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**DEVELOPING THE INTERNATIONAL MARKETING PLAN
(on the basis of UNILEVER PLC)**

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ABBREVIATIONS

FMCG – Fast Moving Consumer Goods

HQ – Headquarters

HR – Human Resource

HUL – Hindustan Unilever

ILO – International Labour Organisation

MNC – Multinational Company

PLC – Public Limited Company

R & D – Research and Development

TNC – Transnational corporation

TNE – Transnational Enterprise

UK – United Kingdom

USA – United States of America

INTRODUCTION

Relevance of the topic. Globalization and communication technology have combined to create a wider market opportunity for firms all over the world to promote their products globally. Developing an International marketing plan is the main focus of this research. Hence, it is the object of research.

International marketing is defined as marketing on a worldwide scale or taking global operational differences, similarities and chances in order to reach global objectives. Managers around the globe are recognising the improving necessity for their institutions and corporations to improve the skills, suitability and knowledge to compete effectively in global markets. The development of a more open global economy, the globalisation of consumer specifications, and the continuous expansion of Internet connectivity around the world have all increased the interdependency and linkages of the global economy. The rising need for managers to improve the skills to respond to these pressures affects various companies of all sizes.

The fundamental objectives of this study is to discuss how Unilever as a multinational company have grown not only within their domestic corporate framework but also they have established new subsidiaries in host economies and by purchasing branches through mergers and acquisitions. Although, this all has been possible as the result of technological advancement, high rate of globalization, deregulation and alleviation of restrictions that have caused significant structural changes across the world.

Another relevance of this study is to understand the values and marketing strategy already put in place with respect to the development of international marketing plans, challenges and problems associated with entering emerging markets, and to make contribution why these strategies are implemented and carried

out in the way they are. Another important factor is understanding the global market which is also quite essential.

Purpose of research. The purpose of this study is to consolidate theoretical knowledge and proposal for the development of International marketing plan. Many multinational companies are involved in International marketing for increasing popularity and stance in the global market. Companies that started as domestic companies see the need to broaden their horizons by seeking new ways to enter into the International market and dominate. The ability to successfully carry out International marketing would help companies boost their economies at large and experience in the market would give them ways to overcome and tackle weaknesses.

Practical meaning. Experts proposed in this work can be used in practical and logical activities of the case company in the process of conducting and developing its International marketing plan. This will improve the effectiveness of conducting and developing marketing plan of the company.

The main tasks are:

1. To investigate essence of International marketing plan.
2. To analyse features of International marketing plan.
3. To conduct a methodological approach to developing International marketing plan.
4. To analyse the organisational characteristics of the case company which is Unilever PLC.
5. To make analysis of the International marketing plan for Unilever PLC.
6. To evaluate the effectiveness of the SWOT analysis for Unilever PLC.
7. To propose ways to overcome weaknesses of Unilever PLC for International marketing.
8. To find out the rationale for the improvement program of International marketing of Unilever PLC.

9. To organize processes for improving International marketing plan of Unilever PLC.

The Objective of this research is to know how possible or likely a company is able to develop International marketing plan by overcoming the weaknesses and utilizing it's strength in that particular area. Furthermore, the theoretical and practical aspect of International marketing would be broken down into segments and dealt with. In the process of developing International marketing plan, certain factors have to be considered for proper performance. The company's current marketing plan has to be looked into, so as to identify where improvement is needed and what to do for certain improvements. The possibility of developing International marketing plan depends on how useful the company's strength can be utilized.

The Subject of research focuses mainly on the fast moving consumer goods company Unilever PLC and analysing it's marketing plans and strategies for International marketing.

Informational base of the work consists of information gotten from wikipedia, textbooks, online articles and journals, and other press releases.

Methods used in this work are analytical methods by getting statistical analysis, using the company's data for SWOT analysis.

Structure of the work consists of introduction, three chapters, conclusion, references and appendix. The chapters have 3 subsections each; the list of references consists of 127, this work also include 6 figures, 14 tables, and 102 pages.

CHAPTER 1. THEORETICAL ASPECTS OF DEVELOPING INTERNATIONAL MARKETING PLAN

1.1. Essence Of International Marketing Plan

As with any other project, developing an international marketing plan requires in depth understanding of the patterns and progression of global marketing as a whole. International marketing has a considerably longer decision process than domestic marketing. Every company and organization that wants to compete effectively in the global market needs a very clear and targeted International marketing plan that is based on a deep grasp of the areas where the company is launching its products. The essence of developing an International marketing plan cannot be over emphasized and below is a few listed:

1. Bringing countries together for the purpose of commerce and encouraging large-scale, free trade among countries around the world, as well as economic integration among different countries in order to facilitate the globalization of trade. For instance, a free trade agreement (NAFTA) between Canada, USA and Mexico removed most of the barriers to investments and trade.
2. To facilitate and encourage social and cultural exchange amongst different countries of the world. For instance in a country like Nigeria we love to consume Mexican, Chinese, Italian food which is a fine example of socio-cultural exchange.
3. Creating and strengthening trade relations amongst nations which helps to maintain cordial relations among nations resulting in maintenance of world peace.
4. To aid developing countries in their economic and industrial development, thus closing the gap between developed and developing countries.

5. To improve people's lives and well-being in many places around the world. In addition, to assist countries affected by natural disasters and other emergency situations.
6. To ensure optimum utilization of resources (alongside surplus production) at global level.
7. To provide all countries engaged in International marketing with the benefits of a comparative cost advantage.
8. To promote global export commerce and to benefit all participating countries from it.

By minimizing trade obstacles, we can preserve International commerce free and fair for all countries.

The list above contains importance and why International marketing plan should be implemented.

An International marketing plan is a marketing strategy focused at increasing product sales and brand awareness around the globe. An International marketing plan is a document that identifies the product/or service's organization's primary goals, objectives, strategies, methods, and resources in the international market.

A marketing strategy that includes nations or areas outside of the United States is known as an international marketing plan. It's usually utilized to promote a product or a business opportunity to people in other countries.

Companies that are viewed as risky or foreign to the United States are targeted for international marketing. Companies can advertise their products and send product samples to overseas markets using this method.

International marketing plan can be of greater importance in different ways and medium. Few of these are highlighted below;

Product promotion. Keegan has identified the most significant component of marketing strategy as a combination of product and promotion mix standardization

or adaptation, and he recommends five alternative and more specific approaches to product policy: A single product, a single message all over the world. While many writers have suggested that various products will employ this strategy in the future, just a few products can claim to have done so already. Expansion of the product line, as well as changes in the promotion. While the product remains the same, this technique allows the promotional effort to be tailored to new client categories or to appeal to the preferences of specific regions. Product extension, promotion adaptation. While the product stays the same, this strategy allows for the adaptation of the promotional effort either to target new customer segments or to appeal to the particular tastes of individual countries.

Expansion of the product line, as well as changes to the promotion. While the product remains the same, this technique allows the promotional effort to be tailored to new client segments or to cater to the preferences of specific regions.

Adapting the product, extending the promotion: If a promotional effort has acquired International appeal, but the product needs to be changed according to local needs, this method is employed.

The corporation is taking a completely different approach by tailoring both items and promotions to each area. Invention of a product Product invention is used by companies that offer items to developing countries.

The brand is another important factor that is strongly linked to the product and promotion. The communications revolution and the convergence of cultures according to Anthony O'Reilly, Chairman of H J Heinz, have now set the ground for truly global marketing. The era of the global brand is rapidly approaching. Heinz wanted to expand its 9 Lives cat food brand and Morris the Cat emblem into Moscow, for example. Despite the fact that the brand is stable and popular in the United States, Dimitri Epimov, a local marketing manager in Moscow, conducted testing and research that led Heinz executives to make a marketing modification to

secure the product's success in Russia. For packaging, a fatter-looking Morris was designed. Another finding: whereas Americans have a tendency to treat their kitties with tuna, Russian cat lovers prefer to serve beef-flavored food..

For example, whereas Kentucky Fried Chicken (KFC) and McDonald's restaurants target everyday consumption for the general market in developed countries, they are seen as special-occasion eateries in less-developed countries, and are out of reach for the poorest sectors of the population. As a result, product positioning must differ in some dimensions. It is therefore vital to establish in the consumer's view exactly what the product stands for and how it differentiates from existing and potential competition by establishing an identity that verifies the product's placement in a certain market or region.

Pricing: The kind and degree of competition in distinct marketplaces also has a significant impact on pricing strategies. Pricing products in foreign nations is so complicated due to inflation in the exchange rate, tariffs, governmental intervention, and requirements of shipping. A common plan requires a marketer setting a cheaper price for their products in foreign markets. This strategy is in line with many foreign countries' low income levels, and the cheaper price aids in market share growth.

International Marketing's Seven Elements; There isn't much to explain about research, but there is a large list of things to verify. Is it permissible to use "cookies"? Are you able to establish direct comparisons between competitors? Are there any standards for labeling or disclaimers? In a new market, how will your target demographic's personal differ? What bandwidth costs and availability constraints prevent your target market from gaining access? Is email penetration sufficient, or will SMS prove to be more efficient? How "viral" is your target group's culture? Which search engines are the most effective (for this, use International Man.com contributor Bill Drake's recommended tool) and which local language keywords should you optimize? Which social media platforms are used by your target

personals? (Just because you, like many International Man readers, prefer anonymity and find “tweeting” inane, doesn’t mean your consumers do!)

Infrastructure refers to a dry set of administrative details that you’ll come to regret if you don’t take care of. Securing top level domains (TLDs) for your company and brands ahead of time (e.g., internationalman.ar, br,.cl,.co,.gt,.hn,.mx,.pa,.pe,.py,.sv,.uy, &.ve to complement.com as you enter LatAm markets) allows you to create local language microsites later, which are optimized for prevalent search engines in focus markets as well as the To avoid the misery of having your legitimate product detained in customs as counterfeit, make sure trademarks are registered (in your company name, not a local agent’s).

Packaging (label language, no “gigantic” club-store packs are sold in typical emerging markets, refrigeration/distribution infrastructure is often primitive), formulation (scents, voltage, colors), labeling (regulatory differences are significant), and even suggested use/application must all be localized.

Marketing localization is where the black magic of international marketing is used, and it’s here that you’ll either harness or squander your chance to meet local cultural expectations while still capitalizing on the cachet that “Made in America” still has in many countries. Localization concerns include colloquially suitable translation (not verbatim, but rather customized message), appropriate imagery, color selection, fonts, and even output size (e.g., US letter vs. A4). To avoid the ‘nova’ and ‘mist’ blunders, your brand names should be reviewed not only for explicit concerns, but also for ‘sounds like’ conflicts in local languages. The messaging and marketing materials must be adequately adjusted for the local market – virtually as part of the localization process.

Inbound marketing on a global scale is just SEO on steroids. The methodology is based on a number of factors:

Buyers are becoming more informed. They are bombarded with marketing communications and engage in 'selective consumption,' only responding to marketing invites on rare occasions. When people need information, however, they use the internet to find a solution rather than visiting an on-line brochure (as most websites do).

Google is getting smarter. Relevance and authority are used to rank sites that provide solutions. A variety of factors influence them, but "content" is becoming increasingly important. Content is high-quality information (blog posts, eBooks, whitepapers, videos, etc.) that is updated on a regular basis and speaks directly to "long-tail" keywords, such as "international personal asset diversification" vs. "diversification."

Although traffic used to be cool, it now has little fundamental value as a statistic. You must, without a doubt, enhance traffic on a regular basis. This is aided by SEO, social media, and blogging. However, before traffic becomes useful, it must turn into leads. Prospects aren't quite ready for a sales pitch, but they are interested. That enthusiasm (as well as the relationship with your firm) must be cultivated. This can and should be done automatically with more material that drives them through a sales funnel.

So, the purpose of your website (at least the marketing front end) is to convert visitors into leads and collect some basic information in order to start building a relationship. Your inbound marketing program's goal is to have a metric-rich platform that allows you to constantly alter the process.

Inbound marketing has a variety of advantages, including a cheap relative cost and a unique match with the way people nowadays study products and services.

Inbound marketing, in its international version, entails localizing the strategy (keywords, content, inbound links, and other tweaks) so that customers in potential

markets may find you... and find you accessible... by searching in their own language, on their own local search engines.

Outbound marketing refers to the methods you'll employ to broadcast your message as you start to establish a following in a target market (email, SMS, infomercial, etc.).

There are a lot of processes and nuance layers. It's not intuitive, and the requirement to iterate in one market (or at least region) after another is the most difficult part.

The payoff, on the other hand, is a much larger return on your investment in internationalizing your company. Consider it "juicing" the returns while also lowering the risk.

For these reasons, it is important to recognize at the outset that the development and implementation of pricing strategies in international markets should follow the following stages (Fig.1.1).

The responses of customers and competitors is perhaps the most important issue to consider when developing a pricing strategy in international markets. Nagle has proposed nine characteristics that determine client price sensitivity, all of which have relevance for international marketers.

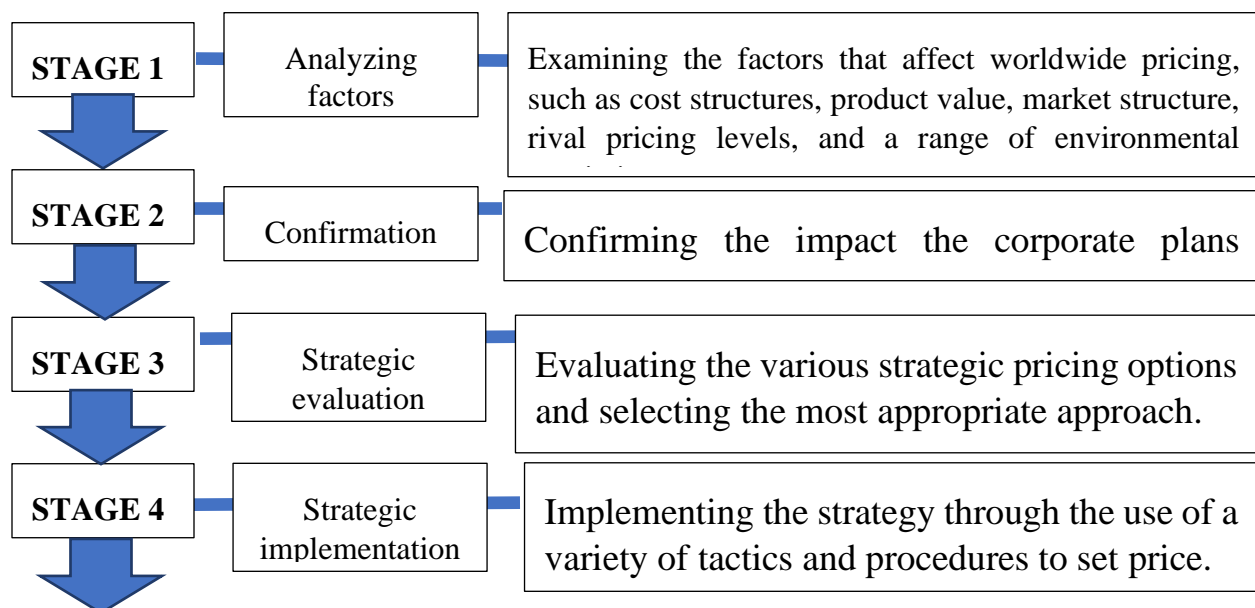




Fig. 1.1. Stages of implementation of pricing plans

Source: made by author

Price sensitivity reduces:

- The more distinctive the product is,
- the greater the perceived quality, the less aware consumers are of substitutes in the market;
- if it is difficult to make comparisons;
- if the price of a product represents a small proportion of total expenditure of the customer;
- as the perceived benefit increases, if the product is used in association with a product bought previously;
- if costs are shared with other parties;
- if the product cannot be stored (Fig1.2).

How can the corporation coordinate prices across several markets while still making the required profit? The difficulty in answering this question has resulted in two major issues. Many issues in the international economy revolve around pricing. Firms usually strive to coordinate and regulate prices across all of their activities in order to achieve successful financial performance and targeted price positioning.

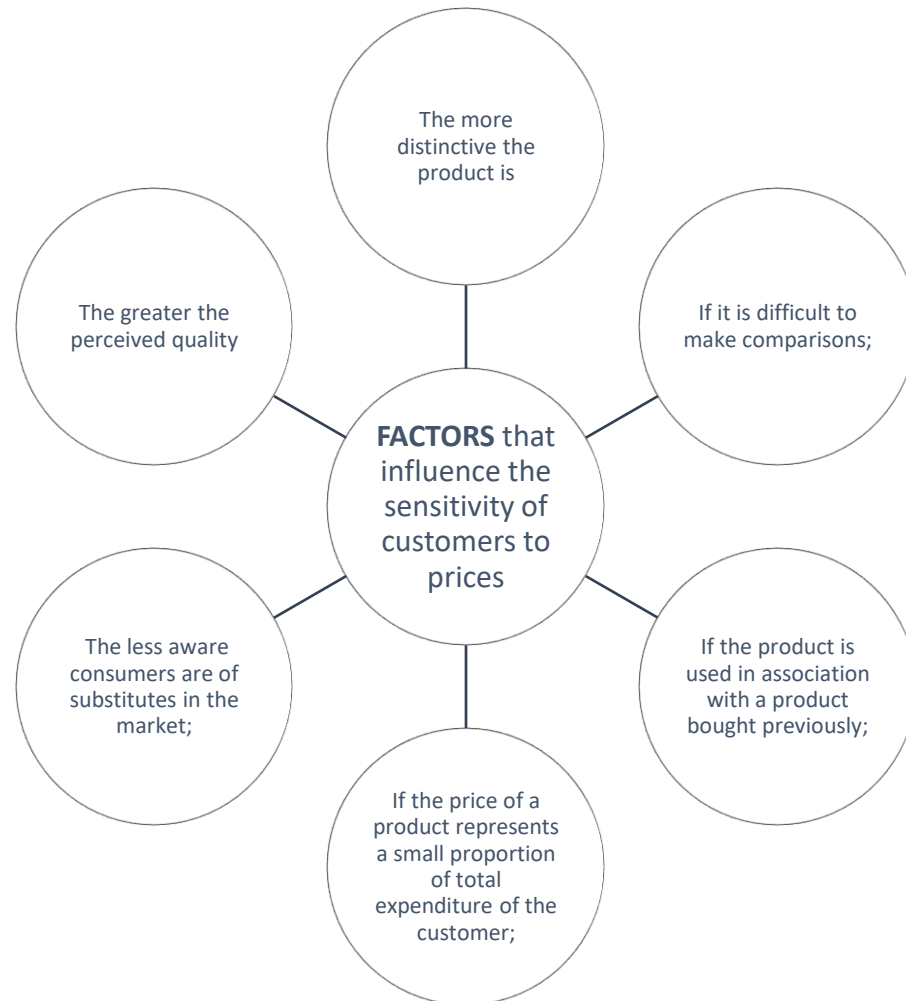


Fig. 1.2. Factors that influence customer sensitivity to prices

Source: made by author

Dumping (when a company sells a product in another country for less than its local price or true costs) is often used to improve a company's market share by pricing at a competitive level. Another reason is that the products being sold may be surplus or cannot be sold domestically, putting a strain on the business. Companies use a gray market approach when they price their items very high in some nations but very low in others.

More Factors affecting price sensitivity ;

Product type: Some goods, particularly those that people require on a daily basis, such as milk, bread, meat, fruits, and toothpaste, are more sensitive than others. You can be sure that these will always be in demand, regardless of the economy. Nonetheless, in difficult times, people try to get the greatest deal on these necessities, which leads to increased sensitivity. Some commodities, on the other hand, are less important, and their demand is determined by factors such as quality, style, or brand (for example, expensive cars or luxury clothing).

Reference price: Customers, as you may know, frequently compare items and weigh all options in order to select the best product with great quality and a fair price. When acquiring items, customers consider the amount of money they are willing to spend for the product's quality and the benefits it can provide. If the price of your items is far higher than the estimated price your customers have in mind, they will not consider these products. As a result, they will have a high price sensitivity.

Switching costs: In most circumstances, when a client switches providers, he or she must pay a new on boarding cost. However, this isn't the major issue. Frequently, people consider the dangers of making this decision. Consider the case where a consumer considers switching from a well-known brand that has served them dependably for years to a newcomer to the market. After all, a consumer is more likely to continue with a well-known brand in order to prevent any potential problems that a new brand may bring.

Product uniqueness: If you're lucky enough to receive a one-of-a-kind product that none of your competitors have, you can raise the price and customers will bear it. For example, healthcare or medicine that is unique to your organization. Furthermore, if these products have a strong relationship with your brand, people will not compare your products to the alternatives. It's impossible, for example, to replace a pair of Adidas sneakers with a generic pair. It is, however, simple to swap a loaf of bread from store A for one from supermarket B.

Ease of comparison: Price sensitivity will be high if your product is easy to compare to other products because it lacks any unique features. Remember that differentiating your items and convincing buyers to choose your brand over your competitors' is vital. This will allow you to build a strong brand that will be difficult to compete with, and buyers will choose you based on quality, pricing, or unique product characteristics.

Brand's fairness: Price sensitivity is influenced by the fairness of your brand, according to studies. Consumers are frequently aware of the inequity that typically results from price discrimination methods. While increased prices are necessary for profit maximization, they might have a negative impact on your clients, resulting in a decline in sales. Instead, consider presenting high-quality products at reasonable pricing.

A gray market, also known as parallel importing, is a situation in which products are sold through unofficial means. When people buy products from a manufacturer's authorized retailer in a lower-cost country, ship them to a higher-cost country, and then sell them for less than the manufacturer's indicated price through unauthorized merchants, they create a gray market. How can the corporation coordinate prices across markets while still making the required profit? The difficulty in answering this question has resulted in two major issues.

Many issues in the worldwide market revolve around pricing. Companies frequently struggle to coordinate and regulate prices across all of their activities in order to achieve successful financial performance and targeted price positioning.

Dumping (when a corporation sells a product in another country for less than its local price or true costs) is frequently used to increase a company's market share by pricing at a competitive level. Another reason is that the products being sold may be surplus or cannot be sold locally, putting the company under financial strain.

Companies use a gray market approach when they price their items very high in some nations but very low in others.

A gray market, also known as parallel importing, is a situation in which products are sold through unofficial means. Individuals acquire products from a manufacturer's authorized retailer in a lower-cost country, ship them to a higher-cost country, and then sell them for less than the manufacturer's indicated price through unlicensed shops. Getting money in the required currency from less developed countries, on the other hand, can be costly and complex.

Distribution and logistics. The methods/pathways by which items are distributed from the manufacturer to the end-user are known as distribution channels. Logistics, often known as physical distribution management, is the process of planning, implementing, and controlling physical flows of materials and finished commodities from point of origin to point of use in order to meet consumer needs while making a profit. Between the seller and the buyer, there are basically three paths. The first link is the seller's headquarters organization, which is in charge of overseeing the channel and also works as a part of it. The second link is made up of channels between countries. They are in charge of delivering products to international markets and receiving cash in exchange. Finally, the third link is the country's channel structure (logistics), which distributes items from point of entry to end customer.

Several uncontrollable elements have an impact on distribution strategy in international markets. First, the structure of wholesaling and retailing varies greatly from one country to the next. Likewise, the level of service delivered matters. Retailer differences in size and nature are even more obvious. Retailers more accurately reflect a country's economic and cultural characteristics; most of these countries have a large number of small retailers. Physical distribution of products over a large area necessitates further planning. Many countries lack proper docking

facilities, restricted motorways, different train track gauges, insufficient cars, and insufficient warehouses. The availability of acceptable warehousing, as well as the costs of shipping in small quantities, must be considered while managing product inventories. International marketing is so important to boost every company's international image, which some of the reasons are listed below:

Improves concentration. International marketing sharpens the focus of a company's marketing message. Brands can display more intentionality in their marketing selections because every marketing message, media advertisement, and media channel is chosen based on extensive market research.

More marketing personnel and expertise. In contrast to global marketing, when all decisions are made by staff at the company's headquarters, international marketing often requires the hiring of more marketing personnel and research teams. The obvious disadvantage is the additional wage expense, but for the most part, the additional employees free up HQ marketing personnel to focus on managing and strategizing rather than executing the marketing plan.

The power of a brand. The influence of a brand. One of the most significant components of international marketing is establishing brand authority in a variety of markets. The distinction between brand awareness and brand authority is critical to understand. Assume a well-known American corporation starts distributing its messages to several countries. Just because Brazil sees their advertisement frequently does not mean it is relevant to their circumstance. As a result, while the company's brand awareness may increase, its brand authority stays low in Brazil and only high in America. It all comes down to market study and specialization in each foreign country. A deeper understanding of a culture, a tailored message, and a country-specific marketing strategy all contribute to greater brand authority.

The challenge of international marketing here to ensure that any international plans has the discipline of thorough research, and an understanding and accurate evaluation of what is required to achieve the competitive advantage (Fig. 1.3.).

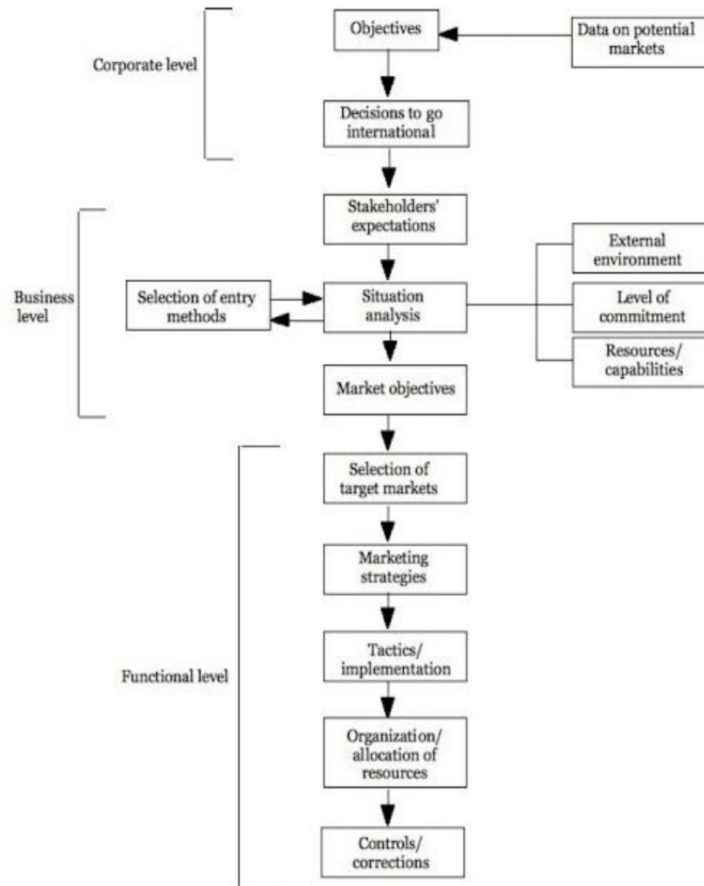


Fig. 1.3. Various levels of International marketing plan

Source: made by author

The executive level. Starting at the corporate level, organizations determine whether or not to participate in international markets and how much money they are willing to invest. The strategy that is required to attain the defined objectives should establish the level of resources that the organization is willing to commit. This stage, on the other hand, is primarily concerned with international market analysis. The outcomes of the analysis will be compared against the company's goals to make

decisions. These goals, in turn, will be shaped by the numerous motivational elements outlined in previous parts.

The level of business. The assessment of the board of directors involved in the firm is the starting point for business-level issues. Because the board sets the parameters by which the organization operates, it is critical to properly identify the various boards of directors, understand what they want, and assess their power. In foreign marketing, it's especially crucial to meet the host company's board of directors' concerns. It's also crucial to assess the organization's ability to be flexible, adaptive, and proactive, as these qualities are required for success in today's highly competitive and fast changing environment. The scenario analysis necessitates a thorough assessment of the factors that influence a company's capacity to successfully advertise its products. As a result, a realistic set of goals emerges. Conducting a situation analysis in a global context is a little more involved. It comprises not only the standard examination of external environmental conditions and resources/capabilities, but also some level of commitment displayed by the firm, as well as possible entry strategies.

However, external circumstances, as well as resources and competencies, have an impact on the level of commitment and method of admission. The latter examines not only the company's shortcomings, but also its strengths, which are sometimes overlooked. This is especially significant in international markets; for example, client brand loyalty may be much higher in some areas than in others, and items may be nearing their end of life in the native market but appropriate for less sophisticated markets. When it comes to overseas markets, environmental considerations have undoubtedly gotten the most attention from marketers. The level of functionality. Following the establishment of corporate and commercial objectives, the corporation can now construct a thorough program of functional operations to meet the objectives. Each of the functional parts (for example, finance,

human resources, and research) must be evaluated together, following the integrated approach used throughout this text. If human resources can't recruit and train the right staff, or if research can't change the product to make it acceptable to consumers in another country, then the strongest international marketing strategy will fail.

Finally, the degree of standardization or customization required for this coordination between company operations is determined by the market entry strategy used and the degree of uniformity or customization desired. After considering the integrated at the function level, integration of the marketing combined elements should also be considered.

To summarize, we can say that this part describes essence of international marketing which includes factors to be considered when developing International marketing plan. The factors talk about product promotion, pricing and distribution logistics. The importance of the topic is also talked about in a list. The various levels of international marketing plan which consists of the corporate level, business level and the functional level.

1.2. Features of developing International marketing plan

Details about each country where your organization wishes to offer products or services are needed to create an efficient international marketing plan. Many components of an international marketing strategy resemble those of a local marketing plan, but the similarities end there. For example, marketing penetration targets or brand recognition goals may be included in the objectives section, but they must be balanced against a comprehensive examination of each country's local situation.

The marketing strategy is crucial for companies, to develop a company plan, but it must also be suitable for the international market. Everything you do in overseas markets should be covered in the marketing plan. Product development, distribution, customer acquisition and retention, branding, and networking are all part of this. It should also contain research on rivals, consumer trends, and target markets, as well as the viability of your company strategy in various countries and areas. The diagram below explained the minimum content for an international marketing plan. (Fig. 1.4).

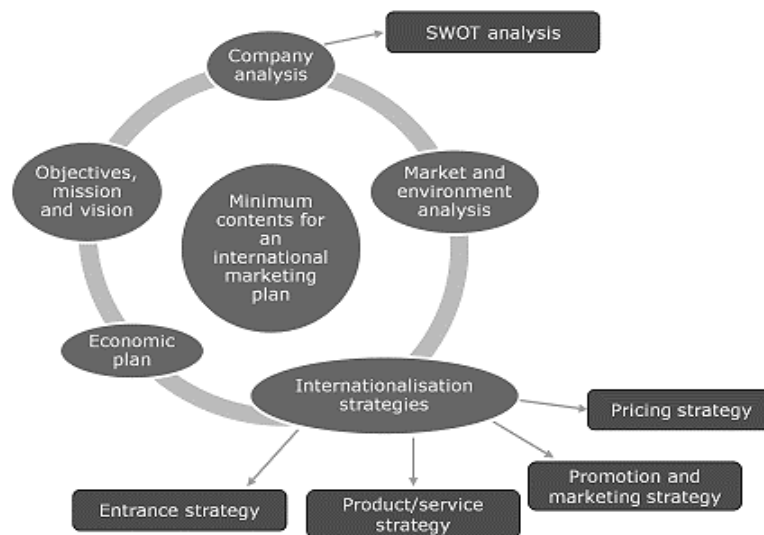


Fig. 1.4. Contents of International marketing plan

Source: https://ec.europa.eu/growth/sectors/tourism/business-portal/internationalisation-tourism-businesses/marketing-your-tourism-company-internationally_sk

From next table we can see that International marketing is good but come with some threats which can be severe if the case company doesn't have enough strengths to tackle them. Competition is a key feature of International marketing (Table 1.1.).

Table 1.1.

Features of an international marketing plan

FEATURES	DESCRIPTION
BROADER MARKET IS AVAILABLE	A large platform for marketing and advertising products and services is available. The market is not restricted to a specific local market or to people who live in a specific location, region, or country, but is open to everybody. It can be actively participated in by people from many countries with various cultures and traditions.
REQUIRES BROADER COMPETENCE	The international market necessitates greater experience, specialized managerial abilities, and a broader range of competencies to cope with a variety of settings and scenarios, such as changes in government strategies, public perception, and many other aspects.
INVOLVES AT LEAST TWO SET OF UNCONTROLLABLE VARIABLES	We refer to uncontrollable variables as geographical and political aspects that exist in many countries. At the global level, all businesses must deal with unpredictable elements from many countries. A corporation must learn to deal with these factors when doing business worldwide.
INVOLVES HIGH RISK AND CHALLENGES	International marketing offers its own set of advantages, but it also has its own set of dangers and challenges. Political factors, regional and cultural variations, shifting fashion trends, an unexpected war situation, changes in government rules and regulations, and communication barriers are all examples of these impediments.
COMPETITION IS INTENSE	In the worldwide market, competition is fierce because global organizations must fight with competitors both in their own countries and in distant lands. Because the conflict is between rich and developing countries, both have different standards and are unequal partners, competition is fierce.
LARGE-SCALE OPERATION	Large-scale enterprises necessitate a significant quantity of personnel and capital to meet necessities like transportation and warehousing.
SENSITIVE CHARACTER	International marketing requires a great deal of sensitivity and flexibility. Political and economic issues have a significant impact on market demand for a product. These factors can both increase and diminish product demand. In reality, a competitor's deployment of sophisticated technology or the debut of a new product by another competitor may have an impact on the global selling of a particular firm's product. The use of the internet and social media for advertising has accelerated the expansion of worldwide marketing. Globalization is undergoing a significant transformation, opening up new opportunities for worldwide marketing. Due to a number of significant variables, international marketing has expanded its capabilities.
INTERNATIONAL RESTRICTIONS	Different tariff and non-tariff limits must be adhered to in the worldwide market. Because different countries have distinct legislation, these restrictions are regulated. Tariff barriers are generally respected by all nations. All imports and exports between countries engaging in international marketing are subject to foreign exchange restrictions.
DOMINATION OF MULTATIONALS AND DEVELOPED COUNTRIES	This is owing to their global presence. All of their company operations are run efficiently and effectively by these groups. They are in a secure position, and their worldwide strategy allows them to fit into the international marketing environment.

Source: made by author

The following are some of the factors that have influenced the growth of worldwide marketing:

Export is the trading of goods and services from one country to another by advertising them on social media and according to both the home country's and the other country's rules and regulations. Exporting, in a nutshell, is the process of transporting goods and services from one country to another.

Import refers to the purchase of goods and services from a third party across national borders.

Re-export is the export of foreign commodities in the same condition as when they were first imported, directly to the rest of the world, from the free circulation area, premises for inward processing, or industrial free zones, and from customs warehousing or commercial free zones.

Formalities and marketing procedures — Distinct countries have different laws and policies, which makes international marketing more complicated and time-consuming. Exporters and importers are required to follow all licensing, foreign exchange, customs duties, and goods clearing requirements and procedures. For all participating countries, these policies, rules, and laws are Nostratic. As a result, it is critical to be well-versed in the procedures and legalities before plunging into the enormous world of international marketing.

Trade embargoes and their consequences – A trade block is formed when multiple countries actively participate in marketing operations. EU, LAFTA, ASEAN, EFTA, and CACM are among the blocs. Trade barriers should be dismantled because they stifle the progress of open global trade.

Commercial policies and their consequences – Countries involved in worldwide marketing develop their own commercial policies to meet their needs. Different countries' policies influence the worldwide market's commercial environment.

International marketing research is essential since it works with marketing on a wider scale and allows for more effective study.

International market research serves as a foundation for product planning and development, as well as the introduction of sales marketing strategies. Research necessitates a thorough understanding of the target market's ins and outs, as well as customers' demands and requirements, purchasing behavior, and market competitiveness. International market research serves as a foundation for product planning and development, as well as the introduction of sales marketing strategies.

Next we will make analysis of most common advantages and disadvantages of International marketing plan.

International marketing, on the other hand, has a significant impact on both the economy and the organization itself. There are a number of advantages to international marketing, some of which are stated below: Assists in the attainment of a higher quality of living. International marketing ensures a high level of living and prosperity for inhabitants of countries who participate in it. Goods that cannot be produced in the home country owing to geographical limits are produced in countries that have an abundance of raw materials and have no production restrictions. Ensures resource utilization is sensible and optimal. One of the key advantages of international marketing is the logical allocation of resources and assuring their best utilization on a global scale. It invites all nations to export whatever surplus they have. Raw materials, crude oil, consumer products, and even machinery and services are examples. Rapid industrial development. The worldwide market creates demand for new goods. The industrial economy grows as a result of this. International marketing directs a country's industrial development. For example, new career prospects, optimal use of natural resources, and so on.

Comparative cost advantages. International marketing guarantees that all participating countries benefit from lower costs. Through international marketing, these countries gain from the division of labor and specialization at the international level. International collaboration and world peace are two of the most important

goals of the United Nations. Trade relations developed through international marketing bring all nations closer together and provide an opportunity for them to resolve their problems through mutual understanding. As a result, countries are more likely to collaborate with one another. As a result, a cycle is created in which rich countries assist poor countries in their developmental operations, reducing economic inequities and technological gaps. Allows for cultural interchange. International marketing allows people from all over the world to interact socially and culturally. Along with the goods, current trends and fashion in one country are passed on to another, resulting in the development of cultural ties between countries. Cultural integration has thus been realized on a worldwide scale. More efficient use of surplus production. In international marketing, surplus goods generated in one country are transferred to other countries that require the goods. As a result, product interchange between exporting and importing countries serves the needs of both parties. This is only conceivable if all participating countries make effective use of surplus goods, services, raw materials, and other resources. In a nutshell, the key benefits of international marketing are the efficient exploitation of excess domestic production, the introduction of new varieties of products, an improvement in production quality, and the promotion of cross-national cooperation. Foreign exchange is readily available. International marketing makes foreign exchange more readily available for importing capital goods and sophisticated technology.

Foreign exchange is readily available. International marketing makes foreign exchange more readily available for importing capital goods, modern technology, and other items. The foreign exchange produced from exports can be used to fund essential imports. Expansion of the tertiary education industry. International marketing encourages economic development by encouraging the export of goods from one country to another. International marketing is used to enhance infrastructure facilities. It indirectly facilitates the usage of transportation, banking,

and insurance in a country, resulting in further economic benefits. In the event of an emergency, you will be eligible for additional benefits. When a country is hit by natural disasters such as floods or famines, other countries in the world market step in to help. The foreign market provides an emergency supply of goods and services to meet the calamity-stricken country's urgent needs. Only a country with a surplus of imports can facilitate this distribution. Because domestic marketing is less profitable than international marketing, a company that exports goods to other countries makes a significant profit. The profit made through exports in international marketing might compensate for a company's loss in domestic marketing. Exporting items to other countries can help you earn foreign currency. As a result, the profit produced can be used to import needed items, new machinery, and technology, among other things. This would make large-scale exports even easier in the future. Increased sales. International marketing aids businesses in increasing sales by presenting them on a global scale. It gives businesses access to a larger global market and allows them to engage with a huge number of clients. This enhances the company's sales volume and overall profitability. Costs are kept to a minimum. It assists businesses in lowering costs by creating big volumes of items. Companies that deal on the international market carry out their activities on a huge scale, allowing them to achieve cost competency in both the national and international markets.

Improve Living Conditions. International marketing aids people from other countries in improving their lifestyles. People can readily obtain high-quality goods from foreign companies that are not created in their local country. It acts as a marketplace for well-known businesses to sell their wares in a variety of countries. **Make work for yourself.** It creates job prospects both in the home country and in the host country. International marketing necessitates big-scale operations on the part of businesses in order to meet the expectations of a vast audience. Companies hire a

large number of people in order to carry out their tasks effectively. Rapid Industrial Development. International marketing contributes to the country's rapid industrial development. It increases the scale of operations of industries by creating demand for new items. International marketing also guides various infrastructure facilities such as transportation, insurance, and banking, all of which contribute to the national economy. In Case Of An Emergency, Benefits International marketing offers distinct advantages to countries that are experiencing a crisis. When a country is harmed by natural disasters such as drought or flooding, it seeks assistance from other countries on the worldwide market. The worldwide market facilitates the emergency supply of all commodities and services to meet the immediate demands of citizens in such countries. International marketing's drawbacks include: Differences in culture. Due to differing cultures and conventions around the world, international marketing has numerous challenges. Each country has its own set of customs, traditions, lifestyles, languages, and tastes. It is possible that businesses will have difficulty selling their items at times.

High levels of competition. Due to the presence of numerous competitors, the level of competitiveness in international marketing is extremely high. Companies entering the international market must fight against both domestic and international brands. Restriction by the government International marketing is subject to a number of government-imposed rigorous laws and regulations. Import and export of goods are subject to hefty taxes and levies, which have a negative impact on company profitability and viability. It might be challenging for businesses to comply with all of the rules and regulations in the host country. Situations of War. Tension and a warlike condition among states have a negative impact on international marketing. It is determined by diplomatic relations between countries and lasts as long as these countries are amicable. If tensions arise in the host country, businesses may suffer significant losses and may be forced to shut down completely. Issues with distance.

In international marketing, a large geographical distance between nations is a big drawback. Companies must expend a lot of resources to serve customers in far-flung locations. Companies face a difficult problem in supplying fresh and perishable items to far-flung countries.

To discuss further, International marketing with faced with several problems. International marketing is not as easy as domestic marketing. International marketing environment poses a number of uncertainties and problems. As against, national markets, international markets are more dynamics, uncertain, and challenging. Especially, cultural diversities and political realities in several nations create a plenty of barriers that need special attention. In the same way, geographical constraints cannot be totally undermined. Widespread terrorism has created a new threat to international trade.

Though the world is advancing in terms of information technology, innovative and superior methods of organizing marketing efforts (like horizontal, organisation, network organisation, virtual organisation) global efforts for smooth international trades, and so forth, yet international marketing is not that much easy to pursue, it has become a challenge to accept.

Tariff Barriers: Import taxes and tariffs are referred to as tariff barriers. While selling items in host countries, marketers from guest countries find it difficult to make adequate revenues. Strategic tariff policies that restrict international marketing efforts are sometimes established to prevent imported products and/or promote native ones. Traders face uncertainty when it comes to international trade due to frequent changes in tariff rates and varied tariff rates for distinct product categories. Exporters face difficulties as a result of anti-dumping levies and defensive methods imposed on imports.

Administrative Policies: Both in guest and host nations, bureaucratic rules or administrative procedures make international (export and/or import) marketing more difficult. Some countries have excessively long requirements for exporters and importers to complete. Unfair transactions to clear formalities/matter cause a slew of issues for several international players. International marketers must familiarize themselves with the legal requirements of numerous jurisdictions in which they wish to conduct business.

Considerable Diversities: Different countries have their own culture and civilization. They present particular challenges for multinational marketers. In terms of demands, interests, habits, languages, expectations, buying capacity, buying and consuming patterns, and so on, global clients demonstrate significant cultural and socioeconomic diversity. Understanding and incorporating the social and personal traits of customers of various ethnicities is a genuine task. It is more difficult to comprehend the behavior of clients from other countries as compared to local and domestic markets.

Similarly to local markets, designing and modifying marketing mix over time for overseas markets appears to be more complex. More data and effort are required for market segmentation, product creation, pricing, and distribution. It is a difficult undertaking to promote products in international markets. Preparation and delivery of messages through appropriate media. For multinational corporate actors, linguistic and religious diversity is a major barrier. The world's languages number in the thousands. China has the highest percentage of native speakers (20%), followed by English (6%), and Hindi (4%). (5 percent). Despite this, English is widely accepted as a worldwide business language.

In global business, English-speaking countries can contribute the most (40 percent). Religious differences appear to be tough to deal with since they influence people's needs and desires. At the moment, Christianity is the world's largest

religion (1.7 billion), followed by Islam (1.0 billion), Hinduism (750 million), and Buddhism (500 million) (350 millions).

Political Instability or Environment: Distinct political systems (democracy or dictatorship), different economic systems (market economy, command economy, and mixed economy), and political volatility are all major obstacles for international marketers. International marketers face opportunities and problems depending on the political climate in their respective countries.

Varied governments have different priorities, beliefs, and methods to international trade. They may take a conservative (protectionist) or liberal approach to international trade. Political tactics of dominating nations, in particular, have a greater impact on international marketing efforts. The global political environment's long-term trend is unpredictable and ambiguous. Different countries' economic policies (industrial policies, fiscal policies, agricultural policies, export-import policies, and so on) have direct effects on international commerce. International traders face insurmountable hurdles if these policies are drastically altered. When working with international markets, it's important to pay specific attention to the international political and legal climate.

Place Constraints (Diverse Geography): Trade in far-flung foreign countries is inherently challenging. It's especially difficult when it comes to perishable goods. Exporting and importing goods by water, as well as arranging arrangements for effective sales, takes more time and poses greater hazards. Marketers must be more cautious when segmenting and selecting overseas markets.

Exchange Rate Variations: Every country has its own currency, which can be exchanged for the currencies of other countries. Every day, currencies are traded, and rates are constantly changing. The Indian Rupee, European Dollar, US Dollar, Japanese Yen, and other currencies are appreciated or depreciated against other currencies on national and international markets. In the event of unusual and

unexpected movements (ups and downs) in currency/exchange rates between two countries, major settlement issues arise.

Norms and Ethics Challenges: Ethics refers to the moral principles, standards, and conduct norms that regulate the behavior of individuals and businesses. They are mirrored in formal laws and regulations to a significant extent. Different codes of conduct exist in various parts of the world, which must be followed by every international business player. However, as a result of globalization, some universal ethical principles have emerged. Another problem with business ethics is corruption. Terrorism is a worldwide issue and problem. Terrorists lure people all over the globe, and people all over the world live in constant fear of them. International trading is not monetarily risky, but it does pose a risk to one's life. Racism also has a negative impact on international trade.

Other Challenges: In addition to these issues, international markets face numerous challenges, including: a. Changing ecological environments and global warming; b. Differences in weather and natural climates; c. Inappropriate or insufficient role of international agencies supporting and regulating international trades; d. Natural and man-made disasters; e. Differences in currencies, weights, standards, measures, and marketing methods; and f. Protectionist approach of some countries.

To summarize, we can say that in this part we made analysis of features of international marketing plan with the pros and cons of it. International marketing has good and bad side though all are features of it. The factors to be considered when venturing into International marketing are also highlighted i.e what to think about before entering into the market. The key factors are import and export exchange and also research. Moving forward, also discuss the advantages and disadvantages of International marketing. The advantages of this topic seems to be more than the disadvantages which makes it look very interesting.

1.3. Methodological approach to developing International marketing plan

In next table we were able to deduce that there are some certain approach and methods to carry them out for International marketing plan (Table 1.2.).

Table 1.2.

Methodological approach of developing International marketing plan

#	STEPS	HOW TO APPROACH
1	<i>SET OBJECTIVES</i>	The simplest way to set Objectives is to create a vision statement which is the long term plan of the company. When setting objectives, SWOT analysis can be very helpful. It gives the company opportunity to identify it's strength and weakness, it's opportunity and threats. This analysis helps for important insights and good planning for the nearest future.
2	<i>DO RESEARCH</i>	Companies, even small ones, must do market research and analysis due to the fact that research is the heart of a marketing plan. Not having this research will result in a failed marketing strategy. Research is needed to understand who the customer is, and define the company's target.
3	<i>DEFINE STRATEGIES</i>	In defining strategy, the following research questions should be answered <ul style="list-style-type: none"> • What would be the position of this company against other companies? • Which market should be the target for the achievement of objectives? • What's pricing strategies would be used to meet goals?
4	<i>OUTLINE TACTICS</i>	The tactics is useful to answer the "what's" in the marketing plan. What the company should do to meet certain goals and objectives. A forecast should be designed, and detail each tactic used. Determine how each part of the marketing mix will improve sales, increase volume, or meet market needs. Also determine how each tactic will affect budgets or any other financial figures.
5	<i>BUILT IN MEASUREMENTS</i>	How the marketer determines which tactics are working and which are not is called Measuring. Units of measurement could be online analytics or an increase in sales. Anything that can be measured is valuable to the marketing plan
6	<i>DEVELOP THE PLAN</i>	When writing the plan, how it would be implemented should be imagined. Employees should be assigned to help with implementation. If the marketing plan involves advertising or promotions, vendors should be enquired from if they are willing to help.
7	<i>IMPLEMENTATION OF THE PLAN</i>	Writing and implementing the plan is the key to setting and meeting marketing goals. It is important all the energy put into the marketing plan is not for naught.

Source: made by author on [17,]

The 3 analysis tools for strategic international marketing plan are the SMART, SWOT and SOAR analysis.

SWOT analysis includes analysing strength, weakness, opportunities and threats. Identification of more strengths than weaknesses of your organization. Keep in mind that research and experience show that, “focusing on the strengths of individuals and organizations is much more powerful and effective than dwelling on deficiencies”.

SWOT Analysis is a tool that can assist you in analyzing what your organization does best right now and developing a successful future strategy. SWOT can also reveal aspects of your business that are holding you back or that your competitors could take advantage of if you don't protect yourself.

A SWOT analysis looks at both internal and external issues, or what's happening inside and outside your company. So you'll have some control over some of these elements and others won't. In either scenario, the best course of action will become clearer once you've identified, recorded, and analyzed as many variables as possible.

SWOT may appear straightforward, but when applied thoughtfully and cooperatively, it may disclose a lot. For example, you may be well aware of some of your organization's strengths, but you may not realize how unreliable those strengths are unless you record them alongside vulnerabilities and dangers. Similarly, you may have legitimate concerns about some of your company's flaws, but by going through the research step by step, you may uncover an opportunity that could more than compensate.

SMART analysis consists of specific,” “measurable,” “achievable,” “relevant,” and “time-bounded” planning. SMART objectives are important for strategic planning since they focus on the effectiveness of the organization. Goals and objectives that are clear, efficient, and effective will transcend the organization

and inspire management and employees to follow suit. Service delivery, human resources and resource development are three major areas to be considered to achieve the goal.

The following are examples of SMART objectives: Specific: Well-defined, unambiguous, and well-defined

Measurable: Using defined criteria to track your progress toward achieving your goal.

Achievable: Attainable, but not insurmountable.

Practical: Achievable, realistic, and relevant to your life's goals

Timely: With a well-defined timeline that includes a start and finish date. The goal is to create a sense of urgency. SMART Objectives are a set of objectives and goals that are set in motion by parameters and provide structure and tractability. SMART goal setting establishes a verifiable path toward a certain goal, complete with distinct milestones and an anticipated deadline for completion. "SMART" is one of the most commonly used words in today's modern, technology-driven environment.

Because of its great efficiency and objectivity, this word is frequently employed in a variety of sectors. The SMART technique is also a very practical resource that may be a lifesaver for those working in competitive industries such as marketing, sales, advertising, market research, and so on.

Many everyday products, such as phones, televisions, and other electronic devices, have this word prefixed to their names, such as "smartphone" and "smart television." Now we all understand that this alludes to something clever in terms of its qualities, as a result of its operation and technical advancement.

SMART objectives have a completely different meaning in the worlds of marketing, business, and other related professions. All those who desire to achieve a specific goal should use SMART targets in the fields indicated. The SMART

method is the name for this approach. This strategy is applicable to anyone, any organization, or any business that has time-bound, relevant, and unambiguous objectives related to attaining their goals, regardless of the scale of the target or aim.

SOAR analysis is similar to SWOT analysis and a reasonable alternative to your plan. Both of the two planning and evaluation tools would need the organization to identify strengths and opportunities. However, SOAR invites your organization to identify aspirations and results. Merriam Webster defines aspiration as, “A strong desire to achieve something.” SOAR is important to strategic management because it inspires innovation.

A SOAR Analysis is a method for finding strengths, opportunities, goals, and outcomes. It's displayed as a 2x2 matrix and can be used by any company in any market. SOAR, unlike some other frameworks, combines fact-finding about the organization and its position with stakeholder wants.

The following are some of the benefits of SOAR: It's straightforward to comprehend and operate.

It functions as a framework for a single person or a group of people.

Unlike many other strategic frameworks, it offers certain concrete goals in addition to business and market information.

It's easier to grasp the business's direction when strengths and aspirations are mapped out.

To summarize, this part basically is about the methods of international marketing approach. The proper way International marketing should be done. It also talks about the 3 main types of analysis (SWOT, SMART & SOAR) that are essential in developing the plan of which SWOT is the primary one used for the research which means analysis the strengths, Weaknesses, opportunities available and threats faced by the company.

Conclusions of Chapter 1

This chapter as a whole talks extensively on the theoretical aspect of the topic of research i.e International marketing. International marketing's essence which is basically uniting countries and its people. It also takes an indepth look at product promotion, pricing and distribution. This theoretical part also talks about the levels of implementing the plan, the corporate, business and functional levels.

The features of international marketing are discussed which includes competition faced as a challenge. Factors that influence the topic such as research, import and export or foreign exchange as a whole and external features like regulations imposed on marketing activities. This helps us to know more about the topic before considering whether to venture into it or not. The advantages/pros or benefits are talked about alongside the disadvantages where we can deduce that the advantages are more than disadvantages when weighed which makes it look more interesting and desirable.

Finally, the methods of approach to the topic are discussed in the table 1.2. then the analysis that can be used which are SWOT, SMART & SOAR analysis. SWOT utilities the strengths, Weaknesses, opportunities and threats; SMART utilities specific, measurable, achievable, relevant and time bounded information's about the company; SOAR is similar to SWOT but utilities strengths, opportunities, aspirations and results.

CHAPTER 2. ANALYSIS OF THE MARKETING PLAN FOR UNILEVER PLC

2.1. Organisational Characteristics Of Unilever PLC

Unilever is a worldwide corporation that sells food, beverages, cleaning products, and personal care products. Unilever has two stock exchange listings: Unilever NV in Rotterdam and Unilever PLC in London.



Fig 2.1. Unilever Headquarters in London

Source: [42]

The first name that comes to mind as soon as the FMCG industry is mentioned is Unilever. A century ago no one would have forecasted that a company founded by a margarine owner and a soapmaker would years later become one of the most established and famous companies with one of the most desirable set of employers in the world.

Unilever is headquartered in London, United Kingdom with 73 office locations across 67 countries. As of 2020, it had a turnover of around €50.724 billion alongside approximately 163,000 employees worldwide. Apart from excelling financially, it has also progressed towards achieving sustainable development goals. Unilever is one of the few companies which have achieved gender equality in the workplace. It is the world's 3rd largest FMCG (Fast moving Consumer Goods). Around 2 billion consumers use Unilever products every day. Around the world more than 171000 employees works. In Europe Unilever owns 38% of its business. In America 33% and in Asia and Africa its 29%. It is the most culturally diverse company for example Unilever top Management is from 21 countries.30% of unilever managers are women.

Unilever's product portfolio includes food, condiments, ice cream, vitamins, minerals, and supplements for health, tea, coffee, breakfast cereal, cleaning agents, water and air purifiers, pet food, toothpaste, cosmetics, and personal care. Knorr, Lifebuoy, Lipton, Reona, and Dove are among of the company's global brands, which generate over \$1 billion in revenue. Unilever is the world's largest soap manufacturer.

China, India, the Netherlands, the United Kingdom, and the United States all have research and development facilities. According to Unilever's official website, their products are offered in over 190 countries. Unilever owns approximately 400 brands and will have a turnover of 51 billion euros in 2020. It also has thirteen brands with sales of over one billion euros.

The table below shows some of the popular Unilever sub-brands and products (Table 2.1)

Table 2.1.

Unilever brands and products

Classification	Sub-Brand	Description of products
Foodstuffs and condiments	Amora	French Mayonnaise and dressings produced in France
	Annapurna	Salt and wheat flour produced in India
	Aromat	Seasoning produced in South Africa, Sweden and Switzerland
	Best foods	mayonnaise, sandwich spreads, peanut butter and salad dressings
	Chicken tonight	Wet sauce
	Chirat	pickled vegetables (pickled onions, pickled cucumbers, mixed pickles), sauces, vinegar and salad dressing (Kressi), olives, mustard, capers and corn on the cob, mayonnaise and ketchup mostly in Switzerland
	Fanacoa	Mayonnaise, mustard and ketchup mostly for Argentina
	Knorr	Knorr-Suiza in Argentina, Royco in Indonesia and Kenya, Continental in Australia – sauces, stock cubes, ready-meals, meal kits, ready-soups, frozen food range
	Ladies choice	Mayonnaise, peanut butter and sandwich spread for Phillipines and Malaysia
	Marmite	Yeast extract spread
	Pfanni	German potato mixes in Germany
	Sunce (Sun)	Knorr mayonnaise
	Telma	Breakfast cereal in Israel
	Tortex	Ketchup in Poland
	Turun Sinappi	Mustard in Finland & Sweden
Unox	Soups and smoked sausages	
Drinks & beverages	Bru	Instant coffee in India
	Buavita	Fruit juice mainly in Indonesia

Source: made by author on [32,]Cont'd in Annex B

Table 2.1 consists of various brands under Unilever PLC, and different products manufactured by the same multinational company.

It shows that Unilever PLC in food, beauty/ skincare and homecare products.

Unilever has an Anglo-Dutch holding company, Unilever PLC and N.V., with its registered office in Port Sunlight, Merseyside, and its head office in Unilever House in London, United Kingdom. Several times, including in 2018 and 2020, the

corporation has been reformed. On November 30, 2020, Unilever announced the completion of the merging of its Dutch and UK arms into a single London-based business.



Fig 2.2. The product diagram of Unilever products

Unilever's is presented in Fig. 2.3.

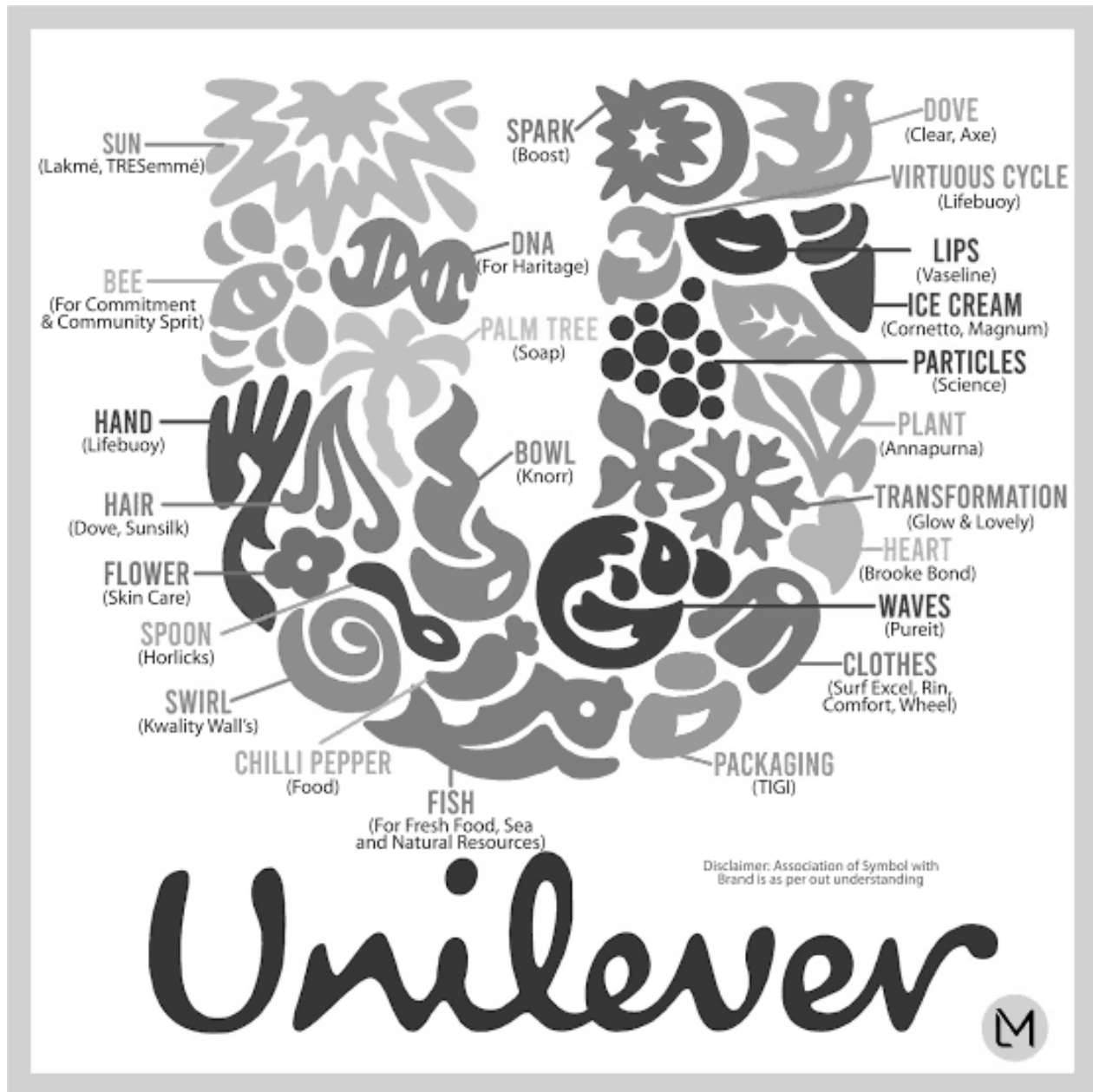


Fig.2.3. The Symbols of Unilever PLC logo

Source: [106]

Alan Jope is the chairman and CEO of Unilever PLC. After Paul Polman resigned down as CEO in January 2019, Alan Jope took over. The executive director is Graeme Pitkethly, the chief financial officer. Paul Polman was CEO for ten years

before being succeeded by Patrick Cescauin in 2009. In November 2019, Nils Andersen took over as Chairman of Unilever, succeeding Marijn Dekkers, who stepped down after three years in the job. Unilever has set a target of reducing its product's environmental footprint by 2030, enhancing the health and well-being of one billion people, and sourcing all of its agricultural raw materials responsibly. Unilever said in September 2019 that its activities across five continents are now totally powered by renewable grid electricity, considerably ahead of its 2020 goal. In 1930, Unilever's logo was in an all-caps sans-serif typeface. Wolff Olins, a brand consultancy agency, designed the current Unilever corporate logo, which debuted in 2004. The 'U' form is made up of 25 different symbols, each representing one of the company's sub-brands or corporate beliefs. The brand identity was designed with the idea of "giving life to vibrancy." Then we'll look at the company's social media advertising. Unilever announced on June 26, 2020 that it would stop advertising to U.S. customers on social media giants Facebook, Instagram, and Twitter until at least the end of 2020, following a campaign launched by a number of American civil-rights organizations, including the Anti-Defamation League and the NAACP, protesting Facebook's policies on hate speech and misinformation dubbed "Stop Hate For Profit." Despite the fact that they didn't join the campaign formally."Continuing to advertise on these channels at this time would not bring value to consumers and society," Unilever said, citing "our Responsibility Framework and the divisive context in the United States." Unilever announced in December of that year that it will restart advertising on Facebook and its connected platforms, claiming that the business had made sufficient progress in improving its management to continue advertising with them. Luis Di Como, the company's executive vice president of global media, issued a statement clarifying: "We are encouraged by the platforms' efforts to create healthier environments for consumers, brands, and society, which are in line with the Global Alliance for Responsible

Media’s values. This is why, in January, we aim to resume our social media investment hiatus in the United States. We’ll keep reassessing our position as needed.” The following table depicts Unilever PLC’s transformation from a domestic to a multinational corporation. It gives a brief history of the same firm, describing how it came to control of so many brands by purchasing them and leveraging their existing clout (Table 2.2.).

Table 2.2.

History and evolution of Unilever

PERIOD	ACHIEVEMENTS
1929	Unilever was formed by a merger of Dutch Margarine Unie and British soapmaker Lever Brothers.
1930s	New Ventures were launched in Africa and North America. United Africa company was also acquired.
1940s	T.J. Lipton, Batchelors peas and Pepsodent were acquired
1954 – 1961	Dove and Sunsilk were launched; Good Humor ice cream business was acquired. Unilever Bangladesh was established.
1970s	Unilever acquired Lipton and National starch to mark the largest foreign acquisition of an American company at that point. They also gained 30% of the western European ice-cream market.
1980s	Brooke bond (the company’s first successful hostile takeover), Chesebrough-ponds (merged from Chesebrough Manufacturing and Pond’s Creams), and Vaseline were acquired in another successful hostile takeover. Unilever also acquired Calvin Klein cosmetics.
1990s	Unilever Ghana was established; Breyers was acquired from Kraft which made the company the largest ice-cream manufacturer in the United States. It purchased Helene Curtis, expanding its presence in the Shampoo and Deodorant market and also established a sustainable agriculture plan.
2000 – 2010	Unilever added trademarks such as Knorr, Marmite, Bovril, and Hellmann’s to its portfolio, as well as the boutique mustard merchant Maille, Ben & Jerry’s,

	and Slim Fast, Bestfoods (which enhanced Unilever's scale in foods in America). The corporation was divided into two parts (food and personal care). It also worked with Rainforest Alliance to source all of its tea in a sustainable manner. Unilever has agreed to buy Sara Lee Corporation's personal care business, which includes names like Radox, Badedas, and Duschdas.
2010 – present	In 2014, Qinyuan, a water purifying company based in China, was bought, as was the Camay and Zest brands. REN skincare, Kate Somerville skincare LLP, and GROM, an Italian ice cream company, were also purchased. According to millions of employee evaluations and recommendations on the UK recruiting website Indeed, Unilever was awarded the UK's ninth greatest private sector employer in 2018. (Taylor, 2018). Unilever bought the food manufacturer Graze in 2019. Unilever said in 2020 that it had re-evaluated its corporate structure and that Unilever N.V would be merged into Unilever PLC, resulting in a single holding company situated in the United Kingdom. A Dutch 'exit tax' idea, on the other hand, would force Unilever to reconsider the merger. Unilever's Dutch arm shareholders decisively approved for the N.V. to merge with the PLC in September 2020. Unilever declared in October 2020 that 99 percent of its UK shareholders approved the merger, i.e., decided to base the company in London. On November 30 th , 2020, the unification will be completed. Since then, there has only been one share class. During the epidemic, Unilever declared that it would provide over €100 million in soap, hand sanitizer, bleach, and food to help combat the global COVID-19 pandemic.

Source: made by author on [6, 9, 33, 47-49, 51, 52, 54, 55, 71-74]

Is the discussion about the economic and organisational characteristics of the case company. Unilever is a multinational company that needs advancement in the present day International market. Various brands and products of the same company are listed in table 2.1, while table 2.2. Is a brief history of the case company; how it started domestically in the year 1929, and broadened it's horizon in latter years.

Unilever's Marketing Mix (4Ps) is examined. Unilever has a complex marketing mix that accounts for product variances as well as market changes around the world. The marketing mix, also known as the 4Ps (Product, Place, Promotion, and Price), is a set of corporate strategies for capturing a specific market. In Unilever's marketing mix, the product and place factors are the most essential. Nonetheless, the promotion and price factors maintain the company's profitability. As a leading consumer goods company, Unilever must maintain a marketing mix that addresses competition and other issues in the global market. Unilever's marketing mix (4Ps) encompasses a diverse set of products and markets, resulting in pricing differences. The company uses a complicated marketing mix due to the scale of its consumer products industry.

Unilever's Products (Product Mix): Over the years, Unilever has expanded its consumer products industry, resulting in a product mix that presently encompasses over 400 brands. This part of the marketing mix defines the product mix, which specifies the company's outputs. Unilever offers a wide range of products in the following categories: Home and Personal Care, as well as foods, beverages, and ice cream. Unilever's culinary offerings include Best Foods mayonnaise and sandwich spreads, as well as Knorr stock cubes and sauces. Refreshment options include Heartbrand ice cream and Brook Bond teas. Unilever sells Surf washing detergent and Sun dishwasher detergent within the home care category. Personal care items include Close-Up toothpaste, Vaseline lotion, and Dove soap and shampoo. As these types of products demonstrate, Unilever's marketing mix is already very diverse. This diversification has been aided by the company's acquisition strategy in the consumer products sector throughout the years. The corporation, for example, purchased Best Foods in 2000. Unilever's organizational structure reflects the variety of consumer items in this product mix.

The marketing mix at Unilever includes Place/Distribution: Unilever's global operations show the company's extensive presence in the consumer goods industry. The venues or sites where the company transacts with clients or target consumers are identified in this part of the marketing mix. Unilever's products are distributed through the following channels:

Kiosks

The majority of Unilever's products are sold through stores. One of the main merchants in charge of providing these consumer goods is Walmart. In addition to personal selling, Unilever uses kiosks to expose products to customers directly. In collaboration with retailers, the company offers a limited variety of products through these kiosks. Some of Unilever's products, such as Ben & Jerry's, a subsidiary, are also sold in stores. This part of the marketing mix is aligned with Unilever's general strategy and product development intensive growth plan.

Unilever's Marketing Efforts (Promotional Mix)

Unilever must promote its products due to the high level of competition in the global consumer goods sector. This section of the marketing mix describes the company's strategy and procedures for advertising its items to target customers. The following promotional methods are used by Unilever, and they are listed in order of importance:

Public service announcement (primary)

Sales Promotions

Every firm relies heavily on public relations.

Individuals as Customers

Direct mail advertising

The majority of Unilever's products are promoted through advertising. Many of the company's brands have advertisements on television and online. On occasion, the corporation will use sales campaigns such as discounts and product bundles.

Dove soap bars, for example, are occasionally discounted when purchased in three-packs. In terms of public relations, the Unilever Foundation's initiatives strengthen the company's image and brand strength (Read: Unilever's Corporate Social Responsibility & Stakeholders). Personal selling is often utilized to run kiosks for special occasions or promotional events in collaboration with businesses. Direct marketing is the least important promotional method in Unilever's marketing mix. In order to advertise appropriate items, this method requires individually engaging client groups. According to this portion of the marketing mix, Unilever largely relies on advertising as the key component that drives consumer perceptions of the company's consumer goods.

Unilever's Pricing & Pricing Strategies

Unilever maintains a wide range of price points due to the breadth of its product offerings. Prices and pricing strategies are decided in this part of the marketing mix. The most important pricing strategies in Unilever's consumer goods division are as follows:

A Market-Oriented Pricing Strategy for Premium Pricing

Product Bundle Pricing Strategy

The market-oriented pricing method includes determining price points based on consumer goods market characteristics. Unilever, for example, determines the optimum prices by analyzing rival pricing. On the other side, premium pricing means setting prices that are higher than those of competitors. Unilever, for example, charges a premium for Dove products in order to represent the brand's superior quality. In addition, the company periodically offers low-cost product bundles. Unilever's marketing mix section depicts a variety of strategies tailored to the company's many consumer products and target markets.

2.2. Analysis of the marketing plan for Unilever PLC

The major analysis that would be used is the SWOT analysis. In SWOT analysis, the parameters are divided into two main categories which are Internal and external factors (Table 2.3.).

The major goal of this research is to determine which tactics Unilever PLC can employ to capitalize on external opportunities, prevent threats, and build on and defend Unilever Plc's strengths while eliminating its weaknesses.

Table 2.3.

Factors of SWOT analysis for Unilever PLC

Internal Factors	External factors
High Sustainability	Expansion
Strong brands and strong product range	Tapping into emerging countries
Solid financial performance and strategies	Numerous global competitors and rivalries
Heavy investments and research	Global economic crisis
High marketing capabilities	Scrutiny and criticism
Strong balance sheet	Acquisitions
Focus on innovation	Emerging threats from new markets
Improvement of free cash flow	Fluctuation of foreign currencies
Strong work force	Consolidation
Flexing pricing	Demographic changes
Expertise distribution channel	Digital technology and social media
Imitable products	Diversification
Limited business diversification	Rising operations cost
Huge dependence on retailers	Increasing popularity of retailers house brands
Availability of substitutes and low switching work	Product imitation
IT infrastructure	Customer relationship
Product relevance	Lower inflation rate

Dependence on retailers	Rising commodity cost
Decline in food & refreshments sector	

Sources: made by author on [30]

From Table 2.3., we are able to deduce the external factors and internal factors of Unilever PLC. The external factors are the ones not dependent on the company's activities while the internal factors are dependent on the company's activities.

On the next step of analysis of the marketing plan for Unilever PLC there must be an Environmental Profile (Table 2.4.).

Table 2.4.

Environmental Profile for Unilever PLC

FACTORS	Importance for the industry	The direction of the input	Impact on the company	Integral indicator
2	3	4	5	6
EXTERNAL ENVIRONMENT				
THREATS				
Numerous global competitors and rivalries	3	-	2	-6
Global economic crisis	3	-	3	-9
Scrutiny and criticism	2	-	2	-4
Emerging threats from new markets	1	-	3	-3
Demographic changes	2	-	1	-2
Diversification	2	-	2	-4
Fluctuation of foreign currencies	2	-	2	-4
Rising operations cost	1	-	3	-3
Product imitation	2	-	3	-6

Rising commodity cost	2	-	2	-4
Total (T)	20	-	23	-45
OPPORTUNITIES				
Digital technology and social media	2	+	3	6
Lower inflation rate	2	+	2	4
Consolidation	2	+	2	4
Customer relationship	2	+	3	6
Expansion	1	+	3	3
Tapping into emerging countries	3	+	3	9
Product innovation for the health sector	2	+	3	6
Millennial generation lifestyle needs	1	+	2	2
Differentiated pricing strategy	3	+	2	6
Potential investments in new technologies	3	+	3	9
Total (O)	21	+	26	55
TOTAL (E ENVIRONMENT)	41	+	49	10
INTERNAL ENVIRONMENT				
STRENGTH				
Strong brands and products range	3	+	3	9
Strong balance sheet	1	+	3	3
High marketing capabilities	2	+	3	6
Heavy investments in research	3	+	3	9
Focus on innovation	3	+	3	9
Solid financial performance and strategies	2	+	2	4
Strong work force	2	+	3	6
Expertise distribution channel	1	+	2	2
Strong and effective marketing strategy	2	+	3	6
High Sustainability	2	+	2	4
Total (S)	21		27	58
WEAKNESS				
Imitable products	3	-	3	-9

Decline in food and refreshments sector	2	-	2	-4
Dependence on retailers	1	-	2	-2
Limited business diversification	2	-	2	-4
Low switching cost	2	-	2	-4
Poor demand forecast	1	-	1	-1
Below average Net contribution	3	-	2	-6
Below average profitability	1	-	3	-3
Lack of competitive advantage	1	-	3	-3
High debt to equity ratio	2	-	3	-6
Total (W)	19	-	22	-42
TOTAL (I ENVIRONMENT)	40		49	16
TOTAL (E & I ENVIRONMENT)	81		98	26

Source: made by author

From table 2.4 able to differentiate the external factors into threats and opportunities, hence, the internal factors into strengths and Weaknesses. The aim is to get the integral indicator by multiplying the importance to the industry by the impact on the company using numerals representing it's severity.

On the next step of analysis of the marketing plan for Unilever PLC there must be an SWOT analysis with defining factots that were evaluated in Environmental Profile to dependent or not dependent on Unilever PLC's activities, and also for short-term and long-term (Table 2.5.)

Table 2.5

SWOT analysis for Unilever PLC

#	Factors	External Environment				Internal Environment				
		Opportunities		Threats		Strength		Weaknesses		
		Short term	Long term	Short term	Long term	Short term	Long term	Short term	Long term	
1	2	3	4	5	6	7	8	9	10	
NOT DEPENDENT ON UNILEVER PLC's ACTIVITIES										
1	Numerous global competitors and rivalries				-6					
2	Global economic crisis				-9					
3	Scrutiny and criticism				-4					
4	Emerging threats from new markets			-3						
5	Demographic changes				-2					
6	Diversification			-4						
7	Foreign currencies fluctuation				-4					
8	Rising operations cost			-3						
9	Product imitation							-6		
10	Rising commodity cost			-4						
11	Digital technology and social media		6							
12	Lower inflation rate	4								
13	Consolidation	4								
14	Poor demand forecast							-1		
15	Millennial generation lifestyle needs	2								
16	Imitable products			-9						
DEPENDENT ON UNILEVER PLC's ACTIVITIES										
1	Strong brands and products range						9			
2	Strong balance sheet					3				
3	High marketing capabilities						6			
4	Heavy investments in research						9			
5	Focus on innovation						9			
6	Solid financial performance and strategies					4				
7	Strong work force						6			
8	Expertise distribution channel						2			
9	Strong and effective marketing strategy						6			

10	High Sustainability					4			
11	Differentiated pricing strategy	6							
12	Decline in food and refreshments sector								-4
13	Dependence on retailers							-2	
14	Limited business diversification								-4
15	Low switching cost							-4	
16	Product innovation for the health sector	6							
17	Below average Net contribution							-6	
18	Below average profitability								-3
19	Lack of competitive advantage								-3
20	High debt to equity ratio							-6	
21	Customer relationship	6							
22	Expansion	3							
23	Tapping into emerging countries	9							
24	Potential investments in new technologies	9							

Source: made by author

From table 2.5, was able to deduce if the SWOT values are long term or short term and grouping the integral indicator values gotten from table 2.4 into either long term or short term. On the next step of analysis of the marketing plan for Unilever PLC there must be an indicating main SWOT features after conducting SWOT analysis and defining factots that were evaluated in Environmental Profile to dependent or not dependent on Unilever PLC's activities, and also for short-term and long-term (Table 2.6.).

Table 2.6 showed the factors with the highest integral indicators picked as the highlights of strengths, weaknesses, opportunities and threats.

Table 2.6

Main SWOT features for Unilever PLC

<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Product innovation for the health sector 2. Potential investments in new technologies 3. Customer relationship 4. Expansion 5. Tapping into emerging countries 	<p>THREATS</p> <ol style="list-style-type: none"> 1. Imitable products 2. Numerous global competitors and rivalries 3. Global economic crisis 4. Foreign currency fluctuations 5. Scrutiny and criticism
<p>STRENGTHS</p> <ol style="list-style-type: none"> 1. Focus on innovation 2. Heavy investments in research 3. Strong brands and product range 4. High marketing capabilities 5. Strong workforce 	<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Product imitation 2. Decline in food and refreshments sector 3. Below average net contribution 4. High debt to equity ratio 5. Limited business diversification

Source: made by author

On the next step of analysis of the marketing plan for Unilever PLC there must be an Intersection SWOT matrix for Unilever PLC based on indicating main SWOT features after conducting SWOT analysis (Table 2.7.)

Table 2.7.

Intersection SWOT matrix for Unilever PLC

		O					T				
		1	2	3	4	5	1	2	3	4	5
S	1	+++	++	0	++	++	+++	+++	-	0	+
	2	++	+++	+	+	+++	++	+++	-	0	0
	3	0	0	0	++	+	+	+	-	0	++
	4	+	0	++	+++	++	++	-	--	-	-
	5	+++	+	0	+	++	0	0	0	0	-
W	1	0	0	0	-	-	---	---	0	0	-

2	0	+	-	--	-	--	--	-	0	--
3	-	++	0	+	--	0	0	-	-	--
4	--	---	0	-	-	-	0	--	-	0
5	+	-	0	--	0	--	-	0	---	--

Source: made by author

In table 2.7, the SWOT matrix is gotten by using the external factors against the internal factors and putting in account the type of impact (positive or negative) and the severity of the impact represented by the high or low number of signs.

On the next step of analysis of the marketing plan for Unilever PLC there must be an Final SWOT matrix for Unilever PLC based on indicating main SWOT features and with propositions after strategic marketing analysis (Table 2.8.).

From table 2.8, was able to get the the 2nd part of SWOT matrix by weighing the external factors against the internal factors and getting the impact in words not symbols.

Table 2.8.

Final SWOT matrix 2 for Unilever PLC

		Internal Environment		Opportunities		Threats	
External Environment				Product innovation for the health sector	6	Product imitation	6
				Potential investments in new technologies	9	Numerous global competitors and rivalries	6
				Customer relationship	6	Global economic crisis	9
				Expansion	3	Foreign currency fluctuations	4
				Tapping into emerging countries	9	Scrutiny and criticism	4
	Strengths		SO	ST			
	Focus on innovation	9	1The first strength would be useful in taking opportunity 1	1. The 1 st strength would nullify the threats 1 & 2.			
	Heavy investments in research	9	Strength 2 would be an added advantage in exploiting opportunity 2	2. The 2 nd threat would also be nullified by adding the 2 nd threat.			
	Strong brands and product range	9	1 Strength 4 would help to taking advantage of opportunities 4 & 5.	3. Strength 4 might not be able to tackle threat 4			
	High marketing capabilities	6					
	Strong workforce	6					

Weaknesses		WO	WT
Imitable products	9	1. Weakness 4 is significant as it wouldn't allow opportunity 2 be carried out. 2. Weaknesses 2 & 5 would be terrible in carrying out opportunity 4 3. Weakness 3 wouldn't allow for opportunity 5 to be exploited.	1. Weakness 1 would allow threats 1 & 2 be carried out against Unilever PLC 2. Weakness 5 is an added disadvantage for threat 4
Decline in food sector	4		
Below average net contribution	3		
High debt to equity ratio	6		
Limited business diversification	4		

Source: made by author

The analysis conducted seems to be the perfect fit for Unilever as the company has great strengths which is the most important factor of the analysis.

Table 2.3. Is a comprehensive list of the factors of the company that can be used for the analysis. The external factors which are uncontrollable by the company and internal factors which are controllable and can be modified by the case company. Table 2.4. divides both features into positive and negative factors. External factors are divided into opportunities available for the company and threats faced by the company while internal factors are divided into strengths and Weaknesses possessed by the company. Table 2.5. further divides the parameters into long and short term factors. Table 2.6. selects the greatest 5 factors from the 10 available to each. Tables 2.7. and 2.8. is gotten by plotting various strengths and Weaknesses against opportunities and threats faced by the company but putting down the values using symbols of positive and negative, the highest number of positive signs denotes greater impact and low number denotes smaller impact and vice versa for table 2.7. while words are used in table 2.8.

2.3. *Strategic marketing analysis for Unilever PLC*

The SWOT analysis as an element of Strategic marketing analysis for Unilever PLC is very detailed and key in utilizing the strength and controlling the Weaknesses of this company to develop a desired International marketing plan. The effectiveness of this analysis are as follows,

Effectiveness of the SWOT analysis for Unilever PLC on International marketing

PROMOTES DISCUSSION: It promotes discussion by putting all employees on the same page. Each and every employee plays an important role in driving an enterprise to success.

PROVIDES VISUAL OVERVIEW: The visual arrangement makes room for an overview of the company's position and encourages dialogue. This helps to determine success and progress thereby, diminishing Weaknesses.

HELPS IN GAINING INSIGHT: It would help in gaining insight about the market by giving you a better knowledge on competition and other threats to the company. This gives an opportunity to develop a tactic to craft a coherent and competitive position in the market.

ENCOURAGES COLLABORATION: This fosters collaboration and encourages open information exchange between a variety of functional areas in a company that would otherwise not collaborate or interact much. It benefits a company when the analysts understand what their rivals think, know, feel and do. This helps to solve problems, eliminate disagreements and foster a better working environment.

OPPORTUNITY FOR INTEGRATION: It gives opportunity to integrate and synthesize diverse information. This makes it easier for this company to turn information diversity from weakness into possible strength.

OPPORTUNITY TO TACKLE WEAKNESSES: It highlights Weaknesses and gives the company a huge opportunity to tackle them.

RECOGNITION OF EXISTING RESOURCES: It sheds light on the company's existing resources which may have been ignored or have not been used to their full potential.

FOCUS ON ABILITY: It focuses on the skills, capabilities, attitudes, abilities and capacities.

DEALING WITH THREATS: It helps the enterprise recognize possible threats and take necessary measures to deal with them. The company can introduce new policies and establish growth plans to eliminate any possible threats.

UTILISATION OF STRENGTH: It helps to utilize strengths to the fullest and use it to cover the Weaknesses visible and evident.

This gives an insight into how effective SWOT analysis can be in the implementation of International marketing plan. Utilising strengths is very efficient and it's of great importance that Unilever has great strengths and prospects to fulfil the topic.

This SWOT matrix and analysis connotes a number of external and internal factors that must be included in the International marketing plan development for Unilever PLC. The analysis would be a benchmark for the successful development of the plan. If we look at the strength-opportunity matrix and strength-threat matrix:

- Unilever's focus on innovation is very important in taking advantage of the health sector innovation and help in nullifying the threats of product imitation and competition to a satisfactory extent.
- Unilever's heavy investment in research would help in exploiting new technologies and also help in nullifying the threats of competition a bit.

- Unilever's high marketing capabilities would help in trying hands in expansion and tapping into emerging country's markets though it's doesn't affect foreign currency fluctuations.

The above list is the breakdown in words of plotting strengths against opportunities and threats. It shows how Unilever's strengths can be used to take advantages of opportunities available in the International market, and how the strengths can also be used to cover up the threats faced by the company.

Also, looking at the weakness-opportunity and weakness-threat matrix, we can denote that:

- Unilever's high debt to equity ratio would be significant as it negatively impacts potential investments in new technologies making it unaffordable.
- Decline in the food sector and it's limited business diversification would make expansion opportunity an uphill task which is negative in International marketing plan
 - Unilever's imitable products is also a red flag as it allows for heavy competition and product imitation
 - It's below average net contribution brings about more scrutiny and criticism which is bad for business.

The above list is the breakdown of plotting Weaknesses against opportunities and threats in words. It shows how Weaknesses can affect opportunities available for the company and invite threats to the company. The matrix depicts negativity.

To summarize, we can say that in this part it was is a brief evaluation of how the SWOT analysis can affect the International marketing plan development.

This development is very essential and makes it easier for the company's strategists to work and bring about faster results.

Conclusions of Chapter 2

In the conclusion of this chapter, we can say that it is the practical aspect of the topic of this research. It starts with the organisational structure of the company which is Unilever PLC.

The case company is talked about extensively depicting its brands and products, history, evolution and economic characteristics. A constructive analysis is done using SWOT analysis and matrix. This paves way for evaluation of effectiveness of the SWOT analysis.

The plotting of strengths against opportunities and threats is talked about alongside Weaknesses against opportunities and threats. Unilever's strength is shown to be powerful in taking advantage of opportunities and annulling threats to an extent. The Weaknesses greatly affect the taking advantage of opportunities and also paves way for a number of threats affecting the company.

The analysis in short brings about good evaluation by the company if given to the right set of people to work on.

CHAPTER 3. PROPOSAL FOR IMPROVEMENT OF INTERNATIONAL MARKETING PLAN AT UNILEVER PLC

3.1. Proposal of ways to overcome weaknesses of Unilever PLC for International marketing

The first and foremost step to improving and developing International marketing plan is to identify Weaknesses and overcome them. This paves way for utilization of strengths by making use of opportunities available to the company. Unilever's main flaw is that it plays in a hyper-competitive market where rival global giants like P&G and Nestle, as well as a slew of local businesses, are constantly challenging its supremacy and raising the stakes in the trillion-dollar FMCG (Fast Moving Consumer Goods) industry.

Unilever has disadvantages that hinder its potential growth, despite its strong market position. The internal strategic elements that obstruct organizational and business development are presented in this portion of the SWOT analysis. The following flaws must be addressed by Unilever: Products that are easy to copy, Business diversification is limited, Dependence on merchants. The imitability of Unilever's products is one of the company's flaws. Even though Dove and Rexona invest considerably in their product development procedures, other companies can duplicate their products. Unilever is also weak due to inadequate diversification in companies outside the consumer products industry, despite its vast product mix. Furthermore, the corporation has little direct influence on consumers, as retailers are the ones that have the most direct impact on buyers. Thus, the vulnerabilities highlight the significance of diversification, innovation, and expanded marketing efforts based on the internal strategic elements in this portion of Unilever's SWOT analysis.

Below are the major Weaknesses possessed by Unilever PLC and ways to overcome them (Table 3.1.).

Table 3.1.

Proposing ways to overcome Weaknesses of Unilever PLC		
#	WEAKNESSES	WAYSTOOVERCOME THEM
1.	<i>IMITABLE PRODUCTS</i>	This particular weakness is hard to push aside due to the fact that many other enterprises look up to Unilever's innovation so as to make their own products. Unilever PLC just needs to improve the quality of their products especially in Africa and Asia to a great extent, this would reduce imitation as many companies wouldn't want to match up the quality, thereby, making Unilever's products unique. Therefore, investment in high quality raw materials and labour.
2.	<i>DECLINE IN FOOD AND REFRESHMENTS SECTOR</i>	Unilever PLC needs to invest more in this aspect to revive their food brands. The biggest sector of Unilever is in beauty and personal care due to their heavy investments in this aspect. There is need for rebranding of many of their food products so as to revive the sector and cause for more customer appeal.
3.	<i>LIMITED BUSINESS DIVERSIFICATION</i>	Unilever's products are mainly in 3 categories; food and refreshments, beauty and personal care, and home care. This causes limited brand diversity which causes similar products with low level of differentiation and results in high competitive pressure. The solution to this is applying the strength of investment in research and innovation. Unilever should look into branching into other sectors such as clothings and other lucrative sectors of business and also cut the number of their brands with similar products. This would increase their business diversity.
4.	<i>DEPENDENCE ON RETAILERS</i>	Unilever needs to grow past their dependence on retailers and make use of the advancement in technology through social media and logistics. Alongside retailing, Unilever branches all over the world can also venture into online marketing directly from their enterprise. This would help for better customer relationship and research into customer needs. Deliveries of their products can be done to anywhere in their various regions which would help Unilever meet up with the advancement in sales technology.
5.	<i>LOW SWITCHING COST</i>	There is a negligible switching cost to use any other substitute products due to the fact that there are a lot of substitute for Unilever's products. The solution to this is increasing their diversity and making products distinct

		from one another. Quality should also be increased. This would help greatly in International marketing
6.	<i>POOR DEMAND FORECAST</i>	This leads to a high number of missed opportunities compared to their competitors and keeping of inventory both in house and in channel. The solution is improving customer relationship by online reviews and questionnaires. This should be done by the HR of the company.
7.	<i>HIGH DEBT TO EQUITY RATIO</i>	The solution to this is looking at the sector that is not lucrative to the company and cutting investments in that sector. The most lucrative sector should be greatly invested in. Entering into emerging markets such as South Africa and Brazil would also help their equity as growing economies demand more thereby making more sales.
8.	<i>BELOW AVERAGE PROFITABILITY</i>	Investments into growing economies is a big opportunity to be taken advantage of in overcoming this particular weakness.

Sources: made by author on [97,108]

From Table 3.1, we are able to list out the most evident weaknesses and proposing ways to overcome them. This can be done either by taking advantage of numerous opportunities or utilizing existing strengths.

Unilever is facing a number of threats (External Strategic Factors), Unilever's business performance can be limited or harmed by a range of external circumstances. These external elements are viewed as threats in the SWOT Analysis paradigm, which the organization must strategically address. Threats to Unilever's consumer goods business include the following: Rivalry that is fierce, imitation of a product, the popularity of retailer's own brands is growing. Unilever is up against stiff competition, which poses a threat based on the industry's strengths. Competitors threaten to erode the company's market share and, with it, its profitability. Imitation of Unilever's products is also a serious concern. Local companies, for example, can create items that are very similar to Unilever's. Also, by offering their own brands, shops pose a challenge. House brands, retail brands, and generic brands are examples of these brands. Costco, for example, has its own house brand, Kirkland Signature,

while Walmart has its own house brands that compete directly with Unilever's products. Strategies for increasing Unilever's competitive advantage must be based on the external strategic elements discussed in this area of the SWOT analysis.

Next, we propose ways to identify and annul threats of Unilever PLC (Table 3.2.)

Table 3.2.

Proposing ways to identify and annul threats of Unilever PLC

#	THREATS	IDENTIFICATION OF THREATS	WAYS TO ANNUL THEM
1.	<i>NUMEROUS GLOBAL COMPETITORS AND PRODUCT IMITATION</i>	Reduction in sales globally and revenue	Utilising the strength of innovation by bringing new ideas of products manufacture. This method requires producing quality products at a fair price to ward off competition of lesser quality products.
2.	<i>GLOBAL ECONOMIC CRISIS SUCH AS PANDEMIC</i>	Keeping up to dates with information from various news outlets be it media news or newspapers and magazines.	Much can't be done about this but digital marketing can help in this regards. Deliveries of services and products online can help in this regard.
3.	<i>SCRUTINY AND CRITICISM</i>	Encouraging customer feedbacks on products through online and physical questionnaires.	After identifying the threats, the administrative sector of the company can take heed to the complains and work on them to full effect.
4.	<i>FLUCTUATION OF FOREIGN CURRENCIES</i>	Employing data scientists in all branches of the company globally for feedbacks on currencies fluctuation	After getting feedbacks monthly, countries with low currency values can reduce Marketing and focus more on the countries with high values.
5.	<i>RISING OPERATION COST AND COMMODITY COST</i>	Data scientists can also help in identifying this threat	Much cannot be done about this as values of raw materials and workers efficiency increase from time to time. But this can be tackled by maintaining product quality so as to maintain number of customers.

Sources: made by author on [110]

Table 3.2 shows some powerful threats to the company, ways to identify them and ways to annul them. Most of the threats are easily identified with a good

structure of the company. Unilever's strength can be used to contain most of the threats but not all, while the minor ones can't be really contained.

To summarize, we can say that in this part we suggested ways to overcome numerous Weaknesses and tackle incoming threats. Unilever's strength is very important in doing justice to both the weaknesses and threats. This factor would pave way for a brilliant development of International marketing plan.

3.2. Rationale for improvement of International marketing plan for Unilever PLC

The rationale for improvement program for International marketing in Unilever is to keep the company on top for many years to come globally. Here are few reason why the the improvement program should be taken seriously:

1. High competitive advantage: Tapping into the international market especially in regions not serviced by their rivals reduces imitation and helps boost sales. This would make them the sole distributor of the goods and services required in that particular region. Awareness in the new International market gives a strong leg up even when rivals decide to follow them into their established region. Expansion abroad would help to extend the life cycle of products and services.

2. Opening of new markets: As the name implies, International marketing aids the cause of opening markets in different regions and backgrounds. It would further help the strength of strong brands.

3. Diversification of assets: It has been established that businesses that push into international markets can hedge against downturns in the domestic economy. With a successful International expansion, they would be able to offset losses in the domestic market. For example, if a recession occurs in the UK which is

Unilever's domestic market and losses of revenue occur, the losses may be offset by the fact that other countries are functioning and the branches there are thriving healthily.

From the above list, we can deduce the reason why an improvement program is very essential in getting the tasks of this research done.

In subsection 1.1., an analysis of stages of implementing pricing strategies in International marketing plan was made and there are some ways it can be improved such as

- More value is delivered. Successful businesses provide more value to their customers and, as a result, have higher profit margins. Extreme care must be taken to understand the pricing sensitivity of customers and what they value. It is best to avoid developing items with "bells and whistles" that clients do not value and are unwilling to pay for. It is also important that you communicate to your customers your focus on how the products and services specially meet their needs.

Strategic planning, not opportunistic planning, should be carried out. In order to increase volume, businesses must be cautious when pricing to price-conscious clients. This strategy puts your primary business at risk by seeking clients who are solely interested in the price of a product or service. Companies must determine who their primary consumers are and maintain the market's pricing integrity.

Diplomacy when it comes to the competition. In a pricing war, no one wins, and the key to avoiding one is to understand the competition in your industry. A diplomat's most important tool is gathering and processing information on competitors. This guarantees that your price decisions are informed rather than based on fear. An organization's information is useless unless it has the mechanisms in place to mine, manage, and disseminate it.

The attitude of a 1% pricing strategy is being developed. Discounted rates of 5 to 10% can have a significant impact on profitability and may even dissuade future

customers. It is critical that everyone in the organization recognizes the importance of each percent in price and fights for it.

From the above list, we can conclude some important ways of improving pricing policy for a successful venture into International market. One key point is delivering more value so as keep core customers in check and meeting the goal off customer satisfaction.

In the same section 1.1, product promotion was also talked about and we need to discuss ways of improving this aspect. Product promotion is also and essential is developing International marketing plan. Improvement of the plan can be done by;

1. Offering loyal customers a special preview. Loyal customers don't only purchase your products, but also help you promote it to their networks. This can be done either by online tours, private preview or in person preview, demo or even a special invitation to try it out and give a feedback. This would be a major PR boost and encourages loyalty.

2. Usage of special offers. New products can be made available by special introductory packages such as discounts, free gift for referrals, buy one get one free, coupon code on purchase or even joint promotion with complementary businesses.

3. Social media contest. This is a fun way of bonding with customers and bringing in more fans and prospects for your business. On an average, Facebook contests bring about 34% increase on new customers. Winners of the contest can be given the opportunity of being the first set of people to try their hands on the new products with mouth watering discounts.

4. Email marketing. This can be done by focusing on benefits of new products rather than characteristics, highlighting the offer in the subject space and usage of preheader text for increase in open rates.

5. Share customer reviews. Letting customers promote business for you is one of the best strategies in product promotion. Writing of online reviews are encouraged.

6. Hosting of events. Events not only get customers excited about your new product or service, but can also get new prospects engaging with you personally or other employees of business which is a good scope of winning over their hearts. Even during economic crisis such as pandemic, virtual events can be done like Facebook live session, recorded question and answers session.

7. Writing a blog post. This can be essential and good for business. A catchy blog post can be made even by hiring a copywriter or other Freelancers and digital marketers to get the job done. This provides indepth analysis of the new products and frequently asked questions might be included to answer customers' curiosity.

From the list above, we can deduce ways by which products can be promoted effectively both domestic and internationally. The world is going digital and it is essential that multinational companies have to move ahead with it so as not to be left behind.

Subsection 2.1. contains the social media advertisement aspect of Unilever's current marketing plan. Unilever has not been really active on social media platforms which is a huge deficiency as the world is venturing mostly into online digital marketing. Work has to be done to improve this aspect of Unilever's marketing plan. Efficient Product promotion in the previous discussion cannot be achieved and would make it seem like an obvious weakness, which rivals of the company would easily take advantage of.

This part contains the SWOT analysis for Unilever PLC. Improvement plan for this subsection can be done by doing other analysis such as SMART and SOAR for a complete analysis verification.

To summarize, we can say that in this part we suggested mainly on reasons for the improvement plan of International marketing. This is good enough to help with any deficiency encountered during the plan development.

3.3. Organisation of the process for improvement program of international marketing plan for Unilever PLC

The analysis of the company's strengths and Weaknesses gives room for utilisation of the suitable strengths for International marketing plan. Unilever's position on research and innovation is a green light for developing International marketing plan. Unilever has one of the best business strategies in that it integrates its global plans with the local community to attract consumers who are drawn to items that are well-known around the world while still maintaining its local flavor. The following strengths can be utilized to great effect in developing international marketing plan;

1. Heavy investment in research and technology. The approach of heavy funding in research and development brings about innovative and cutting edge products in line with consumer preferences. Unilever being one of the main companies with leading Development preferences helps in keeping up with customers trend which in turn keeps the company afloat globally. Utilising this strength is key in improving International marketing.

2. Innovation. This approach is key in covering up for the weakness of imitable products. With constant innovation, other companies would find it hard to keep imitating the company in production aspect.

3. Marketing capabilities. This approach by Unilever is one of the main characteristics of a company Willing to develop their International marketing. Marketing products by advertisement is a strong attribute of Unilever and has been sustaining it since a century ago and would be key in taking them to the next level.

The process of improving International marketing is a gradual and steady one that requires consistency and executing certain specific tasks. If Unilever PLC is going to improve its International marketing strategy, certain things have to be done. Some as shown in the table below.

Proposals on improving International marketing strategy of Unilever PLC

What has to be done?

The company, Unilever has to review and set up a team of experienced researchers who will carry out research on the various types of products in circulation. The products can also be grouped as: i consumables ii topical products iii infant products etc. The research will collate responses which will be in converted to data which will eventually be considered to evaluate / improve on the product / services

Note that product, location and the season of the products are important as at the time of collection.

With the analysis made, it will lead to improvement of product and services to serve the users and consumers better.

Quality product makes consumers addicted and this makes it hard for competitors to breakthrough.

Duration : Usually, for proper analysis/ research of such Unilever PLC, the minimum time required to carry out a proper conclusive analysis could take about 2-3 years. This begins from the time of gathering ideas / organizing researchers to when the changes will be effective from the management.

Responsibility: It's the duty of the marketing department to organize and assign responsibilities to different research teams on the tasks to be carried out at every level. After each research or level, data and results are sent to the head of marketing department for review and for proper action to be carried out for improvement.

Expectation: The overall response to the analysis and results from the data collection is to improve the quality and to cause dominance in the International market of countries.

Modification: This is the gradual change seen in the product and services of the company brought by the management from the research and analysis made. The change is seen in response to the:

- Quality of products
- Quality of services
- Duration of products
- Effect of the product on the economy
- Health of the consumers or users
- Target age group and
- The socio economic importance in the society.

This usually takes between 6 months to 1 year or more.

The goal is to ensure that their sales documentation demonstrates that they feel their target market's pain and therefore able to offer relevant solution.

Assessment: Every progressive and improving company must review his progress and shortcomings. This could be done at intervals . i.e quarterly, biannually or yearly. While creating partnerships or hiring strategies, it's critical to thoroughly assess current products and services for viability in foreign markets. These products and services must be intuitive and scalable. If the products offered are not intuitive,

that is, easily applicable to the target markets (i.e. there is no apparent need), it would surely fail. If the products is not scalable (i.e it can't be produced and delivered to the target markets profitably), the plan would surely fail. The new team of analysts should outline a strategy to build existing infrastructure.

Proposals on improving International marketing strategy of Unilever PLC

What has to be done	Duration	Responsibility	How to go about it	Expectations
More research	2-3 years	Head of Marketing department alongside analysts	More research has to be done not just from countries to countries, but starting from the grassroots. Analysts should be able to talk to co-workers, peers, family and even friends for their view on countries and markets with the highest potentials. Relevant prints and web publications such as eMarketer, economist, wall Street journal and even yahoo should be followed up for important business information on this aspect. Information about which markets have the greatest potential should be sought after.	Dominance in the International market of countries with the Highest potentials.
Building partnership	1-2 years	CEO's	Developing appropriate resources abroad is very necessary. Partnering 74 loomberg risk though with drawbacks such as lack of direct management oversight. These negatives can be alleviated by hiring workers with experience, education and native language skills relevant to the target market.	Partnership brings about more relevance and popularity of your brands.

Sources: made by author on [104,117]Cont'd Annex D

From table 3.3., conclude ways of improving International marketing plan for Unilever PLC. This includes things to be done, the duration of time it would take

to execute them, the people responsible for the improvement program, the way they should go about it and the result to be expected from the program.

To summarize, we can say that in this part we provided ways of improving International marketing plan by analysing things to be done, the duration of amount of time it would take for it to be done, the people responsible for the improvement plan, how to go about the plan and the results expected. This provides details on how we can make use of the Information to the greatest effect by sharing responsibilities to different personnel of the company.

Conclusions to Chapter 3

In this Chapter we suggested ways to overcome numerous weaknesses and tackle incoming threats. Unilever's strength is very important in doing justice to both the weaknesses and threats. This factor would pave way for a brilliant development of International marketing plan. We talk about some powerful threats to the company, ways to identify them and ways to annul them. Most of the threats are easily identified with a good structure of the company. Unilever's strength can be used to contain most of the threats but not all, while the minor ones can't be really contained.

Also it was an analyzis of reasons for the improvement plan of International marketing. This is good enough to help with any deficiency encountered during the plan development. We are able to conclude ways of improving International marketing plan for Unilever PLC. This includes things to be done, the duration of time it would take to execute them, the people responsible for the improvement program, the way they should go about it and the result to be expected from the program.

In accordance to this reasons we provided ways of improving International marketing plan by analysing things to be done, the duration of amount of time it would take for it to be done, the people responsible for the improvement plan, how

to go about the plan and the results expected. This provides details on how we can make use of the Information to the greatest effect by sharing responsibilities to different personnel of the company.

CONCLUSIONS AND PROPOSALS

In this thesis it was an investigation of theoretical aspects of developing international marketing plan, analysis of the marketing plan for Unilever PLC and proposals for improvement of international marketing plan at Unilever PLC. In accordance to this, next tasks were solved:

- 1) To investigate essence of international marketing plan;
- 2) To analyse features of International marketing plan;
- 3) To conduct a Methodological approach to developing International marketing plan;
- 4) To analyse the organisational characteristics of the case company which is Unilever PLC;
- 5) To make analysis of the International marketing plan for Unilever PLC;
- 6) To evaluate the effectiveness of the SWOT analysis for Unilever PLC;
- 7) To propose ways to overcome weaknesses of Unilever PLC for International marketing;
- 8) To find out the rationale for the improvement program of international marketing of Unilever PLC;
- 9) To organise processes for improving International marketing plan of Unilever PLC.

Therefore, there are some main conclusions:

Chapter 1 as a whole talks extensively on the theoretical aspect of the topic of research i.e International marketing. International marketing's essence which is basically uniting countries and it's people. It also takes an indepth look at product promotion, pricing and distribution. This theoretical part also talks about the levels of implementing the plan, the corporate, business and functional levels.

The features of international marketing are discussed which includes competition faced as a challenge. Factors that influence the topic such as research, import and export or foreign exchange as a whole and external features like regulations imposed on marketing activities. This helps us to know more about the topic before considering whether to venture into it or not. The advantages/pros or benefits are talked about alongside the disadvantages where we can deduce that the advantages are more than disadvantages when weighed which makes it look more interesting and desirable.

Finally, the methods of approach to the topic are discussed in the table 1.2. then the analysis that can be used which are SWOT, SMART & SOAR analysis. SWOT utilises the strengths, Weaknesses, opportunities and threats; SMART utilises specific, measurable, achievable, relevant and time bounded information's about the company; SOAR is similar to SWOT but utilises strengths, opportunities, aspirations and results.

From analysis in Section 2, we can say that it is the practical aspect of the topic of this research. It starts with the organisational structure of the company which is Unilever PLC.

The case company is talked about extensively depicting it's brands and products, history, evolution and economic characteristics. A constructive analysis is done using SWOT analysis and matrix. This paves way for evaluation of effectiveness of the SWOT analysis.

The plotting of strengths against opportunities and threats is talked about alongside Weaknesses against opportunities and threats. Unilever's strength is shown to be powerful in taking advantage of opportunities and annulling threats to an extent. The Weaknesses greatly affect the taking advantage of opportunities and also paves way for a number of threats affecting the company.

The analysis in short brings about good evaluation by the company if given to the right set of people to work on.

In Section 3 we suggested ways to overcome numerous weaknesses and tackle incoming threats. Unilever's strength is very important in doing justice to both the weaknesses and threats. This factor would pave way for a brilliant development of International marketing plan. we talk about some powerful threats to the company, ways to identify them and ways to annul them. Most of the threats are easily identified with a good structure of the company. Unilever's strength can be used to contain most of the threats but not all, while the minor ones can't be really contained.

Also it was an analyzis of reasons for the improvement plan of International marketing. This is good enough to help with any deficiency encountered during the plan development. we are able to conclude ways of improving International marketing plan for Unilever PLC. This includes things to be done, the duration of time it would take to execute them, the people responsible for the improvement program, the way they should go about it and the result to be expected from the program.

In accordance to this reasons we provided ways of improving International marketing plan by analysing things to be done, the duration of amount of time it would take for it to be done, the people responsible for the improvement plan, how to go about the plan and the results expected. This provides details on how we can make use of the Information to the greatest effect by sharing responsibilities to different personnel of the company.

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ANNEXES***Annex A*****QUESTIONNAIRE FOR UNILEVER PLC IN INTERNATIONAL
MARKETING PLAN**

This questionnaire is used for research of the situation of Unilever PLC in the International market. Strike the letter in front of the option which suits you best. Please choose your answer very carefully and seriously. Answers would be handled confidentially.

1. By what channel did you get to know Unilever PLC?
 - a. Friends and relatives b. Media Advertisement c. Internet
2. What do you think about the price of their products?
 - a. Very high b. High c. Normal d. Low
3. Which purchase method attracts you most?
 - a. Supermarket b. Online shopping c. Local retailers
4. What is your age?
 - a. <16 b. 16-20 c. 21-25 d. 26-30 e. 35>
6. What do you think about their customer service?
 - a. Very good b. Good c. Medium d. Bad e. Very bad
7. What is your occupation?
 - a. Students b. Business man c. Official Staff d. Freelancers e. Others, please specify _____
8. What are the 2 most common factors when choosing a group?
 - a. Quality b. Brand c. Popularity d. Price and discount e. Others please specify _____
9. What suggestions do you have for the development of Unilever PLC marketing?

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Annex B

Unilever brands and products

Classification	Sub-Brand	Description of products
Foodstuffs and condiments	Amora	French Mayonnaise and dressings produced in France
	Annapurna	Salt and wheat flour produced in India
	Aromat	Seasoning produced in South Africa,Sweden and Switzerland
	Best foods	mayonnaise, sandwich spreads, peanut butter and salad dressings
	Chicken tonight	Wet sauce
	Chirat	pickled vegetables (pickled onions, pickled cucumbers, mixed pickles), sauces, vinegar and salad dressing (Kressi), olives, mustard, capers and corn on the cob, mayonnaise and ketchup mostly in Switzerland
	Fanacoa	Mayonnaise, mustard and ketchup mostly for Argentina
	Knorr	Knorr-Suiza in Argentina, Royco in Indonesia and Kenya, Continental in Australia – sauces, stock cubes, ready-meals, meal kits, ready-soups, frozen food range
	Ladies choice	Mayonnaise, peanut butter and sandwich spread for Phillipines and Malaysia
	Marmite	Yeast extract spread
	Pfanni	German potato mixes in Germany
	Sunce (Sun)	Knorr mayonnaise
	Telma	Breakfast cereal in Israel
	Tortex	Ketchup in Poland
Turun Sinappi	Mustard in Finland & Sweden	
Unox	Soups and smoked sausages	
Drinks & beverages	Bru	Instant coffee in India
	Buavita	Fruit juice mainly in Indonesia

	Bushell's	Tea mainly in Australia and New Zealand
	Caivano	Ice cream in Italy
	Choysa	Tea mainly in Australia and New Zealand
	Frigo	Ice cream in Spain
	Hellendoorn	Ice cream in the Netherlands
	Heppenheim	Ice cream in Germany
	Horlicks	Malted milk powder in India
	Jif	Lemon and lime juice
	Lipton Ice tea	Ready to drink tea
	Olá	Ice cream in Portugal
	PG tips	Tea in USA, UK and Canada
	Saint-Dizier	Ice cream in France
	Talenti Gelato	Ice cream in USA
Cleaning products	Breeze	Laundry detergent mainly in Singapore, Malaysia and Thailand
	Cif	cleaning products (Jif in Australia, New Zealand and the Middle East; Viss in Germany)
	Coccolino	Softener mainly in Hungary, Italy, Croatia, Poland and Romania
	Domestos (Vim)	Cleaning products in Bangladesh, Canada, Vietnam, Pakistan and India
	Omo	Laundry detergent in Australia, Switzerland, Liechtenstein, Africa, Norway, Brazil, Turkey and Chile
	Sunlight	Laundry detergent in Nigeria
Beauty and personal care brands	Axe	Deodorant, shower gel and body spray
	Brisk	Hair styling products for men
	Caress	Soap for bathing
	Clear	Anti-dandruff, scalp care shampoo and conditioner
	Close-up	Toothpaste
	Dermalogica	American skincare and spa products

Dollar shave club	Razors and other personal grooming products
Dove	Skincare, haircare and deodorant
Dr. Kaufmann	Sulfur soap in the Philippines
Eskinol	Women's facial Wash and cleanser in the Philippines
Fissan	Foot powder and baby skincare products
Lifebuoy	Soap
Pepsodent	Dental products
Radox	Shower gel and bubble bath
Rexona (Sure in the UK)	Deodorant
Vaseline	Body lotion, shower gel and deodorant

ANNEX C

History and evolution of Unilever

1990s		Unilever Ghana was established; Breyers was acquired from Kraft which made the company the largest ice-cream manufacturer in the United States. It purchased Helene Curtis, expanding its presence in the Shampoo and Deodorant market and also established a sustainable agriculture plan.
2000 2010	–	Unilever added trademarks such as Knorr, Marmite, Bovril, and Hellmann’s to its portfolio, as well as the boutique mustard merchant Maille, Ben & Jerry’s, and Slim Fast, Bestfoods (which enhanced Unilever’s scale in foods in America). The corporation was divided into two parts (food and personal care). It also worked with Rainforest Alliance to source all of its tea in a sustainable manner. Unilever has agreed to buy Sara Lee Corporation’s personal care business, which includes names like Radox, Badedas, and Duschdas.
2010 present	–	In 2014, Qinyuan, a water purifying company based in China, was bought, as was the Camay and Zest brands. REN skincare, Kate Somerville skincare LLP, and GROM, an Italian ice cream company, were also purchased. According to millions of employee evaluations and recommendations on the UK recruiting website Indeed, Unilever was awarded the UK’s ninth greatest private sector employer in 2018. (Taylor, 2018). Unilever bought the food manufacturer Graze in 2019. Unilever said in 2020 that it had re-evaluated its corporate structure and that Unilever N.V would be merged into Unilever PLC, resulting in a single holding company situated in the United Kingdom. A Dutch ‘exit tax’ idea, on the other hand, would force Unilever to reconsider the merger. Unilever’s Dutch arm shareholders decisively approved for the N.V. to merge with the PLC in September 2020. Unilever declared in October 2020 that 99 percent of its UK shareholders approved the merger, i.e., decided to base the company in London. On November 30 th , 2020, the unification will be completed. Since then, there has only been one share class. During the epidemic, Unilever declared that it would provide over €100 million in soap, hand sanitizer, bleach, and food to help combat the global COVID-19 pandemic.

Source: made by author on [6, 9, 33, 47-49, 51, 52, 54, 55, 71-74]

Annex D

Proposals on improving International marketing strategy of Unilever PLC

What has to be done	Duration	Responsibility	How to go about it	Expectations
More research	2-3 years	Head of Marketing department alongside analysts	More research has to be done not just from countries to countries, but starting from the grassroots. Analysts should be able to talk to co-workers, peers, family and even friends for their view on countries and markets with the highest potentials. Relevant prints and web publications such as eMarketer, economist, wall Street journal and even yahoo should be followed up for important business information on this aspect. Information about which markets have the greatest potential should be sought after.	Dominance in the International market of countries with the Highest potentials.
Building partnership	1-2 years	CEO's	Developing appropriate resources abroad is very necessary. Partnering 96 loomberg risk though with drawbacks such as lack of direct management oversight. These negatives can be alleviated by hiring workers	Partnership brings about more relevance and popularity of your brands.

			with experience, education and native language skills relevant to the target market.	
Assessment	1 year	Head of marketing department	While creating partnerships or hiring strategies, it's critical to thoroughly assess current products and services for viability in foreign markets. These products and services must be intuitive and scalable. If the products offered are not intuitive, that is, easily applicable to the target markets (i.e. there is no apparent need), it would surely fail. If the products is not scalable (i.e it can't be produced and delivered to the target markets profitably), the plan would surely fail. The new team of analysts should outline a strategy to build existing infrastructure.	Increase in quality of products and services
Modification	6 months to a year	Head of administrative department	Once the products are fine tuned and ready for market, sales collateral should be modified. Even if the global partner or new team has native speaking skills, there are reasons to hire professional translation services to that	The goal is to ensure that their sales documentation demonstrates that they feel their target market's pain

			ensure all cultural subtleties are dealt with accordingly.	and therefore able to profer relevant solution
Networking	2-3 years	Head of Human resources department	Unilever is known to have a broad network and huge marketing capabilities which is a huge strength of theirs. Development of International marketing plan includes attending, sponsoring, and participating in industry networking events and conferences. They should look into joining industry associations that have a footprint in their target markets, or that are native to the target market. Web-based networking groups (e.g. LinkedIn) can also help expand and broaden their network further.	Increased networking capabilities, attraction of investors and high profile customers.
Marketing	6 months to a year	Head of administrative department	High marketing capabilities which is a relevant strength of Unilever is also a green light in this aspect of developing international marketing plan. Two of the most effective forms of outreach are search engine and email marketing. Internet access is everywhere,	Improved customer relationship and easier access to products by customers.

			<p>which means everyone has access to search engines and email. The best way to build a house list of potential customers in their target market is to optimize their international Web site for search engines and offer visitors an incentive to provide their email address. Once they have gotten their permission to contact them regularly, a strong relationship should be built, site visitors converted alongside email subscribers into customers.</p>	
Travelling	On a yearly basis		<p>This would be necessary overtime due to the fact that as time goes on, patronisers and partners would love face to face meetings which would help build a concrete relationship between all parties. These business trips can be turned into tax-deductible variations and exploration of the world.</p>	<p>Building of trust from high profile clients, partners and investors.</p>
Time to time Reviews	On a quarterly basis (i.e every 3 months)	CEO and administrative department	<p>A suitable time scale for measuring progress would be on a quarterly basis. Effectiveness of this process should be accessed, tactics and strategies should also be</p>	<p>Opportunities would be taken advantage of and a significant boost in sales.</p>

			<p>monitored closely to see if they're truly in the right path. If they are not working out, ways to fine-tune should be looked for by breaking down the whole process. If they are working out, the aspect working out well should be understood and there should be a decision on whether to scale further or not and if this is the case, the whole process should be looked at from the beginning (I e research), and the next market opportunity should be sought out.</p>	
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Sources: made by author