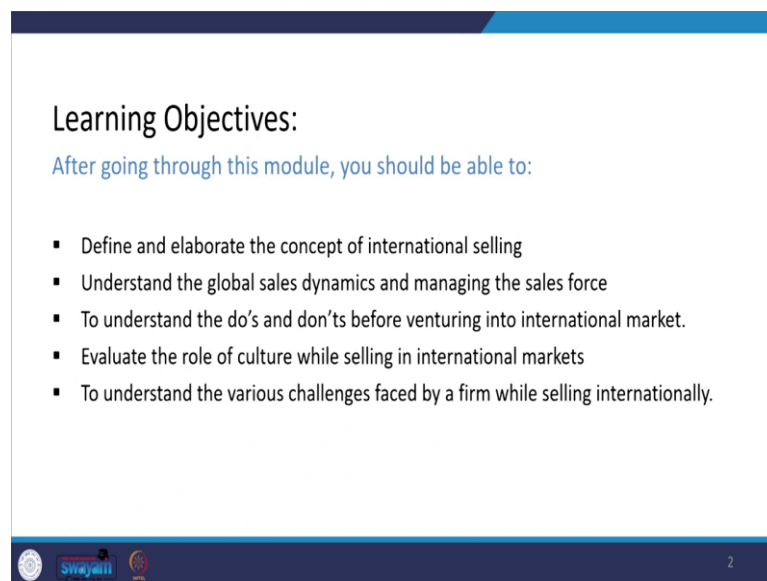


Strategic Sales Management
Prof. Kalpak Kulkarni
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 32
Understanding International Selling

Welcome to this week. This week we are going to discuss about how to sell in international markets as a part of our Strategic Sales Management course.

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Learning Objectives:

After going through this module, you should be able to:

- Define and elaborate the concept of international selling
- Understand the global sales dynamics and managing the sales force
- To understand the do's and don'ts before venturing into international market.
- Evaluate the role of culture while selling in international markets
- To understand the various challenges faced by a firm while selling internationally.

IIT Roorkee Swayam 2

In this week, we are going to achieve several objectives. We will start with defining and elaborating the concept of international selling, understanding the global sales dynamics and how to manage the sales force when you are going international. Then, further we will help to understand the do's and do not before venturing into international markets through this module.

And, then further, we will evaluate the role of culture while selling in international markets and towards the end in the final session we will discuss about how we can have different challenges that can be faced by a firm or a salesperson while going or selling internationally. Let us start with the first objective; that is define and elaborate concept of international selling. So, what is international selling and why it is important? So, if you look at the current statistics that are reported here.

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International Selling

32% of online shoppers bought more from retailers located in other countries & 51% plan to do it more often in the future

-A Survey by International Post Consortium, 2021

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This slide features a white background with a blue header and footer. The title 'International Selling' is in a large, bold, black font. The main text is centered and uses a mix of blue and red colors for emphasis. The footer contains logos for Swajail and other institutions, along with the slide number '4'.

It states that 32 percentage of online shoppers brought more from retailers located in other countries. And, 51 percentage still plan to do it more often in the future. So, that is the data collected by a survey by International Post Consortium 2021. So, why international sales? Why? So, international customers pay 16 percentage more than local buyers for the same item that you are selling.

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International Selling

International customers pay 16% more than local buyers for the same items

-eBay research

In 2019, cross-border eCommerce sales reached \$3.53 trillion, and e-revenues are predicted to gain \$6.54 trillion in 2022

-Statista (2019)

5

This slide features a white background with a blue header and footer. The title 'International Selling' is in a large, bold, black font. The main text is centered and uses a mix of blue and black colors. The footer contains logos for Swajail and other institutions, along with the slide number '5'.

So, that is the current statistic given by eBay's research. In another statistics reported by Statista 2019, a cross-border eCommerce sales has already reached 3.53 trillion dollars

and e-revenues are predicted to gain 6.54 trillion dollars in 2022. So, that the scale of international market for businesses and companies which are going to go international and who are just limiting their kind of you know production to the or selling to domestic market only.

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International Selling

What is International Selling?

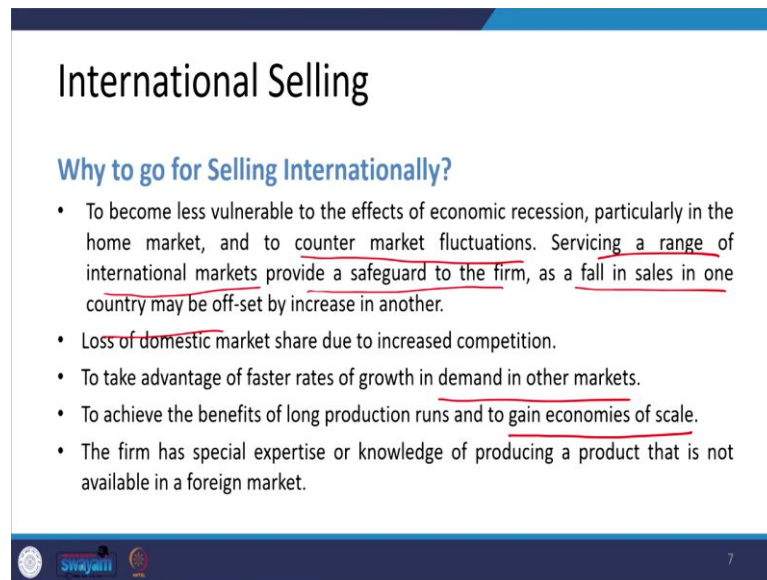
- International selling comprise of the methods, strategies, and practices adopted by various companies to sell their products in international markets.
- An international market is a market outside the territorial boundaries of a company's domestic market.
- International markets are highly competitive, and therefore require companies to devise thoughtful strategies to harness the opportunities the system of International trade offers.

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What is international selling then? So, international selling comprise of the methods, strategies, and practices adopted by various companies to sell their products in international markets. So, an international market is a market outside the territorial boundaries of a company's domestic market. So, if x y z company is selling their products in India and they are based out of India.

So, any other foreign country or abroad market, where they want to take their products, can be considered as an international market. So, international markets are highly competitive. And, therefore, require companies to devise thoughtful strategies to harness the opportunities of the system of international trade that offers.

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International Selling

Why to go for Selling Internationally?

- To become less vulnerable to the effects of economic recession, particularly in the home market, and to counter market fluctuations. Servicing a range of international markets provide a safeguard to the firm, as a fall in sales in one country may be off-set by increase in another.
- Loss of domestic market share due to increased competition.
- To take advantage of faster rates of growth in demand in other markets.
- To achieve the benefits of long production runs and to gain economies of scale.
- The firm has special expertise or knowledge of producing a product that is not available in a foreign market.

Swajati 7

Why to go for selling internationally? Right. Whenever we have kind of new products and services, we do have a domestic market for us, that what are why one should go for international sales and all? So, to become less vulnerable to the effects of economic recession, particularly in the home market and to counter market fluctuations as well. So, these are the two strong motives for any company to sell internationally.

Servicing a range of international markets provide a safeguard to the firm, as a fall in sales in one country may be compensated by increase in sales that are you are going to achieve from other country or another country. Loss of domestic market share due to increased competition, that might be another possible reason for one firm to go international. You have a stiff competition going on in your home base markets.

And now you want to reach out to new markets to be your to make your business more sustainable. To take advantage of faster rates of growth in demand in other markets that is again kind of an increased benefit that going international will offer to the companies. Or by selling internationally, we can have the benefits of long production runs and to gain economies of scale as well.

So, you are focusing more on utilizing all the capacity that your plants and R and Ds and everything has and you want to exploit those kind of you know opportunities of you know manufacturing scale. So, as to gain that economic scale of operations. The firm has

special expertise or knowledge of producing a product that is not available in foreign market can be another motivation to sell international internationally.

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International Selling

Why to go for Selling Internationally?

- Loss of domestic market share due to product obsolescence. Many firms are able to rejuvenate sales for established product lines that are moving from maturity into decline in the home market by selling them to new markets abroad.
- To dispose of surplus or to take up excess capacity in production.
- Simply the existence of potential demand backed by purchasing power, which is probably the strongest incentive of all. A firm can sell its product to a country which does not have the resources to produce it or where the cost of production is more than what it costs the firm, or where the firm's product has some meaningful differentiation.

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Loss of domestic market share due to product obsolescence; that you have one product which is not out of the market maybe there is some innovation that made your product goes out of the market, right. In this case many firms are able to rejuvenate sales for established product lines that are moving from maturity decline in the home market by selling them to new markets abroad.

So, there is this concept called as a product life cycle, right. So, we can have kind of this sales and time which is drawn. Initially your products are kind of you know at low selling very low quantity, then you get kind of a maturity and then after one stage your sales starts declining.

So, at this stage. So, either you can introduce new versions of your product to extend this cycle further continuing into another product life cycle or you can simply take that particular product which is on a decline stage to the new market, right from India to maybe African countries and all. And, then there, the product again starts its life cycle from the base.

So, to dispose of surplus or to take up excess capacity in production is again another reason to sell internationally. Simply the existence of potential demand backed by

purchasing power which is probably the strongest incentive for all for any firm to go international.

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International Selling

Why to go for Selling Internationally?

International selling results in;

- Increased revenue ✓
- Decreased competition ✓
- Longer product lifespan ✓
- Easy cash flow management ✓
- Better risk management ✓
- Benefits of currency exchange ✓
- Disposal of surplus goods ✓
- Enhanced reputation ✓

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So, to sum up these kind of benefits, what are the different benefits that we can state when someone thinks that they have to go international taking their products to the international audience or customer base? So, international selling results in multitude of benefits for any firm.

First of it is increased revenue. So, whenever you have kind of you know new markets or new customer bases abroad, you can leverage that opportunity to generate more revenue for the same kind of products that you are selling in your domestic markets. Second benefit is decreased competition. As you are going to new market, you might not face that kind of stiff-competition from the players in those particular markets, as you are experiencing in your home base or host or home market.

Longer product lifespan is another benefit, when you go for international sales. As we discussed, that you can just repeat your product life cycle abroad by taking the products to the new markets one by one. Easy cash flow management; when selling in domestic market you might have to give credit periods with no credit guarantees to your customers and wait to receive the payments from their side.

Whereas, in international markets you get your money up front, you can ask for an advance as well. So, that will make you easy for to manage your cash flows when it comes to international sales. Better risk management as you are kind of you know diversifying into new markets, you are also kind of reducing the risk that your business is into.

So, going into new markets will give more opportunities and reduce the risk for your business or for your products and services as well. Another benefit is of currency exchange, right. So, let us say for example, a dollar is getting down in terms of let us say Japanese Yen. You can have your payments in Yen and you can have good get more Dollars per Yen that you are receiving or giving.

So, you can take that advantage of foreign exchange or the currency exchanges. So, as to leverage more profits for the same amount of sale that you are making in your domestic market. Disposal of surplus goods maybe in terms of capacity, in terms of labor capital and all you, can leverage this opportunity to identify new markets and sell into those particular markets whatever surplus goods you are producing.

And then, ultimately it gives you a goodwill at an international level. It will increase your reputation that you are already selling your products across a multitude of countries and that will bring more reputation as a corporate brand to your company or your organization. Again, there is an important concept that drives parallely along with international trade or selling that is a role of globalization that has played in terms of this aspect that is international selling.

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The slide is titled "International Selling" and has a sub-section "Role of Globalization". It contains three bullet points:

- Many countries are not self-supporting. Much of the raw materials and food must be purchased in world markets and imported. In turn, to pay for these commodities, countries must export.
- The ledger for these transactions is represented by the balance of trade accounts, which show the difference between overseas earnings and overseas expenditure.
- The difference between export earnings and import expenditure (including 'invisibles', dealt with later) is termed the balance of payments.

At the bottom of the slide, there is a logo for "Swajati" and the number "10".

So, many countries are not self-supporting. So, they have to depend on other countries for the supply of those particular goods and services. Much of the raw materials and food must be purchased in world markets and imported. In turn to pay for these commodities countries must export. And, that is why globalization has kind of you know resulted into large dependencies about countries in terms of imports and exports.

So, the ledger of these transactions is represented by the balance of trade accounts which show the difference between overseas earnings and overseas expenditure. How much earnings you are getting from selling international in international markets. And how much kind of you know you have to pay to other countries when you are importing. So, the difference of this is nothing but, we call it as a balance of payments.

So, the difference between export earnings and import expenditure including invisibles, kind of we will deal with that later is termed as the balance of payments.

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International Selling

Role of Globalization

- Balance of payments

- The balance of payments summarizes the economic transactions of an economy with the rest of the world.
- These transactions include exports and imports of goods, services and financial assets, along with transfer payments (like foreign aid).
- The balance of payments is an important economic indicator for 'open' economies like India that engage in international trade because it summarizes how resources flow between India and our trading partners.

Balance of Payments	
Trade in Goods ✓	Foreign Investments (FDI, FPI etc) ✓
Trade in Services ✓	External Assistance, Deposits, Borrowings ✓
Transfer Payments ✓	Other flows ✓
Current Account	Capital Account

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So, what is balance of payments? The balance of payments summarizes the economic transactions of an economy with the rest of the world; like you know India versus the rest of the world. These transactions include exports and imports of goods, services and financial assets along with transfer payments like foreign aid as well.

The balance of payments is an important economic indicator for open economies like India, that engage in international trade or sales; because it summarizes how resources flow between India and our trading partners like other countries that we are doing business with. So, the balance of payments is usually have different kind of you know accounts.

So, we have current account which comprises of trade in goods that how much goods are your trading. Trade happening for services like IT and BPO. And then transfer payments between the countries as well. Whereas, a capital account another way to look at balance of payments another part of it, consists of foreign investments like FDI that is foreign direct investments and all. External assistance deposits borrowings received from abroad from any investors and even other flows as well.



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International Selling

Role of Globalization

- Balance of payments

The Difference Between

BALANCE OF PAYMENTS DEFICIT	BALANCE OF PAYMENTS SURPLUS
	
<ul style="list-style-type: none">The country imports more goods, services & capital than it exports.It must borrow from other countries to pay for its imports.In the short-term, this fuels economic growth.In the long-term, it will have to go into debt to pay for consumption.	<ul style="list-style-type: none">The country exports more than it <u>imports</u>.Country provides enough capital to pay for <u>all domestic production</u>.A <u>surplus boosts economic growth in the short term</u>.In the long run, it becomes <u>too dependent on export-driven growth</u>.

Swajati 12

So, why? What is the difference between the you know when we can say that a country is having balance of payment deficit or surplus? We usually come across these terms whenever we are hearing news or reading newspapers.

So, when the country imports more goods services capital than it exports, we are calling it as a balance of payment deficit; that means, the goods and services that are leaving your country are less as compared to what you are importing from other countries; that means, you have you have to give more money to other countries in terms of those import cost and alternatively you are not exporting that much amount of money to generate foreign reserve for your business or your country.

So, it must borrow from other countries to pay for its imports. So, in the short term this fuels economic growth. But, in the long term it will have to go into debt to pay for consumption. So, that is not something good for any country or even for any business houses as well. So, balance of payments then they are called as in surplus, when the country exports more than it imports.

We are exporting more amount of goods and services to other countries as compared to what you are importing from them. So, the country provides enough capital to pay for all domestic production. A surplus boost economic growth in the short-term and in the long-term it becomes too dependent on export driven growth which is again not a good thing as well.

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The slide is titled "International Selling" and has a sub-heading "Role of Globalization". It contains a bulleted list of three points. The first point is "Balance of payments". The second point states that payments for physical goods are not the only items involved in international trade. The third point explains that debts arise between countries from services performed by one country for another, and because these services are not visible, they are called "invisible exports" or "invisible imports". Examples of invisible trade include IT services from India, shipping services, tourism income, banking services, and interest payments on international loans. The slide also features a Swajati logo and the number 13 in the bottom right corner.

International Selling

Role of Globalization

- **Balance of payments**
- Payments for physical goods are not the only items involved in international trade.
- Debts also arise between countries from services performed by one country for another. Because one cannot actually see such services, they are referred to as 'invisible exports' or 'invisible imports'.
- For example, India supplies IT services for other countries, and premiums payments due from those countries are received in India. Payment for shipping services, income from tourism, banking services and interest payments from international loans are other examples of invisibles.

So, balance of payments this is a payment for physical goods are not the only items that are involved in international trade, right. So, debts also arise between countries from services. So, services sector is again an important contributor in terms of maintaining this balance of payments. So, because one cannot actually see such services. They are referred to as invisible exports or invisible imports as well.

So, for example, India supplies IT services to other countries and premiums payments due from those countries are received in India. Payment for shipping services again another example. Income from tourism that is generated that is again another example. Whereas a banking services and interest payments from international loans are again part of this balance of payments.

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Now, let us look at one example of a company that goes international and this is a phenomenal success story that we are going to discuss in this session. That is a brand from France having headquartered in Paris, we have L'Oreal.

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The slide is titled "International Selling" and features the L'ORÉAL PARIS logo in the top right corner. The main content is a bulleted list describing L'oreal. The slide has a dark blue header and footer. The footer contains a small circular logo on the left, the word "swjail" in the center, and the number "15" on the right.

- L'oreal - World's biggest cosmetics and beauty products company.
- A French based company and its headquartered in Paris.
- Production and marketing of concentrating on hair colours, skin care, perfumes and fragrances, make up and styling products.
- L'oreal products also based on dermatological and pharmaceutical fields.
- Products - made for Individual and professional customers.
- This company operates over 130 countries like Asia, America, East and West Europe through 25 international brands.

So, L'Oreal is the world's biggest cosmetic and beauty products company, right. So, French based company and its headquarters is in Paris. It produces and markets mainly like you know hair colors, skincare products, perfumes and fragrances, makeup and styling products.

So, L’Oreal products are also kind of you know based on dermatological and sometimes pharmaceutical fields as well. The products are made for individual and professional customers also. And this company operate over 130 countries like Asia, America, East and West Europe through 25 international brands under its umbrella.

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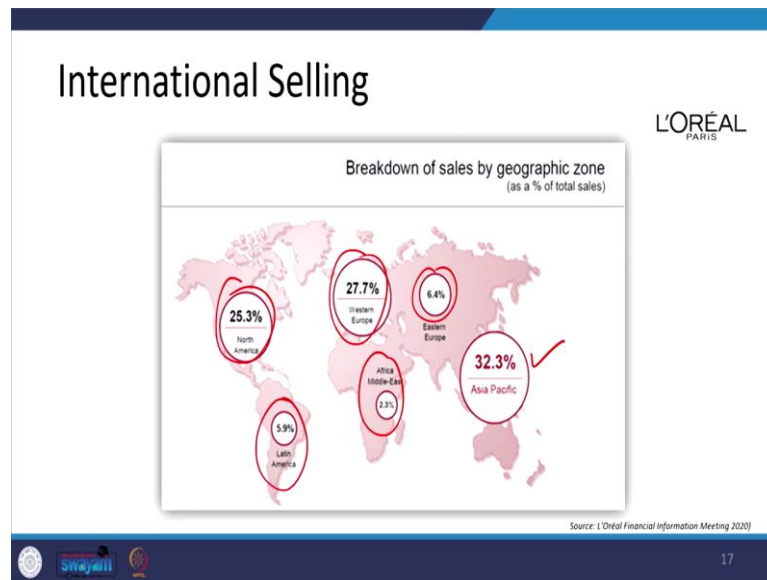


So, what are the different kind of product basket L’Oreal carries with it? First segment is a professional products; means specially for professionals like you know who are offering services to the end customers. So, it includes brands like Redken, Matrix, Kerastase and all which accounts for almost 11.5 percent of its sales across globe. Second league of products are into the domain of consumer products where we have famous brands like Garnier, Maybelline, NYK, Essie and all which is a major source of business in terms of generating sales and revenue.

It this particular segment contributes around 42.7 percentage of global sales they are L’Oreal generates. Then coming to the third product category or third segment, its called as a L’Oreal Luxe, which has again a different kinds of brands under its umbrella which contributes around 36.9 percent of its sales across the globe. And then finally, they have something called as an active cosmetics.

It is mostly concerned the skin care kind of you know products that generates around 8.9 percentage of sales throughout an international market.

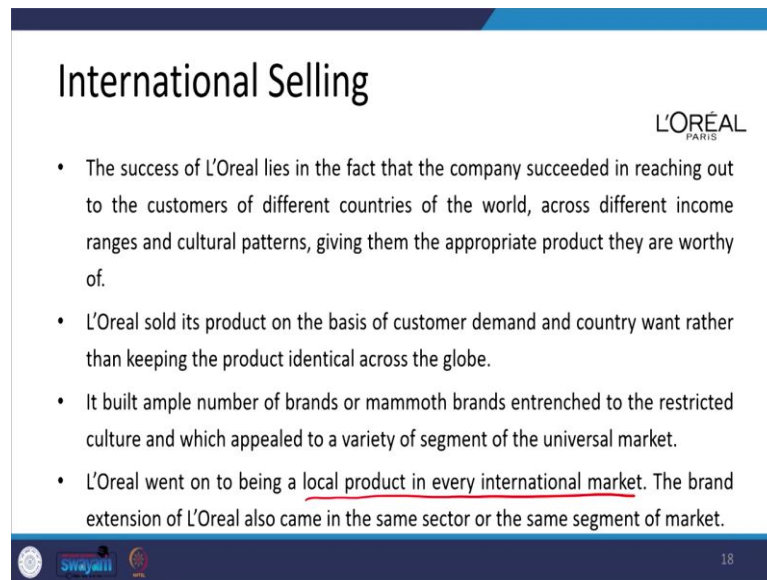
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And this is something the breakdown of sales by geographic zone. So, not just restricted themselves to France or maybe Europe, L'Oréal is present across the globe. If you look at there are 25 percent, more than 25 percent actually sales comes from North America. 27.7 from Western Europe whereas, 6.4 percent from Eastern Europe. Africa and Middle East generates 2.3 percentage of sales whereas, Asia Pacific contributes the largest kind of you know bracket that is 32.3 percent of sales of L'Oréal comes from Asia Pacific markets.

And, where in Latin America, having more kind of you know developing countries located there like Brazil, Argentina and all, it contributes around 5.9 percentage of sales that is coming from this particular region.

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The slide is titled "International Selling" and features the L'Oréal Paris logo in the top right corner. It contains a bulleted list of four points explaining the company's success in international markets. The bottom of the slide has a dark blue footer with a circular logo on the left, the word "swajali" in the center, and the number "18" on the right.

International Selling

L'ORÉAL
PARIS

- The success of L'Oreal lies in the fact that the company succeeded in reaching out to the customers of different countries of the world, across different income ranges and cultural patterns, giving them the appropriate product they are worthy of.
- L'Oreal sold its product on the basis of customer demand and country want rather than keeping the product identical across the globe.
- It built ample number of brands or mammoth brands entrenched to the restricted culture and which appealed to a variety of segment of the universal market.
- L'Oreal went on to being a local product in every international market. The brand extension of L'Oreal also came in the same sector or the same segment of market.

swajali 18

So, the success of L'Oreal lies in the fact that the company succeeded in reaching out to the customers at different countries of the world, across different kind of you know income regions and even cultural patterns as well. So, giving them the opportunity and to appropriate product that they are worthy of it.

L'Oreal sold its product on the basis of customer demand and country, want rather than keeping the product identical across the globe. The customization, kind of you know the personalization of the products to the particular country, to that particular market that for the driving force behind such success. So, it built ample number of brands or mammoth brands entrenched to the restricted culture and which appeal to a variety of segment of the universal market.

Let us look at these kind of you know what kind of markets L'Oreal served. And how their approach to these different markets. So, L'Oreal went on to being a local product in every international market. So, they do not go to the new market or the new country as someone who is coming from France or Europe. So, they adapted their products. So, they made sure that their product is perceived to be kind of you know local product. The brand extension of L'Oreal also came in the same sector or the same segment of market as well.

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International Selling

L'ORÉAL
PARIS

L'Oreal in Asia

- L'Oreal is very famous in Asia and their products in Asia are very cheaper than the other companies and are used by majority of people in china, Thailand, Japan etc.
- The main problem L'Oreal faces in Asia –competition given by local companies
- One of the best strategies of L'Oreal in Asia is of diversification of the brands to make them palatable in the local cultures.
- L'Oreal introduced global brands with the local variations
 - For example L'Oreal in Thailand has given local names to their stores and most of the employees present in this company, are local people of Thailand.

Swajati 19

Let us look at L'Oreal in Asia. So, L'Oreal is very famous in Asia and their products in Asia are very cheaper as compared to what the same product cost in European or Western countries. They are used by majority of people in China, Thailand, Japan etcetera. The main problem L'Oreal faced in Asia was competition given by local companies.

So, what is the remedy for these kind of issues or problems? So, one of the best strategies L'Oreal Asia adopted is the diversification of the brand to make them palatable in the local culture of that particular country or region. So, L'Oreal introduced global brands with the local variations. For example, L'Oreal in Thailand has given local names to their stores and most of the employees present in this company are local people of Thailand.

So, you are not making any attempt to showcase that you are coming from different country or different planet altogether, you are trying to make yourself someone who is locally present who is from their own country who is from their own area.

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The slide is titled "International Selling" and features the L'Oréal Paris logo in the top right corner. The main heading is "L'Oreal in European Market". Below this, there are two bullet points. The first bullet point states: "L'Oreal used the strategy of nurturing self-esteem of the people with beauty. In France, L'Oreal created the programs like "Beauty from the heart" for helping the people made helpless by illness or any kind of negative life experiences." The second bullet point states: "Various innovative treatment programs are launched by L'Oreal for the young people of European countries and this company also launches the free skincare and make-up workshops for the women suffering from cancer." A sub-bullet point under the second bullet point reads: "For example in France a programme named as "La Vie, de Plus Belle" offers the free skincare and makeup for the cancer suffering women in all over the France." The slide also includes a footer with a Swajati logo and the number 20.

L'Oreal in European market; L'Oreal used the strategy of nurturing self-esteem. See the difference. So, in Asia they were more focused on diversification or localization, but in European market they are more kind of you know tailored around self-esteem you know of the people that they want to make them beautiful and all.

So, in France L'Oreal created the programs like "Beauty from the heart" for helping the people made helpless by illness or any kind of negative life experiences in their personal life. So, various innovative treatment groups, programs are launched by L'Oreal for the young people of European countries. And, this company also launches the free skincare and makeup workshops for the woman suffering from cancer.

So, for example, in France a program named La Vie, de Plus Belle offers the free skin care and make up for the cancer suffering woman in all over the France. So, that is kind of you know nurturing self-esteem that is the kind of approach L'Oreal took in European markets to appeal those kind of segments who are there in those countries like UK, France, Germany and all.

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International Selling

L'ORÉAL
PARIS

L'Oreal in North American Market

- One of the successful strategies of L'Oreal in US market is **brand extensions** which includes the extensions of the brands after doing a **complete research**.
 - For example when L'Oreal launched a shampoo for kids they firstly made a complete research and also debated about the new launch or for an extension. In US and Canada L'Oreal uses the strategy of frequent advertisements and promotions.
- The people of countries like Canada like to use **new products** that mean they like changes in their product after some interval of time.
- L'Oreal uses the strategies of **modifications** where they modify their existing products according to the latest tastes and fashion of the local people.

swajati 21

Coming to the next like L'Oreal in North American market. So, one of the successful strategies of L'Oreal in US market is brand extension. So, they work tirelessly on introducing new extensions which include the extensions of the band after doing a complete research, its not something that you just introduce one after the one another extension of the same brand or product.

So, for example, when L'Oreal launched shampoo for kids, they firstly made a complete research and also debated about the new launch or for an extension before kind of concluding that they have to launch they want to launch a new shampoo. In US and Canada, L'Oreal uses the strategy of frequent advertisements and promotions as well. Why this is important?

Because, it again helps your salespeople those they are selling in the international markets; because if you are having if you know that your customers are more moved or kind of reached out by having more advertisement and promotion because you are already kind of introducing more and more brand extinctions to your existing product line.

The salespeople will need support from your advertising and promotions team as well. The people of countries like Canada like, wants to use new products that mean they like changes in their product after some interval of time. So, after every frequent period of

time, you needed to modify the changes, right. So, that is kind of an approach even L'Oreal took when they were in the North American market.

L'Oreal uses the strategies of modifications where they modify their existing products according to the latest taste and fashions of the local people.

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International Selling

L'ORÉAL
PARIS

L'Oreal in Africa, Orient and Pacific Region

- L'Oreal entered into the market of India in the year 1997 and at that time there was not much awareness about the structure in the industry of hairdressing.
- In the countries like UAE and Australia, organized education was totally absent and perfect and well trained hairdressers were also not present at that time.
- L'Oreal launched various technical training centers and they even opened a club of only the hairdressers.
- Introduced matrix which is the number one brand of L'Oreal in US to India, UAE etc with a reason of adding range of hair products to their existing products at affordable prices.

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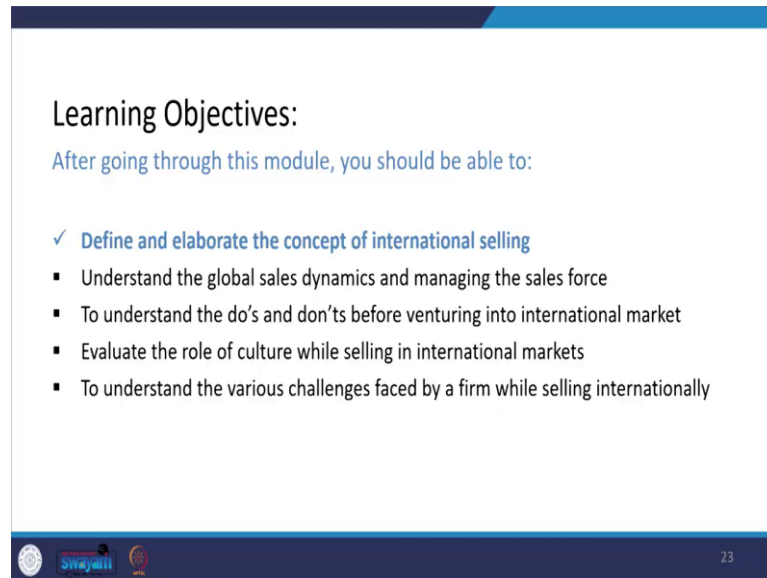
Coming to the L'Oreal in Africa, Orient or even a Pacific region. L'Oreal entered into the market say for India in 1997 and that there was not much awareness about the structure in the industry of hairdressing. So, they started with a niche area that is hairdressing. So, in the countries like UAE and even Australia organized education was totally absent. How to start this business? can there be a proper training? Or train manpower doing this hair dressing services and all.

And, that that needs to have a perfect and well-trained hairdressers which is again not available at that point of time. So, L'Oreal launch various technical training centers and they even open a club of only the hairdressers. So, they introduce like you know products like matrix which is the number one brand of L'Oreal in US to India, UAE, with the reason of adding range of hair products to their existing products are affordable prices.

So, they took those particular brands which are already successful their own market, like you know in European and Western, they pick up those brands and introduce them into

the new markets like L'Oreal like India and UAE. And just again, they can have you know kind of you know new market under their service.

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Learning Objectives:

After going through this module, you should be able to:

- ✓ Define and elaborate the concept of international selling
 - Understand the global sales dynamics and managing the sales force
 - To understand the do's and don'ts before venturing into international market
 - Evaluate the role of culture while selling in international markets
 - To understand the various challenges faced by a firm while selling internationally

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So, that leads to the conclusion of the first session, that is what is international selling. And how we can go about this. What are the different examples and what are the different kind of you know benefits that can be achieved by going international.

Thank you.