

UNCOVERING SURVIVAL STRATEGIES OF INDIAN INTERNATIONALS

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Abstract “Globalisation, which benefits only multi-national companies and takes away all sense of local or national pride and identity, is the biggest threat facing all the member states of the EU.” - Steve Blake

Statement of Steve Blake is equally true for a developing country like India. Post liberalisation, privatisation, and globalisation, Indian companies are also facing serious threat from global and international companies coming to India, which is making their survival difficult. This threat has forced Indian companies to look beyond the domestic market. In urge to survive & grow many Indian companies have become global and multinational. But the road for success was not much easy. However many Indian companies like Reliance, Tata, Bharti Airtel, HindalcoSuzlon, L&T, Infosys, Wipro etc. have made considerable impact in global business. The stories of successful players always prove to be an example for new and unsuccessful players. In the coming next 15 years, India has a scope of developing at least 50 multinationals as Indian MNCs have strong deliverables (Kshirsagar & Kumra, 2013).

The objective of the present paper is to find good international business practices adopted by Indian companies from different industry. 20 successful companies of Gujarat (a state of India) were selected to study the best practices of players in chemical, pharmaceutical, salt, industrial machinery, and textile industries.

Keywords: International, Marketing Strategy, Challenges

INTRODUCTION

Bartlett, Ghoshal, Bartlett, and Birkinshaw (2003) define a multinational corporation as one that has substantial direct investment in foreign countries, actively manages those operations, and regards those operations as integral parts both strategically and organisationally.

It is an enterprise operating in several countries but managed from one (home) country. Generally, any company or group that derives a quarter of its revenue from operations outside of its home country is considered a multinational corporation. There are four categories of multinational corporations: (1) a multinational, decentralised corporation with strong home country presence, (2) a global, centralised corporation that acquires cost advantage through centralised production wherever cheaper resources are available, (3) an international company that builds on the parent corporation’s technology or R&D, or (4) a transnational enterprise that combines the previous three approaches¹.

Over last two decades, international trade and business

have shown terrific growth. The growth is driven by many variables. The most important reasons for the growth have been:

- Formation & rapid growth of the World Trade Organization (WTO)
- Formation of free trade zone like NAFTA and EU
- Acceptance of free market system in developing countries of Asia, Latin America and Eastern Europe.
- And above all, development of international business infrastructure likes ports, shipping line, commercial aircraft, ware housing, transportation, and technology.
- Internet penetration has played a vital role in the development of global trade

It helped India to grow faster in terms of FDI inflows and export growth. The data shown in the graph (Fig. 1 and Fig. 2) represent the same.

¹ www.businessdictionary.com

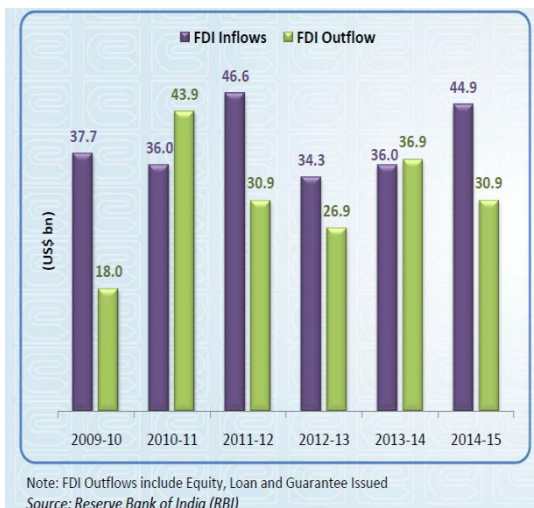


Fig. 1: FDI Inflows and Outflows



Fig. 2: Growth of Exports & Imports

Source: RBI & Ministry of Commerce & Industry, Government of India

Changes in above environment variables have created both opportunity and threat for Indian business. On one hand the above changes have provided a new market for Indian companies and access to international resources and technology, while on the other hand, large multinational companies have got free wings to trade in Indian market. These global & multinational players with great technological knowhow and huge essential resources have become intense players in Indian market. These MNCs have become serious threat for domestic companies.

Most Indian companies with domestic orientations are lacking essential competence, resources & technological know how to compete against all the big multinationals from developed country.

Domestic competition has witnessed a boost due to initiatives by government and support of financial institutions for entrepreneurship development. All multinationals from developed countries have made things more competitive. The only way available for Indian companies is to raise standards and become global.

The way to become global is also not easy. Few companies perished following the route of internationalisation. Success in international market is possible if existing players follow right business and marketing strategy. To understand what will work and what not, help of existing successful business models and their marketing strategies can be taken. These successful companies include Reliance, Tata (Motors & Steel), Bharti Airtel, HindalcoSuzlon, Mahindra and Mahindra, HCL, L&T, Infosys, Bajaj & many more (see Annexure 2: Indian MNCs and their acquisitions). All these companies have proved they can become successful, irrespective of all odds.

LITERATURE REVIEW

In 1992, the initiatives led by the then Prime Minister Narasimha Rao and Finance Minister Dr. Manmohan Singh to handle the economic crisis that India faced, proved to be fruitful. The Gross Domestic Product (GDP) growth rates moved from 2 - 3 % p.a. to 6 - 9% p.a. growth range. The policies boosted image of India internationally among investors and in business.

Indian companies have moved at great speed, having shifted its focus from traditional ways of working and is focusing on delivering values. Internationally, Indian companies are giving tough competition in marketing, product and process design etc. (Ahmad & Chopra, 2004; Business Week 2005; Ghoshal, Bartlett, & Piramal, 2000).

It is learnt from international management literature that global firms are able to succeed only when they are able to fight out the highly competitive and complex environment (Ricks, Toyne, & Martinez, 1990) and to arrange for resources from a geographically wide region (Kim & Mauborgne, 1991; Roth, 1995) manage resources across borders (Bartlett & Ghoshal, 1989; Hitt, Hoskisson, & Kim, 1997). Studies focusing on capabilities and organisational changes of multinational companies, are fewer in emerging economies than in developed economies (Hoskisson, Eden, Lau, & Wright, 2000; Peng, 2003).

Organisations have survived through strict regulatory policies which have helped the firms to take less help from networks and build organisational capabilities (Scott, 1995). Organisations have unlearned their organisational routines which are due to the push they face, which in other words refers to the market based strategies.

There is a huge gap observed between the potential of Indian MNCs and their actual performance. Thus it ranks very low in Fortune Global 500 list (Mahbubani, 2013). Nonetheless, (Kshirsagar & Kumra, 2013) opine that in the coming next 15 years, India has a scope of developing at least 50 multinationals as Indian MNCs have strong deliverable. Also, globally Indian businesses are not run by state owned enterprises, but by private enterprises and entrepreneurs.

KEY STRATEGIC DECISIONS FACED BY FIRMS FOR INTERNATIONALISATION

For any Indian firm to enter into the international market and make its presence felt, the marketer has to go through phases of decisions. These six decisions are to be taken after careful scrutiny of the market situation such that business becomes easy and revenue is generated.

Strategic Decision 1: Deciding Reason for Entering the International Market

Long term success and survival of organisation depends upon strong international presence of a company (Barkema & Vermeulen, 1998; Bartlett & Ghoshal, 1989). Reason for internationalisation can be different for various industries that also depends on the size of the company. Internationalisation can benefit organisation through better performance (Buhner, 1987; Grant, 1987), R&D/ knowledge sharing (Bartlett & Ghoshal, 1989), resource utilisation, international market entry (Buhner, 1987), developing competence to fight against international competition, stabilisation of returns (Caves, 1982), access to intangible assets (Grant, 1987).

Strategic Decision 2: Identifying Geographical Market

Which market is suitable for the organisation, can be found with the help of Theory of Comparative advantage (Hunt & Morgan, 1995). In addition to this other factors like number of residents of own country staying in other market, culture/ taste and preference of the customer and market accessibility (Free Trade Agreement etc.) are also some of the key variables, important while deciding international geographic market

Strategic Decision 3: Finalising the Mode of Entry

Entry mode is depended on transaction cost economics, which means decision as a consideration of cost of

internationalizing transaction against the cost of routing them through the market (Hennart, 1991; Hennart & Park, 1993; Hennart & Reddy, 1997). It means if cost of market and distribution is less, export is considered to be a viable option. Decision of entry is also dependent upon types of product/service company offer, competition in the market, market size and product modification require due to cultural, geographic, and legal variables. Other modes of entry include strategic partnership, licensing, joint venture, FDI, and international marketing offices.

Strategic Decision 4: Organising International Activities

International expansion and growth is a complex phenomenon. Many companies start their international market journey through less risky mode of entry like export. According to Stopford and Wells (1972), organisation passes from three phases when they go for internationalisation. These phases include, first: foreign subsidiaries tied to the parent holding company, second: independent international division managing strategic planning and domestic activity, and third: strategic planning is carried out on a consistent worldwide basis & worldwide structure is altered to established link to the global structure.

Strategic Decision 5: Formulating Strategy for the International Market

Marketing and branding is another important strategic decision for the company to become successful in international market. According to Business Week (2005b) majority of Indian firms still lack the skills needed in overseas marketing and distribution. Companies which get global success have strong international marketing orientation (Knight & Cavusgil, 2004). Superior marketing performance is a result of knowledge about customer (culture, taste and preference, life style, need, custom), product development/adaption & marketing technique for targeting foreign customer.

Strategic Decision 6: Outsourcing Distribution, Logistic, and Warehousing

In international business, tie up with support services for international business can give cost advantage. Companies which take help of freight forwarder, agent, export house & logistic partners can save huge international marketing and distribution cost. It also benefits in getting good reach to target customers at low cost.

RESEARCH GAP

The present study is focusing on understanding the international strategic directions taken by Indian firms to survive and grow in international market. These strategic decisions include mode of entry selected, geographic region selected, marketing strategies used and outsourcing opportunities exploited.

RESEARCH METHODOLOGY

The objective of the paper is to find good practices of Indian companies belonging to different industries. 20 successful companies of Gujarat (state of India) were selected to study the best practices of these players in chemical, pharmaceutical, salt, industrial machinery, and textile industries. The methodology followed for research is presented in the next section of the paper.

The objective of the paper was to understand the strategies followed by Indian companies to become successful in international market. It also tries to evaluate the practical applicability of various international strategies with respect to different industries. Findings generated were used to derive industry specific conclusions.

For research, the available literature concerning international business and Indian MNCs were studied. The literature included books and articles from magazines, journals, newspaper, Internet (websites of Indian international companies) etc. Based on the literature review and secondary data, discussion guide was prepared for carrying out primary research (Annexure 2).

In this study, exploratory research design was carried out with the help of in-depth interview method. Interviews were conducted of international marketing managers of Indian MNCs of Gujarat.

Selection of companies for research was done on the basis of convenience. 20 companies having global marketing presence were surveyed. Data analysis was carried with the help of content analysis as a method.

Selection of the companies has been done from major five industries on the basis of the size of the firm i.e. small, medium, and large. The industries selected were salt, chemical, industrial machinery, pharmaceutical, and textile.

Recording device was used to save data. Based on the interviews, following findings were generated.

FINDINGS OF RESEARCH

Salt Industry

Major market for salt manufacturers of India for export is African countries, European countries, East Asian

countries, and America. The mode of entry preferred by Indian companies is export. It was found that generally in Salt Industry, exporters consider the following factors while selecting customers & new markets:

- I. **Export-Import basket of country:** It was found that, while searching and identifying a country to enter, the company should conduct secondary research on import basket of the different countries. The information about import basket helps in getting details about regularity of salt import in a particular country. It is also important to know regularity of salt import by studying data of last 10 years.
- II. **Financial strength of the buyer:** It was found that, while identifying clients, it was important to verify the buyer's ability to pay for the export value. The data about financial credentials can be obtained by studying past record of the client in terms of fraud & nonpayment of dues. It is also necessary to check credit ratings of the buyers before doing any transaction.
- III. It is also important to know more about the international buyer, country profile, business practices, legal requirement and customs of a country.

Through research it was found that, Indian salt manufacturer are using the following international marketing strategies to get success.

- **Product Strategy:** It was found that majority of salt manufacturers prefer to export raw/industrial salt in bulk. They also export edible salt. Few exporters were exporting salt in tablet form.
- **Pricing Strategy:** It was found that most of the exporters in salt industry decide price themselves. There is no interference by government regarding the price decision in salt industry. To compete/survive in a new market, price used by exporters are either equivalent to the market price or lower than the market price
- **Place Strategy:** Generally distribution and selling of salt is done in bulk and to major international buyers. Role of distribution channel and channel partners is negligible.
- **Promotion Strategy:** It was found that all salt manufacturers generally use the following techniques for promotion of salt in international market :
 - They register in the business directories.
 - They advertise in the business newspapers.
 - They create websites with product details and quotations.
 - They attend trade fairs & exhibitions.
 - All companies maintain good relationship with the existing customers by following good relationship management practices.

- They use digital marketing for promotion of their products.
- It was found that all the salt exporters are using agents to get business & freight forwarders or clearing house agents to manage international logistics.

Chemical Industry

For India, the major market for chemical companies is Far East, South Asian countries, African countries, European & Scandinavian countries, and Middle East countries such as Dubai, U.A.E. & Iran. The mode of entry preferred by Indian companies is export & international marketing office. It was found that generally in chemical industry, exporters consider the following factors while selecting customers & new market to enter:

- I. **Financial strength of the buyer:** In research it was found that, while identifying clients it is important to verify buyer's ability to pay for in order to avoid problems of fraud and nonpayment of dues.
- II. It was found that knowing the demographics profile of the market is essential for measuring effective demand of chemical products & to determine size of the market.

In research it was found that, Indian chemical manufacturers are using following international marketing strategies to get success.

- **Product Strategy:** It was found that majority of chemical manufacturers prefer to export standardised product specifically in dye and lubricant business. Food and other color making companies use customisation as a strategy.
- **Pricing Strategy:** It was found that all chemical exporters charge differential pricing. They decide price based on their negotiation with the customers.
- **Place Strategy:** In chemical industry, most of the exporters have more than one manufacturing plants in Gujarat. The players of the industry surveyed generally deal with B2B customers. The role of distribution channels and channel partners is negligible. The companies only focus on export procedure and rely mainly on logistic partners like freight forwarders for transportation.
- **Promotion Strategy:** For targeting and contacting international buyers in chemical industry, the chemical exporters participate in the international trade fairs. These exporters distribute promotional items like key chains & caps with company's name for brand building. Indian MNCs in chemical industries also use social media sites, registration in business directories, attending exhibitions & seminars as promotional tools.

It was also found that all the chemical exporters outsourced their international logistic and documentation related work to freight forwarders or clearing house agents to manage international logistics.

Industrial Machinery Industry

Based on research it was concluded that major market for industrial machinery industry is in China, Dubai, Middle East, and African countries. From China and Dubai, Indian machine manufacturers are exporting as well as importing. The mode of entry preferred by Indian international is export. Few companies have done joint venture to enter in new market and accessing R&D expertise of international market. It was found that generally in industrial machinery industry manufacturers are considering following factors while selecting customer & new market to enter:

- **Potential of market:** Industrial machinery manufacturers check the size of the market before going for export. They are attracted the international buyer with good international credit rating. In case of importing machinery, capability of exporter for delivering machines on time is considered.
- **Past experience:** Industrial machine manufacturer wish to deal with the buyer with whom they have good past experience. They also prefer the companies recommended by good companies under the list.
- **Low price of machinery (Importer):** According to respondent low price play very important role in importing industrial machinery. The low cost of machinery imported helps in increasing efficiency and reducing fixed cost per unit. The low cost benefit gives global competitiveness and price advantage to manufacturer.

In research it was found that, Indian industrial machine manufacturers are using following international marketing strategy to get success:

- **Product Strategy:** It was found that majorly of industrial machinery exporters were selling armor machines, sprint & castle, lose machinery, embroidery machinery, and stitching machinery. Majority of manufacturers are selling customised machinery as per the requirement of client.
- **Place Strategy:** The industrial manufacturers sell their product in China, Dubai, Middle East, and African countries. The product is directly sold to other business houses. Except export procedures no other distribution is required. Role of distribution channel and channel partner is negligible.

- **Pricing Strategy:** Price of industrial machinery is decided on the basis of capacity of machine. Final price is decided based on negotiation with international buyers with terms and condition.
- **Promotion Strategy:** Industrial machinery manufacturers give advertisements in industrial newspapers and magazines. They also prepare brochure for direct marketing to the client. The international players of this industry also participate in trade fairs and expos related to their products domestically as well as worldwide. It was also found that manufacturers were using good customer relationship management practices for generating repeat business. International machinery manufacturers are also using digital marketing for promoting business.

It was found that all the industrial machinery exporters were using intermediaries like freight forwarder or clearing house agents to manage international logistics.

Findings about Textile Industry

It was found that major market for textile industry is in Brazil, Latin America, Middle East, West Africa, China, Japan, Korea, and Dubai. The mode of entry preferred by Indian textile is export. Textile manufacturers are also doing job work and manufacturing on behalf well established international retail brands.

It was found that generally in textile manufacturers are considering following factors while selecting customer & new market to enter:

- **Demand of the Country:** Textile manufacturers try to find out demand of textile products by studying import basket of the country and volume of import of textile products from last ten years. The data about import basket was collected from official web pages of the country.
- **Market Dynamics:** The textile manufacturers also see the competition present in the market for checking market attractiveness.

In research it was found that Indian industrial machine manufacturers are using following international marketing strategy to get success.

- **Product Strategy:** Textile exporters were generally export yarn and fabrics in international market. They also make product according to specification given by international retailer or manufacturer in case of outsourcing & licensing contract.
- **Pricing Strategy:** The price is decided through negotiation and based on order size. Mark up price as a method used in which they put some margin on

the actual price. Indian MNCs uses differential pricing approach.

- **Place Strategy:** Generally textile exporters sell their products in China, West Africa, Korea, Japan etc. The companies surveyed were in B2B category, so distribution channel is not important for them. The textile manufacturers just have to take care of export procedure.
- **Promotion Strategy:** Textile manufacturers generally promote themselves through webpage and industrial directories. Other mode of promotion used by them was participating in trade fairs, & advertising in B2B media.

It was found that all textiles exporters were using intermediaries like freight forwarder & or clearing house agents.

Findings about Pharmaceutical Industry

It was found that pharmaceutical companies' main market is North American, African, European and Latin American Countries. It was found that pharmaceutical manufacturers of Gujarat prefer export as a mode of entry in international market. Many companies have their marketing offices in international market. Few companies have started their manufacturing unit at international locations also. The objective of starting manufacturing units in other countries is to take advantage of low cost of manufacturing in other markets.

It was found that generally in pharmaceutical product manufacturers are considering following factors while selecting customers & new market to enter:

- **Study of diseases:** Pharmaceutical companies generally study different type of diseases in the international market. This data helps them in understanding requirement of different types of medicine in that region.
- **Profile of Doctor:** The pharmaceutical companies sell their products through recommendation of doctors. In many countries selling drugs through OTC is not allowed. Knowing information about doctors helps them designing marketing strategy for entering into the market. Generally pharma companies collect the data about doctors, their specialisation & address.
- **Regulatory framework of the Market:** Pharmaceutical companies before entering into international market see regulatory requirement for drugs sold in that market. These regulatory requirements include approval from drug authorities of different countries (e.g. USFDA). Companies surveyed prefer the non-regulated market to enter first to avoid legal issues.

- **Competitors Data:** Companies planning to enter in other market, collect the data about competitive brand and molecule they sold in that market, This information helps company to design product and marketing programme to successfully compete in that market.
- **Access to Other Market:** Pharmaceutical manufacturer prefer that market first, from where they can get access to nearby country. Example from North America it is quite easy to distribute products in Canada.
- **Profit Margin:** In international market pharmaceutical company search for the market where generic drugs is not a popular concept. This will benefit them to generate high profit margin compare to market where people are aware about generic drugs.
4Ps for used by pharmaceutical company in international market are:
- **Product Strategy:** Indian pharmaceutical companies generally manufacture and sell generic medicine whose patents have expired. Medicines are manufactured according to market requirement. Few companies are also manufacturing medicine by taking license of patented drugs. Many companies of India have entered in a different type of strategic partnership to take advantage of R&D expertise of international pharmaceutical giants. Few companies in pharma have entered in bulk drugs and medical equipment business.
- **Pricing Strategy:** Pricing of the product is decided on the basis of negotiation in case of formulation and bulk drugs. For OTC product price is decided based on market price/ competitive price. For some medicine price is regulated by government. For this regulated medicine price government fixes.
- **Place Strategy:** For distribution, pharmaceutical companies use direct marketing in international market. They use medical representative to convince doctors for recommending their medicine. They set warehouses & marketing offices in every country, from where they supply goods to pharmacists of that country.
- **Promotion Strategy:** For promoting restrictive medicine they use customer relationship management practices with doctors. For OTC product the pharmaceutical companies run advertising campaign, and prepare brochure and pamphlets. For OTC products, companies spend lots of money on BTL and ATL activity. The companies into bulk drug manufacturing and formulation business, register themselves in international industrial directory and prepare their own website to attract clients from abroad.

It was found that pharmaceutical companies were using following intermediaries for international logistics and export support:

- International bank for documentation & Forex management companies
- Clearing house agents or freight forwarder for logistic and custom clearance
- Distribution partner in other countries

RECOMMENDATION & SUGGESTIONS

1. For exploring new markets, Indian MNCs should first select developing/under-developed countries like Africa, Latin America, or South Asian countries. These markets are growing and competition in this market is limited. The government of these countries also welcomes foreign companies to start their business in their market. Strategically this entry is also beneficial, because no major modification is required in marketing mix elements.
2. To survive in global market, Indian MNCs can think of options like joint venture or association with other international or national player. This joint venture or association will give them more resources and strength for fighting against international players.
3. To become more competitive against international players, Indian companies have to think in terms of global sourcing and global operation. This move will help them in reducing cost of manufacturing and production. To get this advantage, companies like Dishman Pharmaceutical, Orpat, and Ajanta have already opened their manufacturing unit in China.
4. Indian MNCs can also think in terms of chasing their customer abroad. According to data many Indians shift to foreign countries like USA, UK, Australia, Dubai, Singapore for further education, job and for permanent residence. Indian MNCs can target the place where these Indians stay with same marketing mix elements.
5. Indian MNCs can initially start international business by identifying international outsourcing opportunity present in the market or selling their products to popular retail brands of international market. Gradually the company can shift to its own branding strategy.
6. To solve the problem of international distribution, help of specialised intermediaries like freight forwarders, cargo companies and shipping companies can be taken.
7. To solve the problem of international branding & promotion, help of international advertising agency can be taken. For managing international distribution, sales force from particular countries can be hired. All these actions will give the company market access and insight internationally.

8. In case of B2B business, participation in trade fairs, expos, listing in business directories, and having own website, are useful methods of promoting business.

CONCLUSION

Based on above discussion it can be concluded that different companies are using different strategies to become successful in international market. It was found that selection of strategy by companies is dependent on the product and market they are serving. It was also found that practices followed by various companies in particular industry were similar.

Future seems to be more challenging for Indian MNCs, as entry barriers for international firms will be more relaxed. Manufacturers, who wish to become successful in international market can learn important lessons from established players of the industry.

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ANNEXURE 1: GLOBAL REVENUE OF MNC & PERCENTAGE OF REVENUE FROM OUTSIDE U.S.

Company	Global Revenues (billions)	Percent Revenues from Outside the U.S.
Walmart	\$401.2	24.6%
Ford Motor	146.3	51.9
General Electric	182.5	53.7
Citi Group	52.8	74.8
Hewlett-Packard	118.4	68.2
Boeing	60.9	38.9
Intel	37.6	85.4
Coca-Cola	31.9	77.0
Apple	36.5	46.0
Starbucks	10.4	20.8

Source: International Marketing, Cateora, Gilly & Graham

ANNEXURE: 2 INDIAN COMPANIES AND THEIR ACQUISITION IN GLOBAL MARKET

Buyer	Acquisition	Price
Mittal Steel	Arcelor, Luxembourg	US\$ 26.5 bi
Reliance Industries	Flag Telecom, Bermuda	US\$ 212mi
Tata Motors	Daewoo, Korea	US\$ 118mi
Infosys Technologies	Expert Information Services, Australia	US\$ 3.1mi
Bharat Forge	Carl Dan Peddinghaus, Germany	N/A
Ranbaxy	RPG (Aventis) Laboratories, France	N/A
Wockhardt	CP Pharmaceuticals, UK	US\$ 18mi
Cadila Health	Alpharma SAS, France	US\$ 5.7mi
Hindalco	Straits Ply, Australia	US\$ 56.4mi
Wipro	NerveWire Inc, USA	US\$ 18.5mi
Aditya Birla	Dashiqiao Chem, China	US\$ 8.5mi
United Phosphorus	Oryzalin Herbicide, USA	US\$ 21.3mi

ANNEXURE 3: INSTRUMENT USED FOR EXPLORATORY STUDY (IN-DEPTH INTERVIEW)

Discussion Guide

Greetings for the day, Sir/ Madam!

I am Jitendra Sharma, from Xcellon Institute - School of Business. I am writing a research paper for publication in international conference. The title of the research paper is "Uncovering survival strategies of Indian Internationals". The objective of this research is to summarise strategy used by Indian MNCs to become successful in the competitive global market. As you are one of the successful international marketers, I wish to collect some basic information from you about your international business operation. If you feel some informational is confidential, please don't share that information.

With your permission I wish to record the interview for data analysis purpose.

This interview will last for 25 minutes,

Sir/ Madam, I request you to please introduce yourself and give your designation and responsibilities that you are handling in the company.

Let me begin with the questions for the research:

1. In how many countries do you have presence?
2. What is the mode of entry you generally prefer to enter in international market?
3. What are the factors, generally you consider while entering into international market and identifying buyers?
4. To become successful in international market, what kind of marketing mix strategy you generally utilise?
 - a. Product Strategy
 - b. Price Strategy
 - c. Place Strategy
 - d. Promotion Strategy
5. What kind of intermediary you generally use for managing international distribution?

Thank you very much for your time and support. I will mail you the summary of the interview for your kind validation.