterprises that employ personnel to service events, to take responsibility when selecting an operator company, assessing both the level of proposed employees, and compliance with the above requirements of legislation and standards of the hospitality industry.

2.2. Result of analysis of adaptation strategies in Restaurant Industry in Azerbaijan market

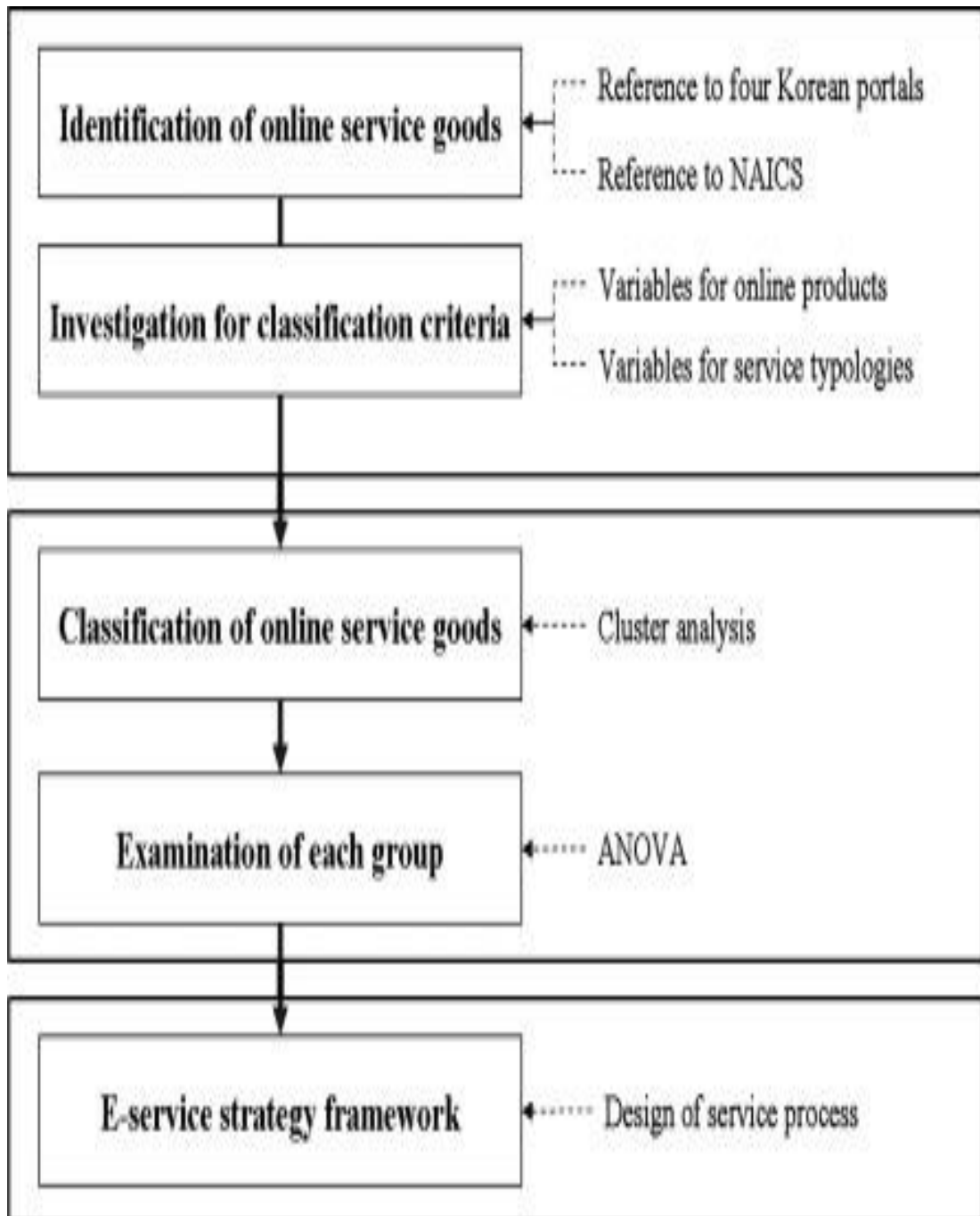
The management of operations has been little studied in the world science of management, and little work has been devoted to the problem of the impact of the internationalization process on it.

Operations management is the transformation of used resources into the desired products, using certain processes. These processes for certain operations in the foreign literature are called the service delivery system (SGSU). In particular, the SDA is defined as a system of transactions through which products or services are created and offered to the client simultaneously. For example, a cafe in a hotel occupies a certain area, has its own design, the technology of preparing snacks and sweets, it uses certain operating procedures and much more aimed at serving a client who visited a cafe. In detail this may all be different (for example, the Sheraton hotel chain cafe differs from the cafe of the Marriott hotel chain, and the SPU can remain the same for both companies). (Cuellar-Healey, 2013)

All this is interconnected with the corporate strategy of the company. In 1989, Robert Johnston developed a model describing the relationship between the company's strategy and SPM.

Fig. 1.

Scheme for developing a service strategy



It is obvious that when a company is introduced to international markets, many of the key components of the system are changing. The company changes not only internally, but if there is a need, it can

conduct a financial restructuring, etc. The nature of competition with other companies in foreign markets is changing, clientele is expanding. Also, the concept of service provision is modified, right up to changing the STC. For example, a company can introduce new technologies when based in other countries.

Johnston argues that the process of drafting a service delivery strategy goes through five steps that combine the following key elements: checking corporate goals, determining market orientation, building differentiation criteria, adapting the service concept and modifying the SDA if necessary. Further, the strategy will be based, in particular, on the specifics of the concept of providing services, and the management of operations will depend on the development of a service delivery system. (Codita, 2011 :312)

The hotel service and other types of operations in the hospitality industry are different in different regions of the world. This is the result of both local characteristics and the strategic choice of the companies themselves. This choice, in turn, depends on the concept of the provision of services and the methods of its development, the choice of the country and the ways in which its resources are used. Firms use different methods of managing operations, in particular, depending on the level of receptivity and favors for local managers. Managers of foreign affiliates of transnational companies should not separate the company's problems from the branch's problems, they need to fulfill their duties in good faith when carrying out the corresponding operations to achieve the company's overall key objectives. The dependence of management effectiveness on the location determines the different requirements for managers working in different countries.

Basically, the choice of strategy in the operational sense refers to all decisions and actions taking place at the corporate level and affecting

the service system. It differs in different spheres of service, as well as in different chains, but in a broad sense it includes the following four functions common to all: the definition of the concept of service; development and adaptation of the concept of service; concept placement; resource support of the concept.

In some sectors, it seems relatively easy to accurately define and specify the nature of the concept of service. Take, for example, the classification of hotels. However, when deepening into the problem, we will see that in the hotel industry, different countries have specific criteria for classifying hotels.

Some operators in the hospitality industry have some difficulty in accurately defining the management concept for three main reasons. First, not all firms operate globally with a strong competitive brand strategy. The second - the cost of investment in some types of hospitality industry business, for example in fast food restaurants, is relatively small compared to hotels. And the last reason - the basis of some concepts is simplification. For example, in fast-food restaurants, the speed of service is achieved by having a simple menu based on some key products, with a simplified service offering system with standard procedures. (Chung, 2012: 54)

The hotel service is mostly more complex than in other areas of the hospitality industry. There are a lot of opportunities here that complicate the definition of the concept. For example, a hotel consortium should consist of newly constructed private properties and its image will be created through marketing activities rather than through the simple use of only a trademark. Hotel chains operating through management contracts and not owning their own property are also involved in this difficult process of concept definition. On the other hand, some chains from the very beginning build new concepts with a

very strong and specific specialization, as did the French hotel chain Accor.

The concept of service in the hospitality industry should be constantly reviewed, therefore, and the service strategy must be dynamic to reflect changes in the environment. Such a revision often leads to an expansion of the concept. The significance of the development of a new concept in international companies depends on the corporate strategy of the organization.

Many large international firms of the hospitality industry have departments of corporate research and development (R & D). The role of such departments is the constant revision and modification of existing products in accordance with changes in the tastes of customers. Following their recommendations, for example, the company McDonald's created its first hamburger with beef without impurities, and also began offering new products in its restaurants in the US, such as pizza, burrito, spaghetti, chicken wings. (Cavusgil, 1991: 221)

In the international context, R & D departments have other main functions. They should recommend changes to the concept when moving to new markets. For example, the same McDonald's conducts experiments on its products before they are introduced to other countries to adapt them to the tastes of local consumers. Also, hotel companies update the interior design of their hotels in other countries. For example, in Muslim countries, because of restrictions in social public activity and prohibition of consumption of alcoholic beverages, the area of premises for cafes, clubs, restaurants, etc. has been reduced.

The location of hospitality industry chain companies is fundamental to the overall concept and is associated with maintenance operations, and also depends on some more important decisions in the field of corporate operations.

The concept of location of enterprises in the international arena should be consistent with which country and further which cities are selected for expansion. Undoubtedly, the criterion for choosing a country for placing a new hotel or restaurant can be clearly constructed and structured. However, historically, few firms have used this criterion to develop their international activities. Studying the international expansion of American restaurant chains by American scientists Go and Christensen showed that the decision to place the first facility outside the US for many firms was not a rational choice based on proximity to the home market or on socio-political stability in the target country or identity market conditions with the home. For approximately half of the firms (59 in all), the decision to expand internationally was the result of the expected prospective franchising approach to placement and the requirement for construction of facilities in their countries from other countries. Also, the chains in the hotel sector are more active in new countries through mergers with other chains than through planned strategic growth based on the criteria for locating. (Cavusgil, 2012: 202)

In the last decade there was a tendency to increase its presence mainly in the capital and in several large cities of the country. In many cases, this was an unfortunate decision, as operators in the hospitality industry require strong support from television advertising, which is uneconomic if there are only a few of their enterprises in the country. Therefore, now many operators are focused on a certain country to achieve the necessary critical mass there for a justified provision of advertising.

Although in the past, many firms have become international, going on an unplanned path, they are increasingly trying to start applying rational criteria once constructed. This is similar to the fact that in the future, firms will use existing deployment models when implementing

expansion. And experts argue that transnational corporations, when expanding internationally, must decide what form of expansion they will use - the construction of their own enterprises or the provision of technical expertise of existing facilities (through management contracts), or capital investments, or a combination of accommodation models. They also emphasize that the result of such a decision, as well as the need to build hotels or other facilities in target or own countries, are the two main accommodation criteria.

Then follows a detailed analysis of the business environment. The type of criteria used here includes: economic factors - say, repatriation of capital and profits, stability of inflation, GNP, etc .; social factors, given the level of crime, demography and language barriers; political factors - stability, frequency of elections and state policy; technical and physical factors - say, climate, transport infrastructure and construction costs; factors related to the hospitality industry - the level of wages, the size of the market and the level of competition. (Cavusgil, 2012: 217)

This type of analysis is now used to select the terrain in those geographic regions where there is a mature and saturated market. For example, in the United States, where rising property prices, increased competition and a changing lifestyle have significantly changed the ways in which the area is chosen by hotel and restaurant chains. The best areas should combine good civil infrastructure with good business infrastructure, and also have a good growth perspective. On this basis, many American restaurant chains place their businesses in the "courtyards" of huge shopping centers, university campuses, sports complexes, and also at gas stations. In fairness, however, it should be noted that the criterion for choosing the terrain differs from country to country.

After determining the concept of development, companies should conduct an inventory of their resources. Hospitality is a capital-intensive business, and hotel chains are trying to standardize the activities of their enterprises all over the world, try to develop as much as possible, with the help of foreign partners, using their real estate and equipment.

An important aspect for ensuring the development of the company after investment is the process of supplying local businesses with all necessary consumer goods. According to foreign experts, supply in the hospitality industry should be a relatively highly centralized function for most companies. For example, in the restaurant chain, the procurement department, headed by the vice president of the company, can function. The immediate duties of this department may include the purchase of relatively expensive meat and poultry products, as well as control over the purchase of relatively cheap and perishable products, for example, meat and milk products at the regional and local levels. (Cavusgil, 1990: 273)

If their domestic suppliers do not work abroad, the companies of the hospitality industry in the international arena usually work as follows: first, they strictly select local suppliers to maintain similar supplies, as in other markets; secondly, they expand the range of their suppliers, while maintaining continuity, and, finally, thirdly, they integrate into the supply network in order to establish control over their suppliers. However, the activities of companies in this direction are sometimes limited by the rules of trade in different countries. For example, in Europe, due to the EU trade restriction law, many enterprises operating under a franchise agreement with hotel chains and restaurant chains have the right, bypassing their main suppliers, to purchase from other suppliers. However, in this case, franchisors have the right to warn new suppliers to refrain from dumping prices.

2.3. Recommendations for improving effectiveness of standardization and adaptation strategies for Azerbaijan market

Standardization is a necessary condition for eliminating losses and reducing costs, implementing sustainable development. The strategy for creating a culture of working with business processes is the basis for creating an up-to-date and practically used database of regulatory documents of the organization.

... the activity differs from the business process in that the order of its implementation is not fixed in the standard and in case of possible deviations in one direction or another ... (Bradley, 2005)

What does the head of the department manage? Obviously, the activities of this department, If you ask a manager who is not familiar with certain techniques, what business processes are performed in his division, then it is hardly possible to hear something clear and concrete in response. Does this mean that there are no processes? What processes are those from crafty external consultants? No, there are processes. But only their boundaries are not defined and those responsible for the result of performance are not assigned. Is this a problem? Undoubtedly, To achieve the result, managers and specialists of various departments interacting with each other have to exert much more effort than necessary. Their activities are largely filled with unjustified delays, repetition of unnecessary actions, unproductive expectations, the resolution of occasional conflicts, the search for lost documents, etc. The process that could be executed quickly and effectively turns into "activity" connected with overcoming organizational disorder . Of course, the results of such activities always result. Participants are paid

salaries and bonuses. But who will calculate the losses associated with the execution of a multitude of unnecessary actions and the expenditure of resources that arise from the deviation of the process from one, optimal scenario?

So, the activity differs from the business process in that the order of its implementation is not fixed in the standard, and in the event of possible deviations in one direction or another. The process should be carried out in a standard way, with a minimum of deviations and the planned expenditure of resources.

If the company is large enough and exists on the market for many years, then for it the standardization of business processes is really a useful and working tool that supports the implementation of the company's business strategy on a systemic basis. The external conditions are quite stable. The markets are divided. Products (services) do not change very quickly ... It's time to do internal optimization - the standardization of business processes. (Boddewyn, 1995:23)

Example. The company provides logistic services. Customer segment is known. The package of possible services is clearly defined. The sales department receives applications from customers and prepares technical and commercial offers (TCH). At the same time, the sales manager alone can not prepare the TCH entirely, as it requires a calculation from the engineering department, etc. When transferring tasks from the sales department to other units, there are delays, loss of information. The quality of the calculations leaves much to be desired, and so on. There is activity, but the business process is not well established. Analyze the end-to-end development of the TAP. Perform a reorganization. Form the standard of the process and achieve its clear execution. Partially automate the process. This eliminates the key problems associated with the interaction of different departments in the

preparation of the TAP. The result - the timing of the preparation of the TAP is reduced, the quality is growing. The end result is more satisfied customers.

How can you improve activities that are differently performed each time? No way. Standardization of business processes is, of course, a necessary base, a key condition for the beginning of active internal development. Changes in the processes are primarily aimed at improving efficiency. It is not just the "shaft" that interests you, the increase in volume or cost indicators, namely, intensive development, more efficient use of existing resources.

Who is the user of the standards for business processes? They include the following subjects: (Andersen, 1992: 209)

The management company uses standards to justify the effective reorganization / development of the structure of the organization and its business units;

Top-managers use standards to identify areas of responsibility for managers, delegate authority, determine KPIs;

Managers use standards to monitor the work performed, analyze, justify and implement optimization activities (reengineering projects);

Specialists use standards for self-control when performing work, for training new employees;

New employees use standards in the internship process to gain knowledge and skills in the performance of work;

Human resource specialists use standards to better understand the requirements for staff selection;

Internal auditors use standards to conduct audit more efficiently (speed, depth, practical use of recommendations);

External consumers use standards to obtain information about the compliance of their requirements with the actual capabilities of the

organization to provide services / supply of products (external production audit); (Boddewyn, 1995: 23)

External counterparties use standards to effectively integrate their business processes with the organization's business processes.

Example. Extractive company. Normative documents are outdated. There is no transparency. Constant problems with operational management.

The process approach is being implemented. After a while, the management structure becomes "transparent". All key business processes have standards, and they are implemented. Developed and applied KPI. Costs are reduced.

The result is that after a while the company becomes interesting for external partners. Substantial investments are pouring in. As a result, the calculation of the debit is noticeable. At the same time, salaries and employee bonuses are growing.

A company at a certain level of development is simply obligated to apply standardization of business processes.

First of all, corporate culture. Managers lack the knowledge and skills of a process view of the activities performed, the culture of working with business processes. Secondly, there is no motivation to use such tools. If the external environment of the organization does not force, and top management is not interested, it is easier and quieter to do the work in the old-fashioned way.

As a result of the lack of a process view of the organization, a mountain of internal normative and methodological documents appears that regulate "activity", not processes. These are countless regulations, standards, regulations, procedures, instructions, methods, policies, which contain a fragmentary, "piecewise", loose and contradictory view of the activity. Why does this happen? It's simple. Managers for a long time

create documents that are based not on a deep understanding of the business processes performed, but on subjective perceptions of them, "hobby", opinions, etc. As a result, a large organization is represented, as a rule, by the "zoo" of normative documents, which to a greater or lesser extent do not correspond to reality, and the text slightly correlates with the overall business strategy of the company. This means that they are not sufficiently used in practice. There is no culture of work by standards. It turns out a vicious circle ...

The only way out of this situation is the adoption by top management of the strategy of creating a standardization system based on a deep understanding of the business processes carried out by managers of all levels. The idea is very simple - the entire regulatory framework of the company should be formed on the basis of a process view of the activities performed. But you can not get such a system instantly. It takes time and effort. For example, today only 5% of managers "see" their processes, use process management tools. The regulatory base is only 10-15% content based on knowledge of business processes. After 6 months, the ratio becomes 25% and 25%, respectively. In a year - 75% and 50%. In two years - 100% and 75-80%, etc. (Andersen, 1992:231)

To work with business processes, a modern company can choose a number of techniques and tools (software products). First of all, you should think about using the tool environment for describing and regulating business processes. Such a tool allows you to create a knowledge base about the company's business processes. It is very important that the modeling environment:

- Keeps information about business processes in standard form;

- Allows you to automatically create (unload in MS Word) standard and 100% ready for reconciliation and approval of regulatory

documents (that is, it helps to solve the strategic task of forming the entire regulatory base of the company based on a deep understanding of business processes);

Provides access of all interested employees to information about processes through the web interface (for example, each specialist can quickly see ALL the operations that he must perform in different processes, the requirements for them, the forms of documents used, the indicators, control procedures, etc.). .

Example. The large company that we advised has implemented the Business Studio 4.0 process modeling environment. About a year of work, the staff of the organizational development department developed about 300 regulations on business processes, and through. The activity became completely "transparent" for owners and top managers.

The next step, which has now begun in this company, is the creation of a tool that provides convenient and quick access to the accumulated knowledge for all managers and specialists. In the near future, a web-portal will be developed and launched, which will provide such an opportunity.

CONCLUSION

In the course of the study, an analysis of the company's international marketing strategy was conducted and identified the strengths and directions of the company's strategy and international operations. The essence and theoretical foundations of the international marketing strategy were examined, and the importance of implementing the marketing complex as an dependent element of the marketing strategy was shown. In addition, in this paper, ways to enter foreign markets, their features and influence on the formation of the international marketing strategy in general were considered.

Further, it was analyzed how this company developed on the domestic market, implemented the marketing strategy and elements of the marketing complex, as well as the motives and goals of the company's entry into the foreign market. During the analysis of the market situation, economic, competitive environment in the domestic and foreign markets, similarities and differences in marketing strategies were considered. Identified as aspects of the cultural life of consumers, the economic and competitive situation of foreign markets affect the implementation of marketing strategy and marketing complex.

The last chapter analyzes international marketing activities in foreign markets of different countries, reveals success factors. The general features of the company's behavior in the markets of the CIS countries have been determined based on this, recommendations have been made for the domestic manufacturer in three areas of marketing activities, both on the domestic market and on the CIS market.

It was proposed to carry out marketing activities, taking into account the key moments of the marketing strategy of Coca-Cola HBC Eurasia LLC in foreign markets. During the analysis of marketing

activities it was revealed that the company is studying the foreign market, but as a whole does not make significant changes in marketing policy, except that the marketing complex is developed taking into account the cultural and political features of the market. Based on the long-term success of the leader of non-alcoholic beverages, it was suggested to direct marketing activities in three areas. First, the marketing complex should be built on the basis of country characteristics, including the study of values close to consumers. Secondly, the use of modern technologies to support feedback from consumers and to inform about new products and shares. This is realized through the use of Internet technologies. And, thirdly, raising brand awareness and increasing social importance in the society, for this you can become a partner of Coca-Cola HBC Eurasia in its activities in Belarus, such as partnership and support of sports events and actions to protect the environment.

The third point is very important, as it provides support to state authorities and associates the company as a socially responsible subject of society's life.

According to the definition, international marketing is the marketing of goods and services in the markets of countries other than the producing country.

The concept of international marketing began to evolve in the 1960s and 1970s under the influence of various factors, such as independence of states, excess of demand over supply, development of competition, rising living standards and increasing demand for durable goods.

The main principle of international marketing is the orientation of the final results of production to the real requirements and wishes of foreign consumers. To follow this principle, the company must study the

international market, adapt production to its requirements as much as possible and try to influence the demand of consumers, using various methods for this.

The main thing in international marketing is the target orientation and complexity, i.e. the combination of entrepreneurial, economic, production and marketing activities in a consistent interrelated system.

The main goals of international marketing are to maximize consumption, maximize the degree of customer satisfaction, maximize the choice of consumers, maximize the quality of life.

The tasks of international marketing include making decisions about entering the foreign market, choosing the market, searching for customers, studying their needs, as well as the process of developing and implementing an international marketing program.

International marketing functions include studying, forecasting the market, evaluating one's own capabilities, formulating goals, developing strategies, tactics, analyzing and monitoring activities.

The requirements of international marketing encourage the development of strategic plans that can make a company competitive in markets that are characterized by growing globalization and spread to the whole world.

Correctly chosen strategy and competent implementation of it can lead to the successful operation of the company, gaining a more advantageous position in the market, increasing sales volumes and, as a result, maximizing profits.

Main research findings:

In the course of the study, the factors influencing the adaptation of the content of the foreign print publication in the new market were analyzed, certain definitions were defined and some further analysis of adaptation strategies ("format", "adaptation") will be built, and the main

strategies for adapting international print publications on the Azerbaijann market from the point of view of the content, the definitions are given and the features of each strategy are considered. The main features and peculiarities of functioning of the adaptation strategies tion content. Adaptation is the adaptation of the contents of this journal to the conditions of a new market, to which the magazine plans to go. The typology of the publication is determined by the totality of the characteristics: the material design of the publication (newspapers, magazines), the periodicity of publication, the territorial coverage of the publication, the mode of delivery, the subject matter of the publication, for B2B and B2C, and the publications for which the publication is addressed. In addition, additional classification characteristics of the publications are indicated, which include the language of the publication, the edition's edition, the price of the publication, the color of the press, the nature of the audience, the day of publication, and the time of publication within the day.

There are three main strategies for adapting foreign print media to the Azerbaijann market: franchising, co-branding and brand cooperation. Each strategy is characterized by its theoretical features and features of practical application, has a number of features. The content of adaptable editions is adapted according to the specifics of each particular strategy. When adapting various types of newspapers and magazines, combinations of strategies are possible, but basically the choice of strategy depends on the type, frequency of output and target audience of the print media.

"Cosmopolitan Azerbaijan", constantly reproducing the notion of "success" and filling its directions with tasks that are most likely in this situation - "absence assignments", forms a schema of a model consisting of a limited number of categories that are used to interpret situations.

The formalized conceptual terms organize behavior and allow "correct" interpretation of the behavior of other people. Glossy terms become analogues of previously acquired knowledge and play a significant role in planning the forthcoming actions. At the same time, during adaptation, emphasis is placed on the predominance of design over content, gloss itself over meaning, which increases the manipulation of the information provided and the propagation of consumerism in public circles. Readers of medium and even low-income groups buy expensive magazines, which is explained by the peculiarity of their self-identification: even if the reader does not belong to the very narrow strata of the population who can really afford everything they write about in glossy magazines, he still buys them. By opening such a magazine, the reader gets a more or less complete idea of the style of life of the social group to which he wants to belong, that is, the style of the narrow circle of the "idle class" is demonstrated as both norm and ideal.

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