

Література

1. Герасимчук В. Г. Стратегічне управління підприємством. Графічне моделювання: навч. посіб. / Герасимчук В. Г. — К.: КНЕУ, 2000. — 360 с.
2. Гудзинский А. Д. Развитие механизма управления сельскохозяйственным производством / Гудзинский А. Д. — К.: Изд-во УСХА, 1992. — 224 с.
3. Гудзинський О. Д. Менеджмент у системі агро бізнесу / Гудзинський О. Д. — К.: Урожай. 1994. — 235 с.
4. Коренюк П. І. Екологічно-економічна ефективність відтворювальної системи продовольчого комплексу: теорія, методологія, практика: (Монографія) / Коренюк П. І. — Дніпропетровськ: ДДФА, 2005. — 335 с.
5. Кредісов А. І. Менеджмент для керівників / Кредісов А. І., Панченко Є. Г., Кредісов В. А. — К.: Товариство «Знання», КОО, 1999. — 556 с.
6. Кунц Г. Управление: системный и ситуационный анализ управленческих функций / Г. Кунц, С. О'Доннел; Т. 2; пер. англ. — М. Прогресс, 1981 — 512 с.
7. Мартиненко М. М. Менеджмент фірми / Мартиненко М. М. — К.: Леся, 1995. — 324 с.

B. Polovina, MA
J. Čiaček, MA
D. Rajević, PhD,
Faculty of Business and Law,
Alpha University, Belgrade, Serbia

MANAGERIAL IMPLICATIONS OF THE INTERNATIONAL ADVERTISING

ABSTRACT: Advertising, as one of the most visible forms of communication and as an element of the promotion mix, is critical tool for an international oriented company. Viability and effectiveness of international advertising depends upon the climate for that advertising in the foreign markets of concern as well as the differences in the availability and usefulness of advertising media. Internet impacts on markets, competition, and buyer-seller relationships and it then may be applicable for global advertising,

KEY WORDS: international advertising

Introduction

Advertising is any paid message placed in certain medium. International advertising is the use of the same advertising appeals, mes-

sages, art copy, stories, and so on, in multiple country markets. The availability and suitability of local advertising media vary from country to country. But, with the exception of broadcast media, major types exist in virtually all markets.

Advertising is one of the most important components of the strategy for consumer products in countries with a developed media industry. It is essentially one-way method of communication and in international marketing it can be difficult to control in terms of its scope. The aim is to obtain the maximum exposure of the product, services and/or brand to the target audience.

The goals of this paper are: 1) to analyze a climate for international advertising, 2) to present the availability and suitability of advertising media in global markets and, 3) to shed light on the increasingly importance as well as the specifics of the Internet advertising. The climate is evaluated through a review of economic, social, and cultural conditions, and legal of restrictions related to advertising. These factors will impact on availability and suitability each of the major advertising media. As an interactive medium, Internet transfers power back to consumers, and changes the foundations of international advertising.

1. The climate of international advertising

In most consumer markets advertising is one of the most important a supporting activity. However, in business-to-business markets the number of important customers is often comparatively small and it is essential that advertising be precisely targeted, using appropriate media. Also, cross-border transmission advertising program can be problematic. When Radion, for example, was promoted in Germany, demand was stimulated in neighboring Austria through spread of print and commercial television ads. Although unintended Unilever's advertising reach stretched across national borders.

Advertising is shown to work in emerging countries, with increased spending by Coca-Cola leading to them becoming the best-selling soft drink in China and overtaking Pepsi in a number of Central and Eastern European countries. There is also a trend towards advertising amongst conglomerates from emerging countries that appears to recognize the value of moving from product orientation to marketing orientation.

To a large extent, the potential viability and effectiveness of international advertising depends upon the climate for that advertising in the foreign markets of concern. The climate for advertising is evalu-

ated best through a review of underlying economic, social, and cultural conditions, and legislation related to advertising. These factors will impact on each of the major media categories. Within a country there will always be some overlap between the audiences of the available media.

A liberal economic system based on a marked economy is more favorable to advertising than a centrally planned economic system. However, even a centrally planned system may, once in a while, use advertising to adjust demand to planned production.

Contemporary social structures tend to accept advertising because it fits within the dynamic outlook of the future; traditionally oriented societies do not accept advertising easily because it is viewed as a dangerous change agent, upsetting the status quo.

Among modern societies the acceptance of advertising is not the same everywhere; some countries have a cultural environment that fosters individualism while others are more prone to foster gregariousness. There is no evidence that advertising is more successful in one surrounding than another, but it seems that people in relatively individualistic societies are likely to view advertising as an invasion of privacy and tend to be more vocal in their criticism of advertising. Even in the People's Republic of China, the doors are increasingly open to advertising by international companies. But advertising there must be deeply rooted in Chinese cultural values as well as social and economic practices that the government considers appropriate. Consumer advertisers, for example, are focusing on the younger population that has greater spending power [1, p. 531].

It is a rare international oriented company who does not use advertising of some type. In various countries, government regulations may impose restriction on advertising. But most foreign markets are open for advertising of some type. Restrictions on advertising may be total or partial and may affect all mass media, or only selected ones. Restrictions may affect certain product categories and not others. For example, in the early 1990s all tobacco advertising (including sports sponsorship) and most liquor advertising (except for most wines) were banned in France. Prior to its sovereignty change, Hong Kong passed legislation that banned tobacco advertising at sports events. Since 1999 print and display advertisements cannot be used. In effect, this ban effectively stops tobacco sponsorship of major sporting events there. Some Latin American countries have legislation discriminating on the basis of the origin of advertising copy. Other countries such as Germany prohibit the use of superlatives or comparisons in advertising. In Germany «buy one, get one free» offers are also illegal. Al-

most all countries have some legislation dealing with the truth of advertising claims. In the mid-1990s the Singapore government banned all advertising that included gifts, special discounts, and incentives for credit card holders. Within the EU, Sweden is the first country to introduce a ban on advertising to children under the age of 12. Similarly, the Flemish region of Belgium bans advertising aimed at children for five minutes before and five minutes after children's programs. Greece bans television advertising of toys. In some countries commercials are grouped and shown only at certain times. In other countries advertising may not be shown after a certain time in the evening a may not be shown on certain days or on holidays. In still other countries some products (such as alcoholic beverages, tobacco, and pharmaceuticals) may not be advertised by television.

An appeal of advertising in China is often based on young people who are optimistic whereas they expect to be better off than their parents. Despite this modernism, Chinese traditions still prevail and family values have a powerful selling appeal even with the young. The Chinese know that foreign brands may be better at the moment but do not like to have this overemphasized. In the past JWT used expatriates, but have realized that this cultivates only international clients and deter the growing numbers of Chinese clients. As a consequence JWT have appointed a Taiwanese manager.

Even in developed countries it may not be possible to reach the majority of the market because of the absence of truly national press or national television. In these situations it may be necessary to develop a campaign based upon a multitude of individual media activities.

2. The availability and suitability of international advertising media

There are considerable differences in the availability and usefulness of advertising media. These differences make it essential to obtain data about media effectiveness in order to make informed decisions about international media schedules. The number, types, and characteristics of media vary from country to country. There are four media of interest to the international oriented company: 1) print media, 2) television, 3) radio, and 4) direct marketing.

The term «international media» is often used in reference to print media (business and consumer magazines and newspapers that circulate in many countries). International print media attract a relatively minor share of the advertising expenditures of exporters; the great bulk is spent in local, foreign media. Nevertheless those media are important for some companies.

International print media (for example, newspapers, magazines, posters, signs, and car cards) originate from a number of countries, primarily in Europe and North America. There is a great deal of variety in the types of newspapers and the reading habits of people from country to country. For example, Time and National Geographic magazines and the Wall Street Journal newspaper have a US home base, while the International Herald Tribune is published in Europe and elsewhere, but has ownership by US companies. The Wall Street Journal also has a regional version, The Asian Wall Street Journal, published in Hong Kong. The Financial Times and The Economist, in contrast, come from the United Kingdom. There are many technical publications (about metalworking, petroleum, paper, plastics, transportation, and so on) aimed in generally at engineers and scientists and often are published in several languages. They have high readership as well as an excellent reputation as a source of information on complex of products from different countries.

In countries where literacy is high (such as Canada, the United States, Germany and so on) the great majority of the population reads a daily newspaper. In other countries (especially with low consumer incomes) coverage of consumer markets by the press is very poor. When using newspapers in a foreign country, or any print medium for that matter, the advertiser should make sure that the readership class matches the appropriate target market.

Foreign magazines are often a difficult medium for foreign advertisers to use. In Europe, for example, there are literally hundreds of consumer magazines, each with a very limited circulation. Technical and business magazines, which are often considered an important part of the media mix for industrial advertising in such countries as Canada, the United Kingdom, Germany, and the United States, do not exist in many markets. Often either the lack of periodicals or the excessive number of small circulation periodicals forces export advertisers to rely less heavily on these media than they would otherwise prefer.

Posters, signs, and car cards (forms of outdoors and transportation media) are used frequently in low income countries, especially Latin American. In European countries, posters are quite popular on kiosks or the buildings. Large billboards, which are particularly appropriate for viewing by a motorized populace, are not common in most countries, except for use near main traffic arteries in major metropolitan centers. Much of outdoor advertising is designed for viewing by pedestrians or those who use public transportation. Buses and streetcars are major means of transportation and reach large, important audiences. Posters are usually intended to be read by people who are going

somewhere and are preoccupied with other matters; they are designed to attract attention to, or to serve as a reminder of, the product. Dandy, a large Danish confectionery company specializing in chewing gum, focuses its advertising in Russia for their chewing gum brand (Dirol) on billboard posters. Colgate Palmolive, on the other hand, started its toothpaste advertising in Russia by placing ads on buses. The Colgate advertisements were part of a strategy to develop increased awareness of its products among consumers and dentists. Finally, Canon is using buses to promote its company in Hong Kong.

Television is well developed as an advertising medium in an increasing number of countries. Television is no longer only a local medium as in the 1980s, because satellite transmission have created the potential for extensive use of television as international media. In Europe, pan-European television stations exist nearly everywhere. Their coverage extends beyond the EU of countries. Reception is obtained through cable television, either CATV (Cable Television available from commercial companies covering sections or all of a community) or MATV (Master Antenna Television, which is localized cable in apartment houses or hotels). Obviously, satellite television has led to many changes regarding availability of television in countries that prohibit the use of this medium for advertising or which limit the times, days, and when during a program advertising can be used.

The markets reached by television in some countries are relatively small. Television advertising is especially useful for packaged consumer goods in which rapid technological developments and fashions or tastes play an important role in their selling. Television is especially helpful in demonstrating product benefits and conditions of their using. In mid-1990 there were 56 major commercial television channels in Europe and the end 2000 over 250 channels.

Some of the lesser developed countries have no television at all; and in some developed countries television is not available for commercial advertising of branded products. This situation is changing rapidly, however, as regulations are being liberalized, especially in Europe.

Radio can be an important advertising medium for products with a broad market. Radio is using more widely in Latin America than in Europe. In Europe, the radio medium seems to be of greater interest used in local and/or regional markets. The medium is of special importance in markets in which the literacy rate is low. Radio penetrates to the lowest socio-economic levels, reaching at low cost potential markets otherwise inaccessible.

Direct marketing can be a useful part of sales and advertising program. Direct marketing can take many forms — mail, letters, catalogs, technical literature, telephone, fax, Internet — and it can serve as a vehicle for the distribution of samples or premiums. A major problem in the effective use of direct marketing is the preparation of a suitable contact list or database. At the household level, for example, it should be recognized that there are big differences between countries in the levels/volume of direct marketing contacts, even within developed countries. Because response rates and effectiveness of direct marketing campaigns will differ between countries.

Last years Internet is becoming increasingly importance mechanism for directing marketing. The objectives of Internet advertising are usually local objectives (for example to inform customers where they can get the product, to announce a special sale, or to facilitate choice and paying goods and so on). At the same time, however, Internet can be a major tool for the international oriented company to use in reaching potential competitors and distributors. Obviously, Internet is today base of online advertising and because we will discuss about them more extensive.

3. Internet as a base of online advertising

The Internet is clearly more than a fad [2]. As penetration rates increase, we can certainly envisage «access to Internet» becoming as ubiquitous as access to the telephone and television—at least in the developed nations. Some would argue that the new electronic environment is really just a different context for existing theories, while others claim that the new environment requires a new set of theories adapted to the realities of a radically transformed marketplace. The evolution of the Internet parallels the evolution of other communication technologies, such radio, broadcast television, cable TV, and cellular phones. The initial means to access the new service usually come with a hefty price tag attached. Eventually the hardware and the service become very low priced and may even become totally free. Recently, we have seen computers and even full Internet access offered for free in exchange for advertising exposure. This is exactly the same model that we observed in broadcast media and are presently observing in cellular telephony.

Advertising on the world wide web is take place when an advertiser pays to place advertising content on another website. Each website is in itself and advertisement since it can inform, persuade, and remind customers about the company, its personal, products or/and services. However, a company website is not advertisement in the conventional sense since money is not exchanged to place the content

of the website on a medium owned by a third party. Numerous changes are occurring in advertising (such as the growth of the Internet and global television) are reflected in the advertising expenditures. In 2001, world advertising expenditures exceeded \$350 billion. The television market in the USA has stabilized and in Japan it has declined, but China and India are experiencing double-digit growths in advertising spending [3, p. 407].

According to a study by research giant Taylor Nelson Sofres, more than 90 percent of U.S. companies and 86 percent of U.K. firms are using the Internet for some type of advertising, marketing, sales, CRM, or support, London-based TNS found. In Singapore, Denmark, Japan and France, companies are less likely to be making the Internet part of their customer outreach. In Japan, about 60 percent of companies are using the online medium as a marketing channel — nearly double the 36 percent of companies that do so in France [4]. Advertisements placed on sites usually take the form of banner advertisements (these are so called because they are usually placed the top of the website). The banner advertisements can be targeted at a particular audience. Companies will pay for banner advertisements for two main reasons: 1) in the hope that the customer will click on the advertisement and then will be exposed to more detailed offer information on the company's website, 2) all visitors to a page will see an advertisement, either nothing it consciously or viewing it subconsciously. This may help do establish or reinforce a brand and company image. Amazon for example, advertised extensively on the Internet to help raise awareness of their brand.

Conclusion

The growth of new forms of mass communication, by satellite television and the integration of telecommunications, and computer systems, will in the future not only create new «buying systems» but will also increase the potential for the encouragement of a new cultural setting, which will reformulate the company's use of the advertising media.

The challenges to creating copy may be more complex in electronic markets than to on traditional markets. The Internet is a medium that combines all of components promotion mix (advertising, public relations, personal selling, sales promotion, and direct marketing) and it impacts on decreasing of the advertising expenditures.

Together with the increased harmonization of consumer demands for some products and the benefits of standardized products and services to firms, there is a strong move to global advertising campaigns.

International orientated companies today cannot prosper by advertising in traditional media but exploit the new medium. Today the

companies have to create online communities on the world wide web for their brands, and thereby to build new relationships with their customers that enable consumers to communicate with each other. Interactive online advertising will enable companies to sense market preferences more accurately and efficiently, overcoming the limitations of today's one-way communication methods.

Literature

1. Gerald Albaum, Jesper Strandkov and Edwin Duerr, International marketing and export management, 4th edition, Pearson Education Limited, London, 2002.
2. David R. Fortin, Ruby Roy Dholakia, Nikhilesh Dholakia, Emerging issues in electronic marketing: Thinking outside the square, Journal of Business Research, 55, 2002.
3. Lovreta Stipe, Menadžment odnosa sa kupcima, Data Status, Beograd 2010
4. Radosavljević Života, Tomić Radovan, Menadžment u modernom biznisu, Privredna akademija, Novi Sad, 2006.
5. Warren Keegan, Global marketing management, 7th edition, Prentice Hall International, Inc., New Jersey, 2002.
6. www.internetnews.com
7. www.nielsen-netratings

*Z. Radosavljevic, PhD,
M. Radosavljevic, PhD,
M. Andjelkovic, PhD,*

Faculty of Business and Law, Alpha University, Belgrade, Serbia

MENTALITY AS A FACTOR OF PERSONAL AND BUSINESS SUCCESS

ABSTRACT: So far, scientific and other research has indicated that the process of organizing affects a large number of internal and external factors. Because of that, different modes of organization arise, but different performance, as the goal of any organized group. Mentality is a specific factor that influences the design of organization and management, but also its performance. Mentality produces creative work, which is usually presented as creativity and innovation. Both are new ways to ensure higher quality of life and work of individuals and organizations. In these processes, people successfully realize visualization exercise, as a result of man's mentality.

Papers with the subject of mentality are scarce, and if it was investigated at all it was in a different context, i.e. procedures not