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INFLUENCE OF ENVIRONMENTAL FACTORS
ON INTERNATIONAL PRODUCT STANDARDISATION AND
ADAPTATION STRATEGIES:
A CASE STUDY ANALYSIS

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TABLE OF CONTENTS	page
LIST OF FIGURES.....	9
LIST OF TABLES.....	11
ABSTRACT.....	13
1. INTRODUCTION	15
1.1. Background of the study	15
1.2. Research question, objectives and delimitations.....	20
1.3. Prior studies.....	24
1.4. Structure of the study.....	32
2. PRODUCT STRATEGY DIMENSIONS.....	35
2.1. Strategic vision	37
2.2. Product platforms.....	39
2.3. Product lines.....	42
2.4. Individual products.....	45
3. PRODUCT STANDARDIZATION-ADAPTATION AND INFLUENCED ENVIRONMENTAL FACTORS.....	49
3.1. Approaches and product strategy alternatives	49
3.1.1. Standardization approach	50
3.1.2. Adaptation approach	53

3.1.3. Contingency approach.....	56
3.1.4. Product strategy alternatives to international firms.....	59
3.2. Impact of target market environmental factors on product strategies. ..	61
3.2.1. Economic environment.....	67
3.2.2. Cultural environment	72
3.2.3. Political environment	79
3.2.4. Legal environment.....	81
3.3. Summary of the theoretical framework	86
4. RESEARCH METHODOLOGY.....	90
4.1. Research approach and method	90
4.2. Case study research strategy and design	92
4.3. Data collection.....	99
4.4. Method of data analysis.....	105
4.5. Reliability and validity of the study	106
5. EMPIRICAL FINDINGS OF THE CASE COMPANY	112
5.1. Introduction to the case company	112
5.1.1. Motivations, presence and entry mode in India and Portugal	113
5.2. Product dimensions of case company	115
5.2.1. Product platform of Winwind	115
5.2.2. Product lines of Winwind in India and Portugal.....	119
5.2.3. Individual products of Winwind in India and Portugal.....	123

5.2.4. Product strategy alternatives of Winwind	124
5.3. Environmental factors of India	126
5.3.1. Economic environment	127
5.3.2. Cultural environment	128
5.3.3. Political environment	129
5.3.4. Legal environment.....	130
5.4. Environmental factors of Portugal.....	130
5.4.1. Economic environment.....	131
5.4.2. Cultural environment	132
5.4.3. Political environment	133
5.4.4. Legal environment.....	133
5.5. Environmental factors of Finland.....	134
5.5.1. Economic environment.....	135
5.5.2. Cultural environment	136
5.5.3. Political environment	136
5.5.4. Legal environment.....	137
5.6. Comparison of environmental factors.....	137
5.7. Impact of environmental factors on Winwind products strategy in India and Portugal	143
5.7.1. Influence of economic environment	145
5.7.2. Influence of cultural environment	148
5.7.3. Influence of political environment	151
5.7.4. Influence of legal environment.....	153

6. SUMMARY AND CONCLUSIONS	158
6.1. Summary.....	158
6.2. Conclusions	165
 REFERENCES.....	 175
 APPENDIX 1. Interview guided questionnaire I	 187
APPENDIX 2. Interview guided questionnaire II.....	188
APPENDIX 3. Interview guided questionnaire III	189

LIST OF FIGURES	page
Figure 1. Structure of the study.....	34
Figure 2. The Four-Level Structure of Product strategies.....	36
Figure 3. The three levels of product.....	48
Figure 4. Summary of theoretical frame work.....	89
Figure 5. Basic types of designs for case studies	96
Figure 6. Picture of one megawatt wind turbine	122
Figure 7. Picture of three megawatt wind turbine	122
Figure 8. Summary of conclusions.....	164

LIST OF TABLES	page
Table 1. Summary of prior studies.....	24
Table 2. Studies influencing the role of environmental factors on standardisation and adaptation.....	62
Table 3. Relevant situations for different research strategies.....	94
Table 4. List of secondary data websites and collected information.....	100
Table 5. Information of the three interviewees.....	103
Table 6. Definition of the four tests	107
Table 7. Case study tactics for four design tests.....	108
Table 8. Winwind platform components and function	116
Table 9. Winwind product's specifications in India and Portugal.....	121
Table 10. Environmental factors comparison of India and Portugal with Finland.....	138
Table 11. Winwind product approach results in India and Portugal.....	143

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ABSTRACT

To explain international product strategies their environmental factors influence in a case study perspective, the main research question formed as 'how environmental factors can impact on choice of product strategies'. Under this research question the following three objectives are: 1) To identify international product dimensions. 2) To analyze the impact of environmental factors on standardisation - adaptation of product strategies 3) Empirical analysis of preferred product strategies and influenced environmental factors for the case company. This study follows a deductive research approach and qualitative research methods with the help of one case company interviews and case study secondary data.

The case company is a Finnish company, which has been involved in the renewable energy products sector (Wind energy turbines) in several countries. According to research findings the selected case company's chosen product strategy is standardised strategy in wind turbine products as well as adaptation strategy in service products. The main reasons to select these approaches are differences in host country's economic, cultural, political, and legal factors with home country.

KEYWORDS: Product strategies, environmental factors, product strategy dimensions, standardisation, adaptation.

1. INTRODUCTION

This chapter is about the introduction of the study. As well as, research question, objectives and delimitations of the study are discussed in this chapter. Also this chapter includes prior studies information and the structure of the study.

1.1. Background of the study

In today's very competitive markets products design is very important to any organization to achieve their targets and it is key strategic activity in many firms because good product designs contribute significantly to sales revenue. Product design drives organizational success because it directly and significantly impacts nearly all of the critical determinants for success. Various types of customers and their perceptions at international markets are motives to innovative and efficient product designs. While these factors are important to any organization, in order to be competitive today's markets; firms need to consider about customer acceptable product designs in terms of product quality and features. In addition considerable important factors at host countries are economic, cultural, political, and legal factors. These factors can influence on the company's product designs in terms of standardisation or adaptation.

In the designing of products for international markets environmental factors plays major role. Any organization that develops a product or service that they want to market internationally must consider what the impact each of these factors may have for them. Not considering these factors can result in the failed attempt to sell a product in international markets, which may be successful in their domestic markets. Due to these considerable factors in every market, companies need to design their products according to market requirements such as designing of products in standardizing or adaptation approach (Jeannet & Hennessey 1988:10).

International markets are combination of different companies and their multi featured products also with different types of customers. This can be challenge to any company in the designing of products for each type of customer. But this kind of competitive environment provides to customers a wide range of products, as well as it strengthens to market competitive structures (Montgomery & Porter 1991; Porter 1985:11-18).

When introducing products at any international market, evaluating the benefits of standardizing products across country markets versus adapting them to the differences among markets is often a significant concern to any company. Arguments have been enduring since many years about standardisation-adaptation dilemma. One of the arguments about those standardizing products at different international markets is not only desirable because of company's efficiency considerations and different environmental factors among the

countries, but also feasible because of the growing homogenization of country markets (Zou, Andrus & Norvell 1997 ; Levitt 1984).

Since many decades, both standardisation and adaptation have been highlighting benefits as that a multinational company could gain by using either approach in a market. It is only when one focuses on the extreme position of either that they often become impractical and incoherent. While some organisations were giving importance to single approach at international markets in a particular situation, many organisations have been balancing the benefits of standardisation and adaptation in the markets (Vrontis, Thrassou & Lamprianou 2009).

The other side of this argument, doubtful about both the benefits and the feasibility of standardisation, because many inflexible economical, cultural, political, and legal differences among countries. Also these differences suggest that adaptation is suitable to local market requirements. Moreover companies can reach their target customers through this approach (Boddewyn, Soehl & Picard 1986).

Theodosiou and Leonidou (2003) have explained concepts and reasons of standardization and adaptation of various products at international markets. Standardisation refers when markets have greater similarity in consumer cultural habits, more technological uniformity in product operations and usage, and higher convergence of consumer needs and preferences. This approach

provides number of benefits to organisations such as significant economies of scale in research and development costs. As well as adaptation refers when markets have variations between consumer needs, use conditions, purchasing power, commercial infrastructure, culture and traditions, laws and regulations, and technological development. This approach use for organisation in terms of a better exploitation of the different consumer needs across the countries.

According to Mc Grath (1995:13-15) product strategy is complex and fluid, because companies must be organized into a framework in order to be better managed otherwise chance to failure at international markets. The main reason to this failure is complexity of host countries environment. To get success in the process of product strategy, it is necessary to understand the interaction of products and product strategy influenced factors. When designing product strategy for a particular market, mainly companies need to structure their strategies with product platforms, product lines, and individual products for various markets conditions.

Designing of product strategies depend on the host country environmental factors also firm's product category. In detail these product strategies at different international markets through different consumer and industrial product categories were studied by McGrath (1995) and Gabrielsson (2004) in the perspective of high technological companies. As well as in some other contexts product strategies were studied by Ward (1973), Sorenson and Wiechmann (1975), Hill and Still (1984), Boddewyn et al., (1986), Ozsomer,

Bodur and Cavusgil (1990), Samiee and Roth (1992), Szymanski, Bharadwaj & Varadarajan (1993), Johnson and Arunthanes (1995) in different countries, and different products perspective. Also product strategies and product characteristics and its levels literature widely explained by Kotler and Keller (2009) and Hollensen (2004), and host country different environmental factors and their influence on product strategies were studied by Jain (1987) in theoretical perspective.

Most of the above studies were examined only the experience of the firms from a limited amount of industry sectors ex: Sorenson and Wiechmann (1975); Boddewyn et al., (1986) studies are related to EU and US firms. Similarly, most of the existed EU studies have not explicitly examined the different strategies among different international markets, but the importance of different product strategies as well as influences of different international markets has been well identified in the literature of Jain (1989), and Baalbaki and Malhotra (1993). The importance of international product strategies were studied by Chung (2003) as that will maintains that a firm has used a common set of product strategies and processes for its operations in two or more foreign host markets at one time (Chung 2003). It is often used synonymously with the inter market standardisation strategy (Baalbaki and Malhotra 1993).

Although above studies were explaining about product dimensions and strategies according to host country environmental factors, but not much explored in two different contexts which are: firstly, these studies are limited to

a few particular countries contexts, which are EU and US multinational firms and their product operations for developed markets only, but not related to number of international markets context. Secondly above case studies product categories mostly belong to consumer non- durable products, and very few products were belongs to industrial product category which don't have longer period product life cycle.

Due to these reasons this research is trying to give some additional information through the exploring of product strategies at two different types of countries environmental factors context. In detail these two countries are different in the selected environmental factors with home country environmental factors and this study explains about industrial product category and host country influences context. Additionally this study will try to contribute some valuable information for the current international product strategies. This will be a different thing when compare with above studies and previous findings in the context.

1.2. Research question, objectives and delimitations

Due to number of inflexibilities in international market's environmental factors every international company needs to design their product strategies according to international markets requirements. In order to achieve this, the research question is '*how environmental factors can impact on the choice of product strategies*'.

Firms have been using different strategies for marketing their goods in the domestic markets and international markets; due to increased globalization and rapidly changing world economies has changed market dynamics and consumer perceptions. In addition to achieve more benefits at international markets, companies need to produce their products or services competitively and effectively through their strategies, in this part of activities product designing activity has major role in the organizational challenges (Jain 1989, Baalbaki & Malhotra 1995).

Primarily this research will explain about identifying of international product strategy dimensions, secondly analyzing of host country environmental factors impact on the product strategies and finally it will explain about preferred product strategies by case company and the role of host country environmental factors for chosen case company. The below following objectives will explain in detail:

1. *To identify international product strategy dimensions.*
2. *To analyze the impact of environmental factors on adaptation – standardization of product strategies.*
3. *To analyze of preferred product strategies and the role of environmental factors for chosen case company.*

First of all in the part of first objective, this research will be discuss about product strategies and their dimensions which are *strategic vision, product platforms, product lines, and individual products* (McGrath 1995:14; Gabrielsson 2004). The meaning of product platform is a collection of the common elements, underlying core technology implemented across a range of products. A product platform is the lowest level of relevant common technology within a set of products or a product line (McGrath 1995:39). Product lines defined in this research as a consists of multiple products released over time from a common platform and it is planning unit between the product platform and individual products; but it is not actually developed or sold to customers. Individual products are defined in this research as that anything that can be offered to a particular market or customers for attention, acquisition that might satisfy a want or need, and it includes product physical objects, services, persons, places, organisations and ideas (Kotler and Keller 2009:359; McGrath 1995:61).

According to Theodosiou and Leonidou (2003) product designs can be influenced in different ways by number of antecedent factors at international markets. These influenced factors are mainly external and internal characteristics. In detail external characters are environmental factors, market characteristics, different customer issues, competition among different market players, product and industry factors. The main internal characteristics are organizational factors, and managerial factors. All these factors can show influence on the product performance at host country markets at different levels, as well as these factors can show influence on the other marketing factors

which are price, promotion and distribution. While the number of influenced antecedent factors were existed in every market, only few will be discussed in this research due to not possible to discuss every factor in detail and completely.

The main reasons to choose these particular economic, cultural, political and legal factors for the discussion in this research are; firstly internationally every country represents uniqueness through their economic situation in terms of gross domestic product (GDP), people livelihood, country's infrastructure etc. This factor is the first considerable factors for any kind of business activity in any country. Secondly every country's culture is also unique in terms of people habits, living style and behaviour. This factor is important to any company to design their products according to people tastes. Thirdly political system of the country will give an idea to any company to perform their business activities, because of in every domestic and international business activity political intervention is very much important in terms of cross country trade relationship. Finally legal factors will provide legislative permissions for different domestic and international business activities. This is the important in terms of trade activities among the international markets.

The delimitations of this research are first of all product strategies of case company and implementing at host countries are will be discussed in the perspective of specific environmental factors only which are economic, cultural, political and legal factors. Also these factors considerations according

to host countries present market situations, the nature of host country factors, and these influences on case company product strategies in a specific way. Secondly this research will explain about product strategy dimensions which are vision, product platforms, product lines and individual products. These issues will be discussed according to case company product strategies at host country environmental factors. But this research will not go any other details such as unspecified product strategies and their influence factors also unspecified environmental factors.

1.3. Prior studies

The explanation of prior studies for this research are showing in this below first table as product dimensions and characteristics and second part is related to product strategies and economic, cultural, political and legal factors influences. Also theses studies explain about which important topics were covered in the product approaches.

Table 1. Summary of prior studies used in this study

Product strategy dimensions, characteristics and environmental factors			
Author(s) and Year	Field of study	Topics covered	Methodology

Jeannet and Hennessey (1988)	To explain international marketing and different environmental factors	-Product strategies -Economic -Cultural -Political -Legal factors	Theoretical study
Orville, Boyd & Jean-Claude (1992)	To explain product strategies and markets environmental factors	-Economic -Cultural, -Political -Legal factors	Theoretical study
Mc Grath (1995)	To explain product dimensions and product strategies	-Product strategies -Product strategy dimensions	Theoretical study
Hollensen (2004)	International product offers, product decisions, and environmental factors	-Political environment -Economic environment -Legal environment	Theoretical study
Kotler and Keller(2009)	To explain product characteristics and its levels also product lines information	-Product characteristics -Product levels -Product lines	Theoretical study
Product standardisation and adaptaion			
Ward (1973)	To explain product	-Product adaption	Empirical multiple case study analysis of EU

	approaches and environmental factors influences.	-Product standardisation -Product designs -Cultural and legal influences	firms and its product adaptation in US market and its influences.
Sorenson and Wiechmann (1975)	To explain different consumer and industrial product approaches	-Product adaptation -Product standardisation -Economic, cultural and legal influences	Empirical multiple case study analysis of US and EU companies at international markets and its influences.
Hill and Still (1984)	To explain product characteristics, attributes such as measurements.	-Consumer products -Environmental factors -Product approaches	Empirical , multiple case analysis of US MNCs consumer product adoptions and related influenced factors
Jain(1989)	To explain environmental factors influences and product approaches.	-International markets -Environmental factors influences -Product approaches	Theoretical explanations
Samiee and Roth(1992)	To explain product characteristics	-Economic factors -Legal factors	Empirical multiple case analysis of MNCs products in world

	and influences of product standardization approach		countries as standardized and adaptive approach
Gabrielsson (2004)	To explain product strategies, product dimensions and environmental factors influences	-Product strategy dimensions -Host market environmental influences	Empirical multiple case study of MNCs and its products at international markets and its approaches.
Calantone, Kim, Schmidt and Cavusgil (2006).	To explain Product adaptation and influences in three different countries comparison	-Political -Legal -Economic -Cultural factors	Empirical analysis of three developed countries comparison in a way of adaptation approach.
Powers and Jeffrey (2007)	To explain product standardisation and its influences at international markets.	-International product strategies -Influenced factors -Product approach	Empirical analysis of different international companies and their approach at international markets and influenced factors

Gabrielsson (2004) has studied about international product strategies and their influenced factors at various levels in empirical multiple case analyses of five

ICT companies. In detail this study was explained about product platforms, product lines, and individual products in the context of host country environmental factors influences. This empirical study has much importance in this theoretical part as in a way of understanding of product dimensions and product approaches at host country markets.

Mc Grath (1995) was explained international product strategies to understand product strategies and product dimensions (*Vision, platforms, product lines, individual products*). This study use in this research is to analyse product strategy dimensions and product strategies in different manners at international markets.

Jain (1989) has explained in his study about international marketing research and economic, cultural, political and legal influences on a different consumer products. This theoretical study was related to international marketing environment and its factors and international product approach. This study's use in this research is to analysis of environmental factors and their influence on international products. Also it has information about how companies have to follow at international markets to achieve their targets.

Jeannet and Hennessey (1988) have explained in their theoretical study about international marketing management in terms of market characteristics, economic, cultural, political and legal factors and their influences on products. Also this study is providing information about different types of consumer,

industrial products and their characteristics at international markets. This information is useful as to evaluate host country environmental factors and their influences on different types of products.

Hollensen (2004) has explained in his theoretical study about product approaches for companies at global markets. In detail, companies how to take decisions at global markets in a particular segment with a particular product. Also this study explained about international products and their characteristics, how to fulfil customer needs with different products. This study use in this research is to analyze case company product characteristics, and design motives, product approach at international markets.

Kotler and Keller (2009) were explained about product characteristics and product levels for standardisation or adaption approach at markets, also information about product lines implementation at host country markets. This theoretical study information is useful in this research as to analyze product characteristics, and their levels to design product strategies for international markets.

Powers and Jeffrey (2007) study use in this research is to analyse product strategy influenced factors which are economical, cultural, political and legal influences on international products, also about consumer preferences about international and domestic products. This study was explained in the context of US based companies products at different international markets and their product approaches.

Sorenson and Wiechmann (1975) have explained in their multiple case study analysis about US MNCs and their product strategies at different international markets and their influences. This study was conducted based on 27 US, EU companies and their different consumer and industrial products in many countries. This study is useful to analyze environmental factors influences on international product standardisation or adaptation approaches.

Calantone et al., (2006) have explained about firm's external factors influence on product adaptation in three different countries. In detail host country economic, cultural, and political influences on product adaptation, as well as product adaptation influences on export performances at different international markets. This multiple empirical case study analysis was related to study of US, Japan and South Korean market export operations of different industrial and consumer products. This study use in this research is to analysis of product operations at different international markets and their influenced factors on firm's adaptation approach.

Orville, Boyd and Jean-Claude (1992) have explained information about product strategy, planning, and implementation. As well as analysis of host country environmental factors and host country influenced factors. This study use in this research is to analyze different types of product strategies, environmental factors at host country market level.

Hill and Still (1984) have explained in his study about 50 US companies and their consumer products approach influences in least developed countries. In this empirical analysis several factors were discussed in the context of product adaptation. This study is also useful for this research to analyze a particular country influences on international products.

Ward (1973) has explained product adaptation approach of EU firms at US markets in different consumer and industrial product categories. The main issues in this study are host country legal, cultural factors and their influences on international product designs. This study use in this research is to understand host country cultural and legal factors, as well as their influence on different products.

Samiee and Roth (1992) have explained in their multiple case study analysis about how host country market economic and legal factors and their influence on international product standardisation. This study use in this research is to analyze how international companies have to design their product strategies according to host country economic and legal environment factors.

1.4. Structure of the study

Chapter 1. This is about background of the study information and main research question, objectives and delimitations, prior studies and structure of the study mentioned will be discussed.

Chapter 2. Discussion about product strategy dimensions which are product vision, product platforms, product lines and individual products. In addition to all these explanations, importance of product strategies in the organisations, flow of product dimensions in the product strategies will be discussed in detail.

Chapter 3. Information about product standardisation-adaptation and their influenced environmental factors at host country market. Also in this study is content of different empirical case analysis information and product approaches at different international markets and results. In addition this chapter explains about contingency approaches of product strategy, product strategy alternatives to international firms.

Chapter 4. About research approach and method, case study research strategy and design, data collection, method of data analysis and reliability and validity of the study will be discussed in detail.

Chapter 5. Data analysis of collected case company information, characteristics and explanation, adaptation of theoretical frame work to the case company, collected data procedure. Also comparison of different environmental factors and analysis, how it can be influence on the firm's product strategies towards an appropriate approach will be discussed descriptively.

Chapter 6. About summary and conclusion of the research study, implications, and suggestions for future research will be discussed in detail.

The below following figure (figure1) is the structure of the study. Chapter 1 is related to introduction of the research study. Chapter 2 is related to product strategy dimensions as well as chapter 3 information about product strategies and its environmental factors influences and chapter 4 will be discussed about research methodology, case study research strategy, data analysis also reliability and validly of the study. Chapter 5 gives information about case study analysis, information, empirical findings. Finally chapter 6 will give information about research summary, conclusions as well as managerial implications and suggestions for future studies.

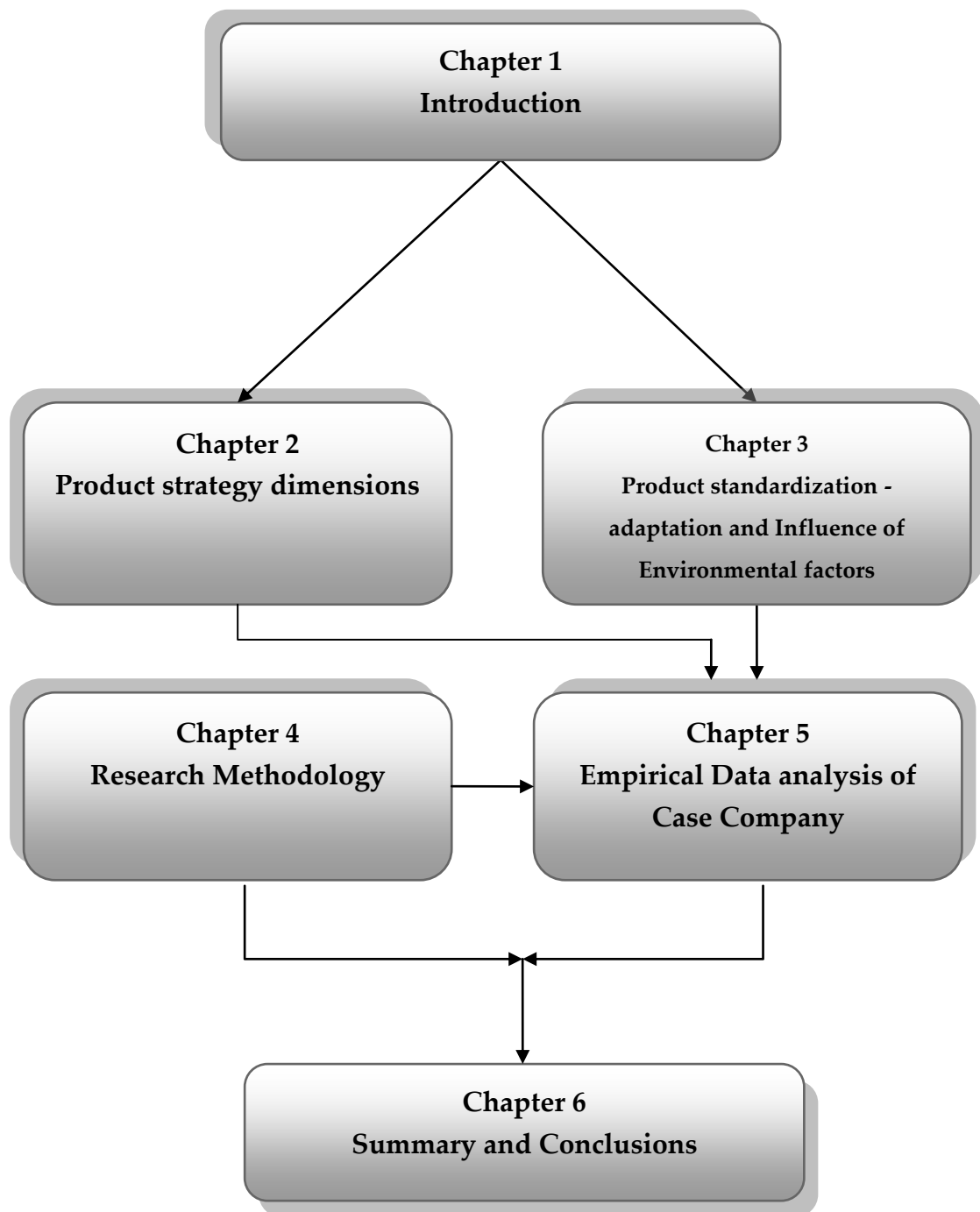


Figure1. Structure of the study

2. PRODUCT STRATEGY DIMENSIONS

According to Mc Grath (1995:13) product strategy can be visualized in four-levels structure which is *vision, platforms, product lines, and individual products*. In this structure each level has different characteristics and development of product strategy flows from each level specifically. When firms are designing their product strategies for particular market these levels help in the direction of dealing competitive markets effectively.

Product strategy dimensions provide a proper structure to any organization according to their goals. The following figure (Figure 2) can explain about firm's product strategy dimensions in a pyramid structure. In detail *product vision* provides potential directions to design product strategies according to firm goals in target markets. *Product platforms* influenced from strategic vision also leads the product lines and individual products according to product strategy situations. *Product lines* can be defined as the type and sequence of products for a particular design of product strategy. *Individual products* can provide benefits to firms from a particular segment or market also these can be guided from product platforms. Platforms are foundations for product lines and individual products in any markets.

Below picture (Figure2) refers about product strategy dimensions flow through as one step to another step. Descriptively, platforms are influencing form the company's vision and platforms help to designing of various products through the help of product line, also firm can have possibilities to design individual products if they find a particular type of customers in their target markets. These product strategy dimensions can have importance in the any firms in the designing of product strategies.

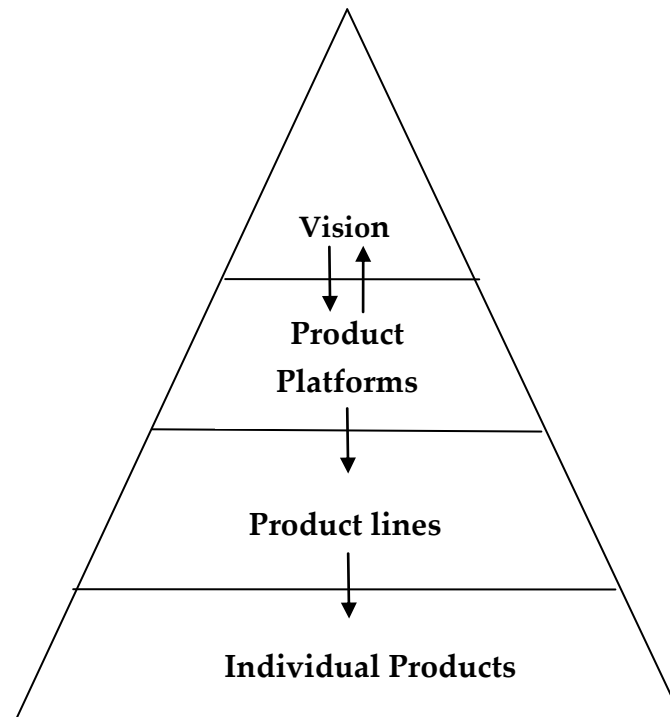


Figure2. The Four-Level Structure of Product strategies: Illustrates the flow and development of product strategy (Mc Grath 1995:13).

2.1. Strategic vision

According to Mc Grath (2005:21) product strategy starts with a clear strategic vision and this will provide the context and direction for product strategy in terms of developing the specific elements of product strategy by telling them where the company is going, how to reach particular targets, and why the company can be successful. If company has a exceptional vision, then there is no way to get confusion in product selection and design operations, also there is no way to ambiguities and contradictory in the firm directions in appropriate strategies. In the markets all companies cannot have exceptional vision in the strategies due to inflexibility in the operations, but a clear strategic vision which is content of several critical ingredients of product strategy can give good results to company. Generally company management develops the vision through product platforms and product lines, but comparison is necessary between past platforms and future newer platforms to give better performance in the market in terms of product price, product segmentation, and competitor movements.

Vision helps to design product strategy when company has multiple market operations. "Vision provides guidance about what core to preserve and what future to stimulate progress toward"(James&Jerry1996:2). Because international companies should have greater vision ability for handling of different market

competitive situations, such as unstable and stable market conditions (James & Jerry 1996:2).

When designing product strategies with the help of vision, firms need to understand strategic vision purposes in order to develop firm strategies. Product vision provides frame work for product platform strategy in any kind of markets also it guides the nature, timing of implementation, and competitive positioning of product platforms. Without a strategic vision, product platform strategy is unguided (Mc Grath 2005:29).

Well developed products are necessary to attract different customers in the markets. Vision guide to management in the product development decisions into get a common right direction and guide to company's workforce towards development of products innovatively. As well as company's vision sets expectations for customers, employees, and investors. These people are the main groups for companies to encourage in different situations, in terms of customers join the company on the journey by buying its products, and employees provide effort to company in daily activities, as well as investors provide money for key operations of business. Because company's strategic vision is the best way to communicate to these groups where it is going. If these groups believe in the vision of the company, they will enthusiastically support the during the company's life. If they do not, they may leave the company. Through the communicating of strategic vision to everyone in these groups are

necessary to companies. But these can be helpful to competitors to design their strategies strongly. To avoid this companies should be careful about revealing of their vision and plans through the differentiating of product strategies and vision (Mc Grath 2005:29-31).

2.2. Product platforms

Product platforms means collections of assets that are shared by a set of products and these include different components which are knowledge, and production processes to all kinds of organizations. In any international market no one firm can manage with single product or mass production at a time, due to wide range of customer perceptions. To manage markets, products should have minimum customer's acceptance by certain type of product features, and benefits. Designing of platforms are not so easy in every situation of the competitive market conditions due to competition. Thus, product differentiation is necessary in the product design and characteristics (Robertson & Ulrich1998).

A product platform is not a product; it is combination of core technology, collection of common elements, implemented across a range of products. It can also have core chemical compound and the process of wide range of products for markets. Product platforms provide feasibility to organization when making of product strategies in terms of simplifying process for senior management in

competitive conditions. Product platforms are primarily a definition for planning, development, and strategic decision making in the organisations (Mc Grath 1995:39-43).

Usually product platforms design comes through the requirement of consumers group in the market. But implementing of product development or process for a particular market depends on the market situation, because every market is not suitable for same product strategy as like as rest of the markets. Then firms may choose production process for already platforms established markets rather than their product development, because of it is easy to assemble similar products. In addition a product family typically addresses a market segment and related designed platforms with related designs of products (Muffatto 1999).

According to Mc Grath (1995:39-43) companies should have a clear idea about their developing of platform based products, and companies must have to differentiate between product platforms and products, because products are related to a single or multiple customer markets, but the product platforms are related to number of products, sometimes typically a product line. In the markets every company can have multiple products based on single or multiple platforms. These will help to companies to capture multiple consumer segments in the markets which are important in the competitive conditions.

To avoid difficulties in the implementation of firm's product platform strategies, and to get successful results in the product operations, some proper suggestions are necessary to company from management. Platform strategy leads senior management to focus in different market situations, and provide direction about product platforms important decisions instead of diluting attention across numerous products. This means product platforms strategy will be separate between platforms strategy decisions and individual products decisions. The important element in this strategy is implementation and decision comes through the higher management level instead of individual product and their lower management level (Mc Grath 1995:47).

Product platforms can establish the foundation to different kinds of individual products in the firm, subsequently firm can able to access many consumer segments through number of individual products. The main aim of the product platform is target to particular market with particular characteristics, even in a single platform many products are vary with each other, but target is to capture a particular segments in particular markets (Mc Grath 1995:47).

Product platforms also provide framework for long-tem business strategy, if firms have a plan for product platforms at aggregate level that will cover in the long term benefits in certain areas of product designs, also possible to provide opportunity for short term goals through different individual products. Briefly a product platforms frame work is content of comparison between what firm has done in the past and where firm is going in the future (Mc Grath 1995:47).

Company product platforms will play major role in the product strategy designs, in terms of linking between product platforms and product vision to develop different types of products for markets. If not linked properly company may fail in the markets, thus companies need to refresh their vision frequently to get target market competitive benefits (Mc Grath 1995:48).

Competitive environment in the markets is not uncommon with number of companies and their products. A combination of different platforms will give good success to firm in the markets. Generally all kinds of product platform strategies are combination of development and production assets. Companies can access many benefits through the designing of long term successful platform strategies planning. These platform strategies gives to organizations economies of scale when they produce larger quantity of products in same markets or a large quantity of components for one product category. These activities give possibility to share key components between their operations in the markets. As well as these are helpful to customers in terms of to get better services at lower prices (Robertson &Ulrich 1998).

2.3. Product lines

Product lines means “A group of products within a product class that are closely related because they perform a similar function, are sold to the same customer groups, are marketed through the same outlets or channels, or fall

within given price ranges" (Kotler & Keller 2009:368). To perform product innovativeness or new product development at target markets, firms must have to follow product lines systematically. Company's efficiency and sustainability depends on the designing and development of product strategies with the base of product lines. Usually product lines consist of various products or various brand products in single or multiple markets and these can be useful to companies in different kinds of market conditions (Kotler & Keller 2009:369).

Product mix or assortment comes based on new product introducing time in the market or re-entering with certain type of modified products instead of old products according to market competitions. Company's product mix has a certain width, length, depth, and consistency. The *width* of product mix refers how many different product lines should carry in a particular segment, the length of a product mix refers number of products in the mix, the *depth* of product mix refers how many variants should be offer in a particular product line, the *consistency* of product mix decides how to design for production, distribution, or some other related market areas (Kotler & Keller 2009:369).

In comparison product-line strategy is less critical than product platform strategy to implement in the organization, but it has crucial role in product strategy in the designing of products. When implementing of product platform strategy, firm management should be consider about key elements of product lines, because to sequential developments of products in the markets line strategy is compulsory. Without product line strategy, companies will fail to

develop and release products in a proper sequence in the markets (Mc Grath 1995:61).

Product line strategy gives an opportunity to determine the different product sequences in the markets, which means designing of products for target markets according to competition. A product line include multiple products, but somewhat different purposes and different with other product lines, the number of products from a single product line may show difference in terms of product capacity, product performance, different features, packaging, and quality. Through these differences customers can get more feasibility in the customizing of their preferences in the products (Mc Grath 1995:61-64).

Product line strategy can define product variations aimed at specific segments within a market which means while product platforms targets the market, only the particular products in product lines can target individual customers in a market. Also company's product line strategy can capture targeted segments when identifying and understanding each major segment to define the necessary product variations (Mc Grath 1995:65).

Due to competitions in the market segments firms need to understand market criteria and importance of product introduction in the markets, because to perform strategies effectively and to reach targets sufficient market information is necessary. In this way product line strategy helps to firms in product launch and rollout timings to make ease of access the market segments. Even many

times firms can get benefits through firstly introducing of products in the particular markets or rollout the products from the particular market in right time (Mc Grath 1995:65).

Product line strategy guides product development team of the organization in a way of product entry in the market also rollout from the market. These are the very important in the market to attract different types of customers. Through understanding of product line strategy and understanding of targeted market segments for each product in that product line, the product outcomes can be better fit to those requirements. Usually product development team should able to develop their products for proper flexible changes in the future, this will create a quick and better development to face competition in the market (Mc Grath 1995:65).

2.4. Individual products

Individual products are one of the important factors for success to any company in any markets, but product nature gives a path to companies in the markets to adapt various influenced factors. Basically individual products comes from product lines to target a particular market or particular customers, also individual products can have influence of firm's vision as well as product platforms. In the markets firms can use individual products to target different types of customer groups and segments (Mc Grath 1995:14).

According to Kotler and Keller (2009:358) “Many people thinks a product is a tangible offering, but it can be more than that. Broadly a product is anything that can be offered to a market to satisfy a want or need, including physical goods, services, experiences, events, persons, places, properties, organisations, information and ideas”. Designing of product strategies are mainly based upon the target customer group, product category and range of products. Product strategies are unstable between different products and different segments, and every product type has an appropriate marketing mix strategy. Basically organizations can have traditionally classified products on the basis of product durability, tangibility and use of that particular product or market consumer category or industrial category (Kotler & Keller 2009:358-364).

Company product designs for international markets should be match with consumer expectations in terms of competitive designs among market players. Companies and their market trends have been moving frequently towards the analysis of consumer’s perceptions for offer their variety of products more than competitor’s offers. In a way of offer a particular product, companies are necessary to examine first what contributes are in their total product offer, also what are the consumer expectations about particular product (Hollensen 2004:450).

In the markets firms are offering their products through three important levels to provide different types of consumer satisfaction. These levels can be defined as *core benefits* level; *product attributes* level, and *support services* level. In the *core*

benefits level, customer can expect (See Figure 3) product's functional features, performance, and perceived value of the product, image and technology. (Kotler & Keller 2009:358; Hollensen 2004:450).

To get success in competitive markets, company's offered products must have perceptible attributes to attract customers. Usually *product attributes* (See Figure 3) includes brand name, product quality, packaging, competitive design, product size and colour variants, country of origin, attractive price which dependable on geographical locations, staff behaviour. Due to higher importance for product attributes in the market segments, companies have been showing interest to enhance their product attributes range in their existed or new product range. If companies have many attributed products in the market, consumer can show interest towards that particular range of products (Kotler & Keller 2009:358; Hollensen 2004:450).

In the markets *support services* (See Figure 3) are very important for any kind of product offer; also companies can get reliability in the markets through their after sale of services. Generally companies are offering their supporting services after delivery of the products in terms of product installation at customer places, providing of guarantees to products, service repairs for product maintenance, providing of spare parts during the product life cycle. These kinds of service offers are mostly part of the product strategy of companies in any market (Kotler & Keller 2009:358, Hollensen 2004:450).

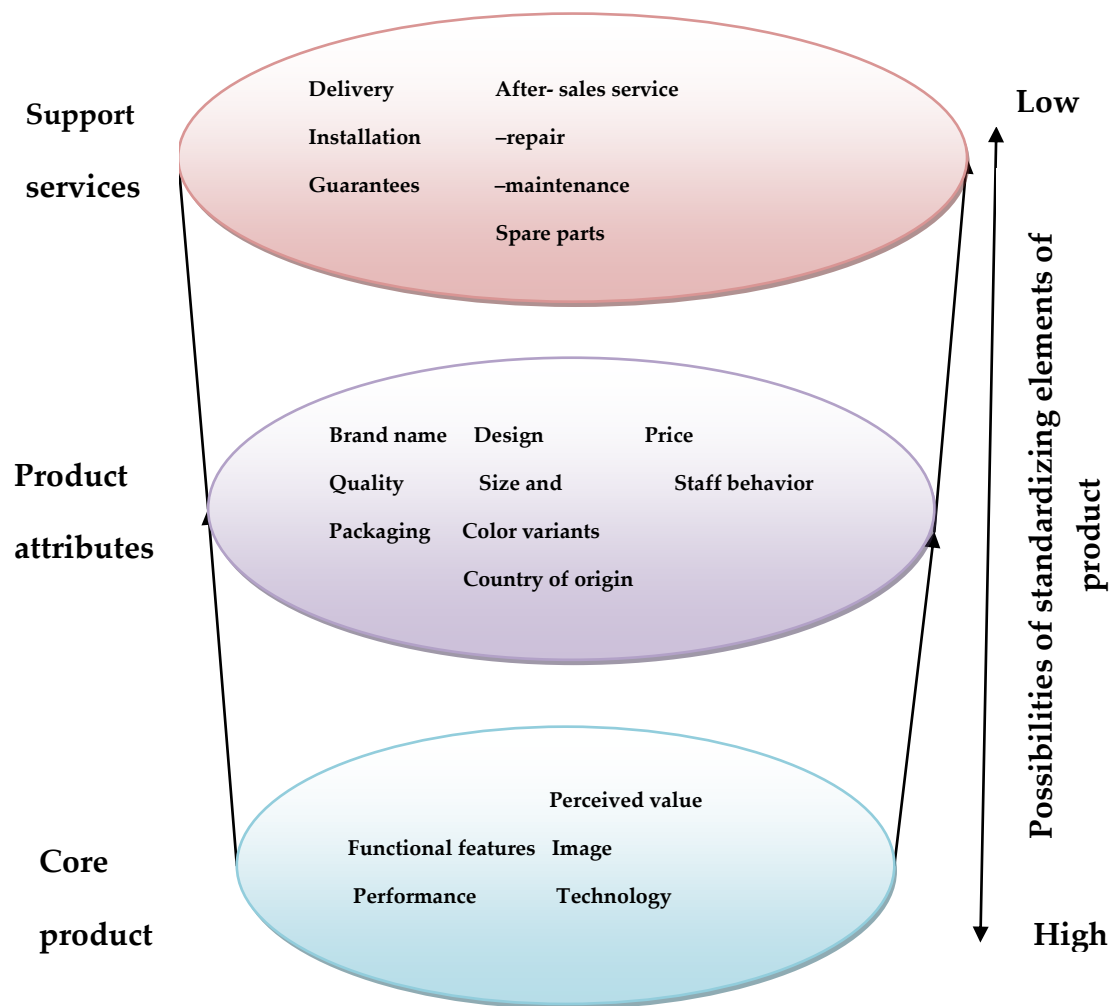


Figure 3. The three levels of a product (Hollensen 2004:450)

Product dimensions provide feasibility to design product strategies for different markets. To compete in any kind of market firms should have proper and flexible product platforms for designing of various product lines. In addition firms need to be ready for different competitive circumstances, such as firstly introducing of products or firstly rollout products from the market. Also in the markets firms can get number of benefits through their individual product range, because these will gives opportunity for dealing with different types of customer groups.

3. PRODUCT STANDARDISATION-ADAPTATION AND INFLUENCED ENVIRONMENTAL FACTORS

To take decision in the markets about company's product standardisation or adaptation, companies need to consider about host country environmental factors such as economic, cultural, political and legal. These are different among the countries as well as product approach of company. The following details give more information about product approaches.

3.1. Approaches and product strategy alternatives

To offer a particular product for particular market companies need to follow a proper approach according to that market conditions. These approaches can provide possibility to make a particular product to target customers as well as companies can get benefits in the operations. While following of standardisation or adaptation for target markets is a usual approach to number of companies, due to some critical circumstances firms may choose product strategy alternatives in the target markets.

According to Theodosiou and Leonidou (2003) several changes in international markets, increasing of business transactions are forcing to number of business activities. As well as greater market similarities and more technological uniformity towards standardisation, and variation between different countries in different market elements towards product adaptation, to overcome these both approaches difficulties, companies may choose contingency perspective approach.

3.1.1. Standardization approach

Theodosiou and Leonidou (2003) have explained as standardisation approach view the globalization trends in the world as the driving forces behind greater market similarity in various products and more technological uniformity.

Standardisation approach refers a single product or service which have core benefits to various markets or different consumer groups, and promoting of same products across the boundaries. Many companies can standardize their products initially in core benefits stage such as functional features and performance of products, because these core benefits are very easy to standardize to any markets. Through this approach companies can move to number of markets in the world easily (Hollensen 2004:450).

The issue of standardization was first raised with respect to international advertising policy, later that companies expanded their activities into various kinds of other marketing and manufacturing programs. A complete product standardization design gives benefits to organization in the sharing of technology and experiences among several plants in manufacturing process. Companies can have appropriate reasons to select a standardization approach in their product category such as economies of scale, saving in product development costs, product compatibility for many markets, production facilities sharing, components sharing between plants for easy production feasibility and mainly one product for number of markets (Jeannet & Hennessey 1988:343; Theodosiou & Leonidou 2003; Zou, Andrus & Norvell, 1997).

According to Theodosiou and Leonidou (2003) reasons of standardization approaches are similar market trends which are product similarity in the markets, cultures, technological uniformity of a particular type of products, similar consumer needs, similar group of customers etc. One of the important reasons is through the standardisation firms can reduce the international operation complexity, but to take standardization approach decision at target markets, market conditions and consumer segments are considerable points.

Sometimes organizations should be ready to face consumer rejections when they are seriously following standardization process due to overdose of standardisation in the particular product category. Because every company

need to tune standardization approach according to institutional and differentiated customers. To avoid this kind of rejection from the customers companies must adjust to the different segments as which require a separate treatment also it is necessary to any company to face competition in the markets (Ozsomer, Bodur, & Cavusgil 1990).

Another disadvantage of standardization is slow process to take decision about market entry. In the markets immediate implementation of standardisation is not possible to every firm, because many successful multinational companies will consider about a complete market analysis before taking of a decision. Market analysis in terms of situation in the market to acceptance of standardized products, customer's interest about newer products or existed standardized products and competitors product developments (Levitt 1984).

According to Ozsomer et al., (1990) Standardization may difficult when firm cannot able to estimate differences between customer needs and market conditions in global markets vs. target markets. Standardization and differentiation are side by side process and these will gives opportunity to companies to protect their strategies among the competitions. Companies always try to design their product strategies through consumer segmentation point of view to find market reflection as whether positive or negative. In the markets every firm can have possibility to implement their long run strategies after assessment of particular strategies. These limitations are path to any

organization to move standardization process as a desirable objective in the international markets.

Company's products cannot satisfy entirely any customer in any markets due to existed competitive products in the markets, but companies are frequently introducing their well designed products into many foreign markets which are already successes in their domestic markets, even without significant changes in those product designs. These situations can show remarkable influence on the firm targeted standardization strategies as well as may warn to other existed market players in way of much care about their prepared strategies or future plans about in those particular markets (Yip 1989).

3.1.2. Adaptation approach

Adaptation approach refers that, despite increasing globalization tendencies, variations between countries in such dimensions as consumer needs, use conditions, purchasing power, commercial infrastructure, culture and traditions, laws and regulations, thus necessitating the adjustment of the firm's marketing strategy to the circumstances of foreign markets (Theodosiou & Leonidou 2003).

According to Calantone et al., (2005) adaptation strategy as a firm's consistent and planned activity to meet local customer's preferences and values through the different products or services. As per this strategy companies should determine characteristics of the firm's internal and external business environments.

"Adaptation is concept of central concern in the analysis of buyer-seller relationships" (Brennan, Turnbull & Wilson 2003:3), and these can be defined as behavioural modifications made by one company, at the individual, group or corporate level to meet the specific need of another organization (Brennan, Turnbull & Wilson 2003)

Sometimes in some markets firms need to follow differentiated approach with previous strategies. When only product adaptation approach is not applicable in particular markets, firms need to use some promotion activities together product adaptation. This kind of system is very common in the international markets also necessary to companies. To follow this approach in particular range of products companies need to consider number of elements in that related markets, but it is expensive and time taking process to modification of strategies (Hollensen 2004:465).

A general concept behind the product adaptation for a market is to get benefits from particular group of customers. Usually product adaptation needs additional major changes in product design and features, as well as they may

get higher prices in the market segment. This process is very difficult to some companies in the market. If any product need a major changes in the physical characteristics to occupy to market share, that product may not give to cost benefits to organization. Thus they have to consider about what changes could be beneficial for that markets and they have to do only those ones (Lages, Abrantes & Lages 2008).

According to Gabrielsson (2004:40) adaptation approach comes when customer and institutional characteristics differ significantly by area, market characteristics, industry conditions, and product life cycle stage etc. To be able to access markets towards success, companies need to use host country marketing institutions which includes distribution channels, advertising media, and agencies.

Also adaptation argument comes based on the increasing of globalization tendencies, variations between countries in consumer needs, product usage conditions, people purchasing power parity, commercial infrastructure, people culture and traditions, domestic and international government laws and regulations, huge technological adjustments. These factors can influence on the companies towards a certain level of adaptation and those related activities. These reasons and level of adaptation in product category or product components gives to organization cost minimization and profit maximization (Theodosiou & Leonidou 2003).

Companies should have decision oriented adaptation at host country to get some benefits from particular conditions. To develop firm's different types of products according to market competitions quicker decisions are helpful, and these are very important in the taking of critical decisions. In this way host country subsidiaries should have flexibility to take quicker decisions instead of waiting for headquarters' instructions or decisions about desirable approach. Also many times consumers also can influence on the firms towards quicker decision approach (Pankaj 2003).

One of the disadvantages of adaptation is it needs many times support from marketing mix elements such as promotion. When firms have no reputation in the markets and market competitors are in higher level of promotions, then firms need a support from promotion activities which is called as dual adaptation. Recent markets have been motivating towards this dual adaptation on company's products, but these methods are expensive to any company also necessary strategy to every company (Hollensen 2004:465).

3.1.3. Contingency approach

This approach consider as "to overcome the above two approaches third offer from researchers is perspective on the standardization or adaptation debate, and standardization or adaptation should not be seen in isolation from each

other and decisions of market approaches should be as situation specific, and standardisation or adaptation should be evaluated on the basis of its impact on company performance in international markets" (Theodosiou & Leonidou 2003:142).

In general, contingency approach refers to any company as if they don't find a proper practicability in standardisation or adaptation, even at extreme level of standardized, adapted approach in the firm business activities, then companies overcome through this contingency approach. The brief meaning of contingency approach is, if there is not set of strategies which is optimal for all business or firms, and thus different strategies should be designed for different environmental contexts and different markets, different product operations (Gardner , Johnson, Lee & Wilkinson 2000).

In the international markets many researchers were proposed neither complete standardization nor complete adaptation of marketing program for their products. But some researchers were suggesting contingency perspective is considerable for multinationals instead of stick to one approach. But using of any approach level depends up on many of internal and external factors of organization (Jain 1989).

According to Zeithaml, Varadarajan & Zeithaml (1988) many management researchers have recognized as organizations need to be surviving effectively more than one way in terms of management marketing and products. Because

of multiple organizational strategies can maximize profitability and market position also can achieve organizational goals, but every way is not effective in every environmental conditions for organizational activities. The results of contingency approach are depending on the organizational contingency factors, appropriate product designs, grouping each other and country environmental factors.

According to Murray(1988) companies should have ability to differentiate their product strategies to attract different types of customers, also product innovation and differentiation should be vary with each other otherwise customer may not get real performances from the firm's existed product range.

Choosing of international contingency approach is depending on the ability of firm and match with other critical variables, also firm's management orientation must be depend on the marketing external environment. Alignment of host country and home country system or environment will give good results in this approach. In this approach, firm management can able to make different decisions efficiently if environments are stable in terms of traditional or bureaucratic situations, but in complex and dynamic environments are not much easy to take decisions, because these environments may change very quickly, therefore in these situations firms need to use more efforts to get proper results (Lemak & Arunthanes 1997).

As well as one of the main criticism in this contingency approach is market approach decision comes based on the situation specific and these are too deterministic and these cannot be control by management. But management involvement is also necessary to consider any approach in the market, which means decisions should not be instant according to quick incidents in the markets instead of pre-planning of product approaches (Murray1988).

3.1.4. Product strategy alternatives to international firms

According to Jeannet and Hennessey (1988:335) to be successful in any foreign markets, companies should be flexible in product and service offerings. Although a given product may have been very successful in a firm's home market, but host country environmental factors can often force the company to market unexpected or costly changes. Many time companies can sale their small group of products without any significant changes, but most companies will find success abroad to be dependent on a willingness to adapt their different products local market requirements. Even some times companies can able to increase their reliability in their different products through product support services, commitment to different foreign operations

Mc Grath (1995:166-173) has mentioned three main areas of product strategies at international markets. These are alternatives and useful to companies to

achieve competitive advantage in the markets. These are mainly *develop regional products*, *develop customized global products*, and *develop universal global products*.

Develop regional product strategy refers as companies can design their products for one country customers or few countries customers with same products when customer groups are same and market requirements are matched with one product. In this way companies can get leverage cost benefits if they make single or few manufacturing units for few regions, even company can manage differences between the product variations one region to another region with multiregional product strategies. To achieve these regional objectives companies should concentrate on the product requirements of target regions. Through designing of products on basis of regions with tiny changes, companies can get benefits in many areas, even when requirement of different products for smaller regions, benefits comes through platform basis knowledge or shared experiences (Mc Grath 1995:166).

Develop customized global product strategy provides to any organizations significant cost advantages in terms of investments on the products which are useful for different global markets and customers. A single product can be useful to many regions in the world markets with small efforts, but companies must balance fit between local market requirements and changes to the global product requirements. Firms can use this product strategy for many international markets as long as possible, but finally those products need

country or area related modifications such as using kits or software etc (Mc Grath 1995:170).

This *develop universal global product* strategy recommends a concept of a single product for worldwide markets. This strategy provides to any organization a highest leverage in the product developments and manufacturing costs also compete with one product in the markets. Companies can use this strategy in raw materials and various component products, and little changes possible products. But this modifications and using of single product for many markets are not possible every situation of the market (Mc Grath 1995:171).

Summarizing of above approaches according to firm's decisions is completely situation specific at host country market level. This means many firms may feel standardisation approach is suitable to their approaches; also market differentiation may cause to adaption or contingency approach. While these approaches appropriate for many companies in the markets, companies may choose product strategy alternatives to get more benefits from the particular markets.

3.2. Impact of target market environmental factors on product strategies.

The differences in the environmental factors are important to considering firm's standardization or adapting of product strategies. The environmental factors

consists of broad range of economic, cultural, political, and legal which can influence directly or indirectly on international business operations, also these factors shows influence on the firm's research attention about target country analysis in different ways and this analysis is useful to any firm to design their product strategies(Jain 1987:188).

The following table summarizes about environmental factors influences on the international products towards standardisation and adaptation in terms of product designs and characteristics.

Table 2. Studies of influencing environmental factors on the role of product standardisation and adaptation

Study	Influencing environmental factors	Product characteristics and attributes	Results
Ward(1973)	Culture, and legal	Product labelling, quality, packaging, styling	Due to dissimilarity in legal system and cultures, product attributes, labels, package styling adaptation is necessary.

Sorenson and Wiechmann(1975)	Economic, culture, and legal	Product physical Characteristics , brand name, packaging,	Economic similarity to standardisation and cultural and legal dissimilarity are potential to adaptations but standardisation highly implemented due to company's intention towards standardization.
Hill and Still(1984)	Economic, cultural and legal	Product characteristics, packaging sizes, measurement units	Adaptation is necessary in product measurements units, packaging sizes due to dissimilar economic, cultural, and legal factors between home and host countries.
Boddewyn et. al(1986)	Cultural and legal	Product characteristics quality, design.	Due to dissimilarity in the in cultures, and government legislations, product characteristics adaptation is necessary.

Ozsomer et al.,(1990)	Economic and cultural factors	Product designs , Brand name, position, packaging	Similarity between subsidiaries in culture and economic factors caused to standardisation.
Samiee and Roth (1992)	Economic	Product characteristics in quality, features and services	Economic factors similarities towards standardization of industrial products.
Szymanski et al., (1993)	Economic factors	Product design and characteristics	Due to similarities in the economic environments, product standardisation was applicable.
Baalbaki and Malhotra(1993)	Economic, cultural political and legal factors	Product features and usage by different type of customers.	Higher standardisation is possible due to products are essential to customers and similar economic environment and higher adaptation is necessary in consumer goods due to different cultures and legal factors influences also political attitude towards foreign

			companies in terms of less encouragement on foreign products.
Johnson and Arunthanes(1995)	Economic, cultural and legal factors	Product characteristics features and design	Greater dissimilarity in economic, cultural and legal factors. Because consumer product needed more adaptation than industrial products.
Leonidas (1996)	Political factors	Product characteristics and features.	Government controls and, local taxation policies dissimilarities. Because product characteristics adaptation is necessary.
Zou, Andrus & Norvell,1997).	Economic and cultural factors	Product packaging and design	Due to economic and cultural similarities product standardisation was applicable.
O'Cass and Julian(2002)	Economic and legal factors	Product, features, performance, and quality, packaging.	While economic and legal similarities and dissimilarities are not affected on firm approach, due to much competitive environment and

			product uniqueness supported to standardized export performance as well as in adaptive marketing strategies.
Chung(2003)	Political	Product operations and features	While dissimilarity between host countries and home market in political environments companies need to standardize due to host country political attitude as favourable about New Zealand and Australian firms products.
Calantone et al.,(2006)	Economic ,cultural and legal factors	Product design and characteristics, attributes.	Due to dissimilar economic, cultural, legal factors products were adapted in international markets by US, Japanese, and Korean companies.

3.2.1. Economic environment

According to Jain (1987:173-189) economic environment refers about country's sources of domestic livelihood and the allocations of resources. In general every country's economic environment reflects information about gross domestic product (GDP) of country, per capita of people and country's infrastructure. This information is very much essential to have an idea about a country's economy, also to estimate business potentialities for any kind of international companies. Through this information companies can access the markets systematically for their business operations in terms of manufacturing, marketing activities.

While a country's population, income and expenditure of people are the basic information to any business activity at markets, additionally companies have to analyze information about country's product indications in terms of various products productivity information, and their prices, currency exchange value, and other marketing information.

According to Zou et al., (1997) analysis, South American countries economic factors similarity influences such as per capita of people, purchasing power parity were forced towards standardisation of Colombian exporter's products. Product standardisation mostly occurred in the industrial product range than

consumer products. Standardisation in terms of product core designs, packaging and features. In addition Colombian companies export performances were also increased through product adaptation in different South American countries.

Sorenson and Wiechmann (1975) described economic environment factors influence towards US and EU companies product standardisation approaches. The main similar factors in this context are EU and US market conditions in terms of product use pattern by people, consumer category in both markets, and retail structure. These factors are main reasons to product standardisation in those related markets, also some of the marketing activities were standardised by the companies during the business operations. Product standardisation was higher in the industrial and consumer products than consumer non-durable products. Product standardisation is related to product design, brand name, packaging and related marketing programs.

Baalbaki and Malhotra (1993) have explained the results of US international firms and their market approach in different product areas. In these context economic factors similarities in terms of competitive environment and market infrastructure for product operations are potential to product standardization. When comparing product categories, consumer durables and industrial products are highly standardized than consumer non durable products. In this case study 46 US industrial firms have more potential influences to standardize their industrial products at higher level, and 34 consumer product related firms

need to greater customize their products due to shorter life cycle stage products such as food and non durable category products.

Szymanski et al., (1993) have mentioned the results of US and EU MNCs product standardisation approach operations in the UK, US, Canadian, and, Western European markets. The main economic factors similarities in this approach are target countries and their gross domestic product (GDP) are similar as well as market structures, competitive environments. In this approach industrial products were highly standardised in terms of product quality, design and features, and product lines.

Companies should have ability to change their product strategies according to different countries business conditions, especially when they are operating business activities in Least Developed Countries. Hill and Still (1984) were explained adaptation approach and economic environment influences on the US Multi national's consumer product operations at Least Developed Countries. When US MNCS were transferring products to these countries, their approach was considered towards product adaptation. These adaptations were occurred mainly in the consumer non durable products such as food and daily single usage products. Product adaptation was necessary in the product's measurement units, package size due to no similar economic factors between home country and host country which means purchasing ability and per capita of people, gross domestic product(GDP) of country.

Calantone et al., (2006) have explained about US, Japan, and South Korean companies and their export performances at different international markets were influenced by product adaptation strategies. Here the results were indicating as few similarities of economic environment were not given any influence towards product standardisation, but openness to innovation in the consumer and industrial product developments among the different manufacturers were caused to product adaptation in those related markets. Also US, Japan, and South Korean companies were exporting to different international markets which are similar and non similar economic environmental factors with home country, but product approach only adaptation in a manner of product designs, modifications, attributes. In addition product adaptation was caused to higher export performances of companies.

Ozsomer et al., (1990) were reported standardisation approach results of thirty three EU and US MNCs. These companies have operations at Turkey markets in consumer durable and non-durable products. The main similar economic factors for standardisation in these markets are in terms of higher investments by different MNCs, a good market infrastructure. In this context product standardisation elements are characteristics of products, package design also brand name and other marketing activities. Mainly higher standardization was occurred in the pharmaceutical and chemical products due to market conditions were similar.

Samiee and Roth (1992) have explained the influence of economic environment on the US companies and their consumer and industrial products. In this analysis industrial products have more potentiality towards standardisation than consumer products, because of economic similarity influences of the markets in terms of competition from different international players in industrial products, and changing of consumer trends towards specialized products in a particular category, rapid technological change towards to development of product features. In this context industrial products were standardized in terms of their features, specifications and functions.

Johnson and Arunthanes (1995) were described adaptation determinants of consumer vs. industrial products in the analysis of US manufacturers exporting operations to different foreign markets. This study revealed results about comparison between ideal and actual adaptation of consumer and industrial products companies. In detail host country economic factors differences with home country are related to market infrastructure, competitive intensity supported to consumer and industrial products for adaptation. Adaptation was occurred in the product's packaging, features, contents and quality.

According to O'Cass and Julian (2002) economic environment of host country shows various types of influences on any foreign operators. In this context Australian firms were influenced by host country's economic environment in terms of the level of competition, number of competitors in particular product areas. Actually there are no economic environment similarities among all these

countries. But some of the countries are developed economies and their market infrastructures are also favourable to standardised product operations. Also another considerable point in this context is competitive factors, export intensity were caused to standardized approach by the Australian companies in their targeted markets. Product standardisation was happened in the different consumer and industrial products and their features, performance, quality and packaging.

Summarizing of above studies and results are giving different results in different contexts. While economic factors similarities are some of the causes to product standardisation in many countries, other favourable market situations have also significant role. Which means similarities of economic factors are not only motive to standardizing of products at host country's markets, as well as dissimilarities also not a motive to product adaption. Above results are indicating as standardisation or adaptation process on the country, product and operational specific.

3.2.2. Cultural environment

"The concept of culture is broad and extremely complex. It encompasses virtually every part of a person's life. This suggests that culture serves virtually all human needs, both physical and psychological" (Jain 1987:205). To do business internationally company's highly considerable factor is cultural

environment, because of culture is that includes people's daily habits which related to attitudes, knowledge, beliefs, arts and morals, laws and customs. These will motivate to customers towards a purchasing decision. A deep analysis of cultures in different regions of the world markets will give an appropriate knowledge to international firms for their designing of product strategies and introducing of their products. Companies need to be familiar with cultural differences to maintain good consumer relations, because culture is also one of the influenced factors on the consumer's behaviour (Jain 1987:205).

To earn profits, companies have to access the customers through the satisfying of their wants, and needs. But accessing of markets within different cultures is difficult to any international companies. When companies are offering their products to different cultural people, they have to do analysis about people attitudes about their products or services. In the international markets there are always several factors working simultaneously, and it is extremely difficult to isolate cultural factors with any other factor. Because manufacturers or companies should be aware that though many of the cultural differences existed in every market, also other environmental factors such as level of economic environmental factors, political system, or legal system, could also be responsible for differences in the market. Because companies should have good knowledge when accessing of international cultural influences (Jeannet & Hennessey 1988:67-68).

Boddewyn et al., (1986) analyzed the results of US MNCs business operations in the variety of industrial and consumer products at EU region markets. In this context companies were followed adaptation approach due to difficulties in the standardisations approach. The main cultural differences between home country and host countries are people's tastes, habits, requirements of consumer non durables are very different among these countries. Because US MNCs were implemented adaptation highly in non-consumer durable products than industrial products, but consumer durables, industrial products were easy to standardize than consumer non durables. The main changes were required for adaption in the non-durable products are product quality, differentiation in the product design and characteristics.

Ozsomer et al., (1990) have explained standardisation approach of EU and US companies in European countries. In this context standardisation approach was influenced by cultural similarities between home country and host countries. Cultural factors in terms of products use pattern and purchasing habits. The standardization occurred in the product designs, characteristics, packaging design and other marketing related programs. When compare between Turkey and other EU countries, market conditions have some similarities, also in Turkey's market many of the MNCs were using standardized approach among their subsidiaries in number of consumer goods.

According to Ward (1973) substantial number of products required to form of adaptation when culture has main influence on the product operations in any

market. This study is related to EU Company's subsidiaries operations in different consumer and industrial products at US markets. The results were revealing as higher adaptation was needed in the consumer products than industrial products due to dissimilarity between cultures. Cultural differences are in terms of consumer tastes and habits in the selection of product labelling, quality, styling, and packaging. But mostly adaptations were relatively minor in terms of cost, and then there is not significant influence on the product prices and firm's investments.

Zou et al., (1997) was quoted results in the context of Colombian manufacturers exporting intensity about standardized products and cultural influence of South American countries. In this context Colombian manufacturers were used standardized products in their export markets in terms of product's core design, number of product lines, and similar packing design. Because much similarity between cultures such as people perception about habits and tastes in their purchasing of products. One of the considerable elements in these markets is industrial products have much potentialities for standardisation than consumer products which can give various benefits to Colombian firms.

Sorenson and Wiechmann (1975) results were explaining about cultural environment influence on product standardisation approach in the consumer durable and non durable products at US and EU markets operated by US and EU MNCs. In this context EU and US MNCs products were highly standardized in product brand name, advertising message, packaging of products and other

related product characteristics. While there are differences in the cultures between host countries and home countries markets, product adaptation was not occurred, because of no intention from the companies towards adaptation in terms of number of brands for number of markets, in addition they like to have strict product uniformity policy from the company, and expanding of brand uniformity in the world markets etc., and another main reason is consumers also have perceptions towards using of branded products in these markets.

In the Least Developed Countries consumer products have more potentialities to adaptation than industrial products. In these results of Hill and Still (1984) study, cultural factors differences were showing influence towards adaptation approach of US multinationals products. In detail host country people cultural habits were reflecting as purchasing and using of small packets for single time and bulk packets for total family use. When US manufacturers were transferring their products to these developing countries, all products were re-designed according to host country people perceptions in terms of contents in a product, size, quantity are not useful due to differences in the cultures of both countries. To manage cultural elements in any host country operations companies need to study properly market trends and results of the past company's operations to provide suitable products.

Calantone et al., (2006) have explained the results of US, Japan, South Korea companies and their product adaptation approach at different international

markets. In this context cultural similarities and dissimilarities were leading product adaptations and simultaneously firms export performances also influencing by host countries and product adaptation strategies. In a comparison US, Japan, and Korean cultural dimensions are completely different as well as rest of the world countries cultural dimensions also different with these three countries. While these are the main reasons for product adaptation in those related markets, product innovativeness in the markets by different companies also boosting towards product adaptations. As well as firms export performances also enhanced by product adaptation strategies in these markets. Product designs and attributes were majorly considered for adaptation at host country markets.

In the exporting operations of consumer and industrial goods usually considerable element is host country cultural environment. In the case of US export companies, adaptation was occurred in the consumer products than industrial product due to various cultural factors differences such as product end user differences in preferences and their tastes etc., these cultural dissimilarities on the product adaptation much substantial than ideal of companies in the consumer products (Johnson and Arunthanes 1995).

When firms are going with certain products to particular country market, they have to consider market cultural aspects and trends, because market's cultural influences can force on the firm towards an appropriate product designs. Then firms should able to manage different cultural situations through flexible

platform designs. A single platform represents several product lines as well as different types of individual products to handle the situations in any market (McGrath, 1995:47).

Baalbaki and Malhotra (1995) were described host country cultural dissimilarities and reasons to consumer products adaptation at different international markets. This context is related to 80 US international firms who were involved in consumer and industrial products. While firms were standardizing their essential industrial products in these markets, due to huge differences among the international cultures such as shopping habits, attitudes towards foreign products, higher level of adaptation was occurred in the consumer products. Most of the product adaptations were related to non-durables such as food related products and which was necessary in the product designs, functions and food features.

Cultural aspects are massive in way of discussion, here cultural discussion is related to only companies and their product strategies which can influenced by the host country cultural factors. According to Jain (1987:204) culture can be identified in number of ways also depend upon the country. While above major studies are revealing as cultural factors dissimilarities caused to product adaptation as well as similarities caused to product standardisation, but this concept may not be possible some exceptional conditions at host markets. Ex Sorenson and Wiechmann (1975) results were indicating as cultural differences not influenced on product approach as adaptation.

3.2.3. Political environment

In the business operations considerable political environment factors are host country political stability, relations and attitude with foreign countries, political attitude about international companies in domestic markets. To be succeeding of business activities in foreign markets these factors are highly considerable to any organizations. Political environment at international markets reflects the interference by host governments in regulating of foreign firm's operations, and providing of feasible operational environment to un- interrupted business activities (Jain 1987:189, Chung 2003).

To maintain good stabilization in business operations at international markets political environment is very helpful to any kind of organisation. In this context US companies and their products were influenced by host country political factors towards product adaptation due differences between host country and home country. In detail political factors means attitudes towards international companies and their products by local political system which are mainly support requirements for product designs and specifications. These were influenced towards high level adaptation of products in terms of product features, size, and functions. Also to compete with domestic companies within consumer non durable products, adaptation was necessary to international companies (Baalbaki & Malhotra 1993).

According to Chung (2003) political environment of host countries can influence on the product strategies in different ways. In this context New Zealand and Australian firms were followed standardization approach in the Greater China markets. While there are existed dissimilarities in political systems, due to good and favourable political attitudes about foreign countries and their business, companies influenced towards product standardisation. In above countries companies were moved into number of international markets through their consumer and industrial products standardized approach in terms of product designs and features.

Leonidas (1996) described about Japanese multinational companies operations at East Asian countries and reasons for product adaptation approach. In these markets political environment is dissimilar also not favourable to product standardisation by the Japanese companies in different types of industrial and consumer products. In this context political environment influenced towards adaptation in consumer products higher than industrial products, because of host government policies towards in the product's external characteristics such as design, style, quality and dimensions of products. Mainly considerable changes were needed in the industrial products which are technical specifications, internal features of products, construction, methods.

Summarizing of political environment influence based on above descriptions is a country and its policies specific about international products and its category. These political factors influences can be vary from one country to

another country. Another considerable element is when comparing two or more countries; political factors may be similar in few points such as attitude of political system and stabilized government.

Which products were highly standardized in number of countries, cannot be standardize in some particular countries or particular market due to political factors differences. But during the globalization trends, product characteristics and category, some exceptional products have no obstacles to standardize or adapt in recent years due to many benefits will comes with product standardization or adaption.

3.2.4. Legal environment

In the world different countries are having different laws about their product standards, patents, tariffs, taxes about investment and business regulations. International companies have to follow these regulations according to their business operations at markets. Every country legal environment factors can show influences on the foreign marketers at different level which depends on the product category and approach. The legal forces at international markets provide protection to consumers from different types of losses, also provide control on unhealthy competition in the market environment, protecting of laws against bribery and corruption practices. Every country can have their

regulations and acts about foreign operator's product pricing, distribution, product designs, work environment rules and other related marketing activities (Jain 1989).

Ward (1973) described the context of EU MNC's operations in the US markets and their significant reasons for substantial number of product adaptations. Due to dissimilar legal factors between US and EU markets, main changes were needed in consumer products such as specifications of products, voltage system of products because of different existed voltage system in the host countries, also product's quality, packaging, services, warranty, providing of full data with products etc. But these adaptations were occurred mostly in consumer goods, but all these are minor changes in the product which are not much cost effective on the firm's economic performance.

Legal environmental influences have significant role in the product designs especially when MNCs have operations in different countries. In this context, due to dissimilarity in the legal factors at product operating countries companies were followed adaptation approach in their product's specification and characteristics. EU and US Company's product operations were mainly related to consumer non- durables and industrial products. In these categories industrial products are highly standardized than consumer products. As well as consumer products needed higher adaptation due to every country legal restrictions on product specifications, characteristics, and use patterns (Sorenson & Wiechmann 1995).

Boddewyn et al., (1986) described the context of product adaptation approach by US MNCs in European Economic Country markets. In these markets consumer non durable products were highly adapted than consumer durables. In this context the main factors to adaptation of consumer non durable products in EU countries are each country government regulations in the technical requirements. In detail required adaptation changes are in product quality, design, services and differentiation.

Firms when they are entering into any international markets they need to compare their own country laws and host country laws for the business flexibilities also protecting their product patents and trademarks. Because product identity is very much important in the firm's business activities, even companies can get different type of patents and trademarks in every host country business operations according to their laws and regulations. These are necessary to companies to build their identity in future. In this way host country laws give protection to every company's trademarks and patents from new companies in the existed markets (Ward 1973; Jain 1989; Jain1987:121-130).

Hill and Still (1984) have explained about product approaches at Least developed countries. Host country legal influences can show influence on any international company's product operations in different ways. In this context legal factor dissimilarities between host country and home country showed as adaptation approach on different consumer products. Host country's existed legal factors are units measurements in metric system (litres, kilograms),

instead of US gallons and pounds, also labelling requirements with total information of list of ingredients on the products, net weight, name of the manufacturer, date of manufacturing are compulsory on every product. These types of changes are required to every multinational company when they are operating in these countries. In this context consumer products were needed much adaptation than any industrial products due to many consumer products belongs to lower life cycles and product orientation is depend on the local market condition. Moreover in this approach US manufacturers were used local materials to manufacture their products to follow regulations from the local governments.

Calantone et al., (2006) have explained the results of US, Japan, and South Korea and their export performance through their product adaptation strategy on the basis of market dissimilarity. In this context above three countries followed adaptation approach in their consumer durable and non durable products. The main reason for this adaptation is host country legal factors influences on the products in terms of designs and specifications according to local markets. In addition legal factors among the countries were provided product adaption motives to international companies in terms of flexible business practices, and innovative organizational practices among the countries.

According to Johnson and Arunthanes (1995) host country's legal environmental factors influence on US exporters' products much substantial

than ideal and possible to adaptation in different consumer products. In these results of this study export market regulations affect ideal and actual product adaptation more for consumer products than industrial products. Influenced legal factors are government's regulations in terms of product contents, performance and safety of products, price and sales conditions, and different packaging conditions. Also legal factors influences are different on every US firm as well as on their product category, due to every country's law are different in the business operations.

Host country laws and regulations are very important to any company to operate business activities. In this context US manufacturers were implemented product adaptation in their consumer and industrial goods in number of international markets. The reason for this approach is host country legal factors dissimilarities with home country on the products. The legal influences in terms of product standards, features, performances were needed adaptation approach in those related markets. Other reasons are such as existed support marketing laws also caused to adaption (Baalbaki & Malhotra 1995).

O'Cass and Julian (2002) have explained the contextual results of legal factors influences on Australian firm's who were exporting to number consumer and industrial goods to international markets. While there is no similar legal factors between Australian market and rest of the international markets, firms were exporting standardized products only, because of companies have greater demand, accessibility of customers, greater exposure and familiarity of

customers to their products. But to access these corners firms needed to follow legal instructions of every country which means firm has followed adaptation approach in the marketing activities.

Legal factors influences are different among the world countries, because every country has their uniqueness in the existed laws and regulation about different business operations. Companies should be flexible to change their product designs according to their target markets laws and regulations. These changes are mostly happening in the consumer related products due to many limitations in industrial product category and changes may not be possible to every market. But some potential small changes which are related to host country market requirements can be possible such as product packing, manuals etc.

3.3. Summary of the theoretical framework

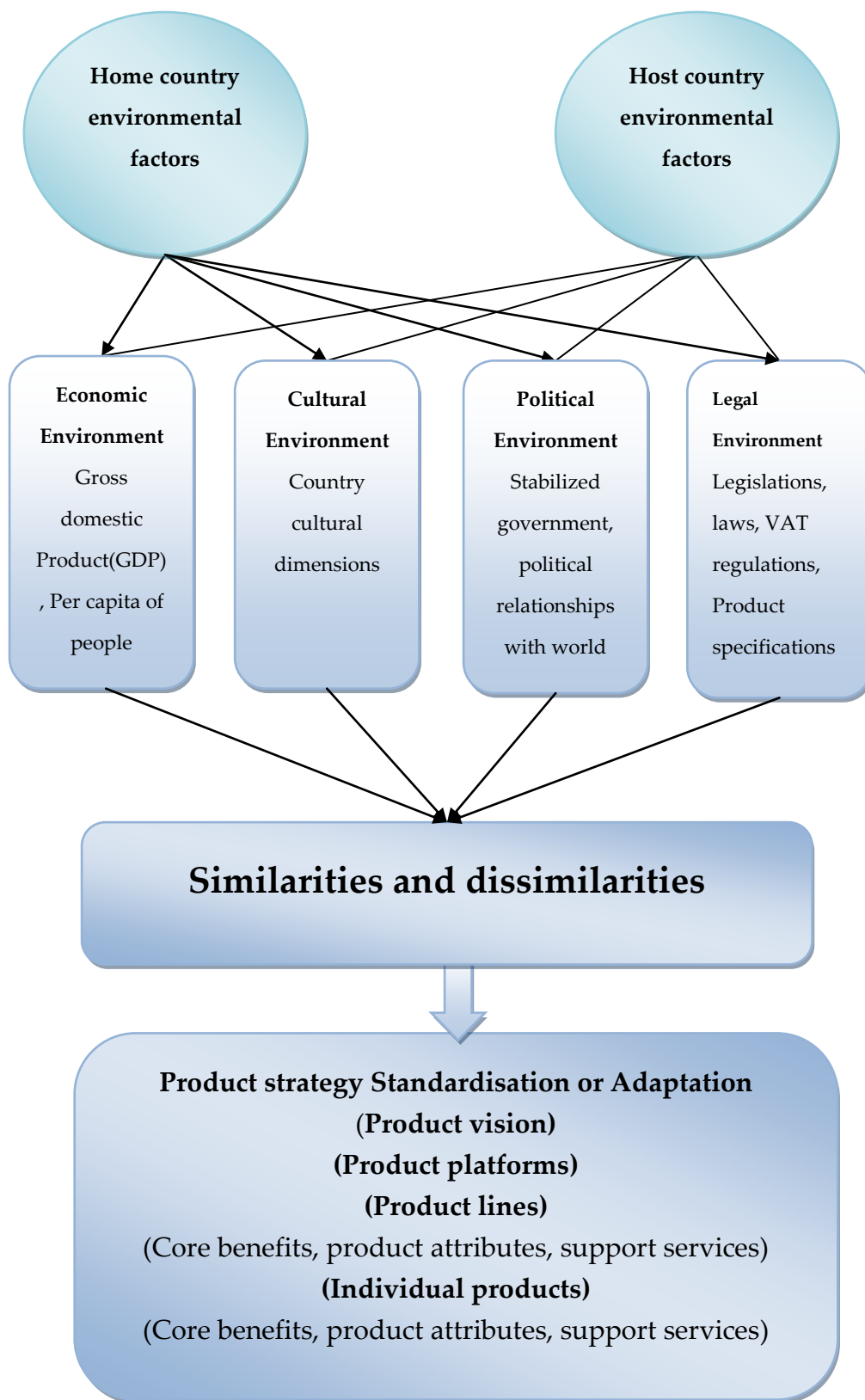
In the part of developing product strategies, product strategy dimensions can have important role in the international markets, these will influence by host country environmental factors at various levels. The level of influence on the vision, product platforms, product lines and individual products depend on the targeted markets requirements and similar or dissimilar environmental factors. Primarily product platform creates the opportunity to making of individual products for various markets requirements (McGrath: 1995:47), also the

characteristics of the product platforms aims products toward a particular markets and particular segments. Usually firms can manage international markets through well designed platforms at various levels. But sometimes every firm cannot manage directly every market through the platforms due to inflexible environmental conditions. Therefore through proper linking of product platforms and individual products firms can manage different market segments efficiently. As well as companies can manage standardisation or adaptation approach through their well designed framework in any market segments.

To do business activities at international markets, firms should have proper management ability about their product strategies activities; in detail different markets will demand different product strategies in the product designs and other related marketing activities, thus firms need to be ready for those changes in their designs. Market requirements are basically part of the country's specific environmental factors which are economic, political, cultural, and legal. Also every market will reflect unique features in environmental factors.

The below figure explains about environmental factors influence of country on product approaches. In detail economic, cultural, political and legal factors of home country can show influence on product dimensions as standardisation or adaptation. Mainly similarities of environmental factors between home country and host countries can be caused to product standardisation, as well as

dissimilarities of environmental factors can be caused to adaptation. But some circumstances, similarities and dissimilarities of environmental factors may-cause to opposite approach, which means some situation specific or favourable factors towards a particular approach. To be considering a particular approach for a country, analysis of host country environmental factors is compulsory as well as favourable influenced factors.



4. RESEARCH METHODOLOGY

This chapter will be analyze research methodology and case company details, also research approach, case study research strategy and design, data collection, method of data analysis, and reliability and validity of the study.

4.1. Research approach and method

According to Saunders, Lewis and Thornhill (2009: 124-127) two types of research methods are useful to research studies. The research and beginning of theory raises an important question concerning the design of research project. Use of deductive approach in the research is to develop a theory, hypothesis and the design of research strategy to test the hypothesis. In detail deductive approach can have proper stages to give a relationship between two or more concepts, it can give measure the hypothesis between variables, also examine the specific outcome of the research, and if necessary, modifying the theory in the light of the findings.

Secondly use of inductive approach is which we could collect data and develop theory as a result of data analysis. When using of these approaches to different researches, deduction owes more to positivism and induction to interpretivism. The present study related to deductive approach to develop theoretical frame

work and collect empirical data applied to case company (Saunders et al., 2009: 124-127).

In this particular research use of deductive approach is to analyze research topic with collected data sufficiently and to appropriate conclusions according to selection of case study approach which will gives knowledge about research purpose and level of implementation in the particular area. To get good results in the research analysis, important step is to choose best data collection methods, which are most suitable to research topic, and analysis of collected data in a good technique. There are two kinds of methods can be useful for broad the analysis. Those 1) quantitative and 2) qualitative data analysis.

Generally quantitative data refers analysis of some numerical data or contain data that could usefully be quantified to help to research question's answers also to fulfil research objectives. Quantitative data can be range from simple counts to more complex data which will be useful to analyze and interpret the results. The process of quantitative data is starts from creating simple tables or diagrams that show the frequency of occurrence and using of collected statistics to enable comparisons, and through establishing statistical relationships between variables to achieve results of the research (Saunders et al., 2009: 414).

Generally qualitative data refers all non-numeric data or data that have not been quantified and can be a product of all research strategies. This qualitative data assist to research in both deducting and inductive approaches, also it can

flexible in the way of short list of responses to open-ended questions in an online questionnaire to more complex data in different types of research situations (Saunders et al., 2009: 480).

The aim of present study is to know the influence of host country environmental factors on one case company product strategy designs also case study will be good choice for this research to analyse company product approaches at host country. This research produces large amount of textual data in the form of target country environmental factors and their comparisons with home country environmental factors also influences on the products. Data analysis will takes place alongside data collection to allow questions to be refined and path of inquiry to develop research. To provide more information to this research and to fulfil aim of the study, this present research formed with *'how'* question and data will be collected in appropriate way.

4.2. Case study research strategy and design

According to Yin (2003:2) the case study is used in many situations to contribute to our knowledge of individual, group organisational social, political and related phenomena. Also case studies can be found in economics, in which the structure of given industry or the economy of industries or economies of the regions to investigate purpose of research. The main propose of the case studies

is researchers can possible to retain the holistic and meaningful characteristics of organisational and managerial processes, international relations and maturation of industries.

The main purposes of case studies in the researches are: *Firstly* case study can and do exhibit the whole range of methods of data collection. Many examples involve a number of methods within one investigation. *Secondly* case study allows the findings from other studies to be confirmed. *Thirdly* case study can provide the combination of qualitative and quantitative researches in required researches because many researches are combinations of both analyses. *Fourthly* case study generates new ideas through the testing of previous theories. *Finally* through case studies researchers can have possibilities to direct participation and analysis of firm's events to present results (Bryman 1992:170-175).

In another way the main case study's criticized points are: *Firstly* case study can give soppy results when lack of systematic procedures or when using of equivocal evidence or biased views in research findings. *Secondly* it is too long and result in massive, unreadable documents. *Finally* case study results can be non-scientifically generalised in the researches strategies (Yin 2003:11).

Although some disadvantages from case study research, in order to get good results researchers should have extra attention about negative sides of case study while dealing cases.

The following table explains about different situations for research strategies and it is content of conditions to form appropriate questions in the research.

Table3. Relevant situations for different research strategies (Yin 2003:5)

Strategy	Form of Research question	Requires control of behavioural events?	Focus on Contemporary Events?
Experiment	How, why?	yes	yes
Survey	Who, what, where, how many, how much?	no	yes
Archival analysis	Who, what, where, how many, how much?	No	Yes/No
History	How, why?	No	No
Case study	How, why?	No	Yes

Firstly the type of research question posed which are the main questions as starting with what, who, where, how, and why. When forming of research question 'what' can give exploratory to research, also what can form questions as 'how many', 'how much' to give much information? 'Where' and 'who' also another type of 'what' questions for some kind of researches to give more exploratory to researches. As well as in contrast 'how' and 'why' can provide

more explanatory to research questions. *Secondly* 'the extent of control an investigator has over actual behavioural events' which means experiment is the extent of the researcher's control over and the access to the actual behavioural events. *Thirdly* the degree of focus on contemporary as opposed to historical events which means support from historical events such as previous documents, historical evidences, interviews.

The main reasons for choosing case study as the research strategy in the present study are discussed above three factors. Firstly the forming of research question is one of the important elements to choose research strategy. In detail 'how' and 'why' can provide more explanatory to research questions. In the present study, *'how environmental factors can impact on the choice of product strategies'*. Because 'how' is suitable to present study. Secondly control over behavioural event is not necessary in the case study methods. This is not possible as in this study concerns due to this study is handling with number of secondary data information, finally the third stage information related focus on contemporary as opposed to historical events. Hence this can be applied with in this research (Yin 2003:5).

Usually a case study is an empirical inquires that includes investigation of contemporary phenomenon within its real- life context when research needs much depth. Also case study covers up logic of design, different data collection techniques, and specific approaches to data analysis (Yin 2003: 14).

Yin (2003:39) discussed four types of case study approaches and its potentialities those are 1. Single case vs. multiple case studies 2. Holistic case study Vs embedded case. Single case study argument comes when *critical information* is available from one source also if it is sufficient to provide proper results, when case *is extreme or unique*, analysis can give broad information, when single case has *representative or typical* information, when single case study is *revelatory* case, or when single case study *is longitudinal* study. These elements can give proper information in single case study analysis.

	Single- case designs	Multiple-case designs
Holistic (single unit of analysis)	TYPE 1	TYPE 3
Embedded (multiple units of analysis)	TYPE 2	TYPE 4

Figure 5. Basic types of designs for case studies (Yin2003:39)

In this part of the research chosen single case study will provide proper results according to research question and objectives. While this case study is not extreme or unique, this case study analysis will give broad information about case study's considerable environmental factors and their influences on product designs.

According to Saunders et al., (2009: 146) a single case is often used where it represents a critical, extreme or unique. In detail, when single case have a possibility to observe and analyse a phenomenon of situation. Inevitably, an important aspect of using a single case is defining the actual case and its involvement in multiple cases. Conversely a single case may be selected because it provides to research analysis an opportunity to observe and analyse a phenomenon that few have considered before.

Present study is related to single case company which is Winwind and their wind turbine operations in India and Portugal which are different in various environmental factors with home country. In this case company product category is related to industrial products and operating in two different (in environmental factors) countries with same kind of products. This situation can analyse about one company and its operations in various countries which can give possibility to analyze and compare home country and host country environmental factors influences. This case study research can provide information about multiple sources involvement, and analysis. Due to these reasons single case study can be applicable to this research.

The second approach is holistic vs. embedded. This is also considerable when case study has involvement in more than one units of analysis. If the research is concerned only with the one organisation as a whole, then treating the organisation as holistic case studies. Also this method has possibility to analyse sub units of organisation to access as much as information. In an organisation analysis of number of perhaps departments, work groups, individuals can provide access to involve more than one unit analysis (Saunders et al., 2009: 146).

Above two types (holistic & embedded) of single case studies have their advantages and disadvantages. The holistic design provides when no logical sub-units can be identified or when the relevant theory underlying the case study is itself of a holistic nature. But significant advantage from embedded single case study is extensive analysis and deep analysis of one single case in the research. There are two major problems may occurs in the embedded case study analysis which are firstly the entire case study may be conducted at an abstract level, lacking any clear measures or data. Secondly during the case study, the entire nature of the case study may shift when empirical data is change to larger unit of analysis (Yin 2003:45).

To analyse information in this case study, data was collected from one case company also from various secondary data resources, such as company web sites, other secondary informative websites which can give company product related information, host countries environmental factors information, and

three interviews from individuals who work at managerial positions in home country and host country offices of case company. In this research collected data related to case company and case company related operations at two different countries which are India and Portugal. This research can provide sufficient information about environmental factors of host countries also comparison. This means present study can give much information about three countries environmental factors information which means the present study is considered as embedded single case study.

4.3. Data collection

According to Bryman (1989:142-153) researcher can access three types of research methods, but it is depends on the situation and accessibility of each research method and necessity. Generally these three methods researchers can use individually or together, this is also on the demand of the research possibility. First method related to researcher as direct participant in one or more organizations at work areas which will provide a good knowledge and first-hand information. Second method is related to interview based information collection which can possible through structured and semi-structured interview questions and analysis. This method is collection and examination from various websites which are from case company webpage for product information, and country profiles, wind energy statistics, information and news, existed competitor products, cultural dimensions, business rankings,

country tax systems, countries and their statistics, and business culture in the host countries were taken from related different websites.

The following table explains about main secondary data information and sources (websites) which can be useful in the analysis of case company information, product information, host country environmental factors.

Table 4. List of secondary data websites and collected information.

Name of the website	Information collected
Product information www. Winwind.com	Winwind (case company) products information, company profile, operations.
Country profiles(Finland, India, Portugal) www.cia.gov	Infrastructure of country, economy, political relations, electricity production and usage statistics.
Country cultural dimensions(Finland, India, Portugal) www. geert-hofstede.com	Information about Finland, Portugal and Indian cultural dimensions in power distance index, individualism, masculinity, uncertainty avoidance index and long term orientation.
Wind energy information of India www.cwet.tn.nic.in	Wind energy statistics such as already installed and target production in future, share in the total electricity of a

www.inwea.org www.cwet.tn.nic.in www.indianwindpower.com	country.
Wind energy information in Portugal www.windpowermonthly.com	Wind energy information in Portugal such as Installed and target in the future.
Wind energy information in Europe and World www.thewindpower.net www.erec.org www.ewea.org	Wind energy information which about already installed, importance, target in future to install.
World business culture information www.estandardsforum.org www.worldbusinessculture.com	Business culture information about Finland, India and Portugal business statistics and business ratings in the world.
Doing business across the world rankings www.doingbusiness.org	Business doing across the world countries and rankings of India, Portugal and Finland.
Business standards in Portugal www.eubusiness.com	Business statistics, business rankings information of Portugal.
Customs and taxes of world countries and exports and import duties www.fedex.com	Finland, Portugal and India VAT, custom duties, export and import taxes information.
Europe business statistics http://epp.eurostat.ec.europa.eu www.eubusiness.com	Gross domestic product (GDP) and per capita income.

Indian customs and taxes www.madaan.com www.allindiantaxes.com	Indian import and export taxes, VAT, legal systems information

Initially in this part of the research data collection three person's interviews were taken from single case company. The main reasons for choosing these persons are, first of all these three persons are belongs to Winwind's marketing managers in three different countries in the World which are Finland (home country), India and Portugal (host countries). Secondly the interviewees should have been working at managerial position in the case company. Thirdly these persons were involved in the product sales and marketing, also have a participation in the designing of products because these persons work as communicator between company and customers.

Three interviews were taken through telephone conversations and recorded by digital voice recorder. First interview (A) was taken from headquarter office at Helsinki, it was around 40 minutes. Second interview(C) was taken from Portugal office which one of the operations of case company, it was also 45 minutes. Finally third interview (B) was taken from Indian office which is main operations of case company and this interview lasted about 40 minutes. These three people are concern marketing (managers) department in three countries. To collect these information theme questionnaires were mailed to these

interviewees before few days to access quick and detailed information also to avoid telephone expenses.

The data from A, B and C were stored in computer also written as word format and analyzed according to questionnaire to have a full idea. It is important to write interview for analysis also possible for readers to check interview questions and responses to get additional information. The main reason to collect three person's interviews is these are related to different countries and its information which is useful to comparison of host country environmental influences. This information is very useful to analyze and compare for research. In the questionnaire, questions are basically same but related to country aspect which was one of the main aims of the research. Appendix 1, 2 and 3 can exemplify the questions that were responded by three interviewees (A, B and C). These interviews information is related to primary data, and secondary data was gathered from company, some other websites (mentioned in the table 4).

Table 5. Information of the three interviewees

Interviewees	Nationality	Location	Position
A	Finnish	Helsinki	Marketing manager
B	Indian	Chennai	Marketing manager
C	Portugal	Lisbon	Marketing manager

According to Saunders et al., (2009: 324) Semi-Structured interview will be most appropriate where there is large number of questions to be answered, where the questions are either complex or open-ended, where the order and logic of questioning may need to be varied. Also this type of interview will give much flexibility to researcher from interviewee in terms of to get much information in the future.

The secondary data is also useful to researcher in terms of comparison of direct interview from a person of case company and other secondary data information. When researcher has good information about company and its products, he can get much information when interviewing the person directly or indirectly. In this research secondary data was taken from various web sites including company web site.

According to Saunders et al., (2009:268) secondary data can provide advantage in terms of short time of period, savings in resources, less expensive to access far larger data sets such as government websites, useful to spend more time on the theoretical aims and substantive issues. In this issue considerable data sources are internet, company home page, company annual reports, press releases, global data reports in case company respective data etc. These secondary data have also been considered to improve the reliability of the research.

4.4. Method of data analysis

According to Yin (2003:109) data analysis is the “examining, categorizing, tabulating, testing or otherwise recombining both quantitative and qualitative evidence to address the initial propositions of a study”. Analysing of case study data is not easy for every situation because there are no well- defined strategies. But case studies can have possibilities to analyse data in a general way. However this study is related to qualitative research which is not related to non- numerical data (quantitative) analysis.

Saunders et al., (2009: 491) have explained as “some procedures for analyzing qualitative data may be highly structured, where as others adopt a much lower level of structure.” Which means to differentiate qualitative analysis may have some problems in the using of some highly analytic strategies and procedures.

According to Yin (1994:106) there are five types of dominant modes of analysis accessible to any type of case study analysis which is pattern-matching, explanation -building, time-series analysis, program logic modes and cross-case synthesis. Using of appropriate method and techniques for case analysis can extend reliability and validity of case study. Pattern-matching method can be useful because this method can combine non- equivalent information as a pattern, it is simple pattern, it can combine rival explanations as a pattern, and precision of pattern matching. This method use in the present study is, it is

combination of various information, there are no formulations of assumptions and the empirically concluded as 'pattern' in this study is compared with the theoretical framework. Also this study theoretical frame work guides to explore how Winwind designed product strategies through the influence of host country environmental factors. In this case study interviewee's responses directly quoted in the text for clear information and appropriate figures and tables were used during the data analysis.

4.5. Reliability and validity of the study

Reliability and validity are very important factors to fulfil the research purpose. Reliability is the consistency of research measurement, and it will give same results under same condition with the same subjects and it will measure if a person do on the same test given twice is similar. According to (Yin 1994: 36-39) reliability refers to research analysis and uniformity in the results if researcher follow the exactly the same procedures in same case study investigation. This can be useful to case study in a way of researcher need not to repeat same work for increasing reliability. In the qualitative research, researcher can use minimum steps to get good conclusion in a particular type of studies.

Validity refers strength of conclusions, but not related to any part in the research which means validity should be applicable to whole research analysis.

It is concerned whether the findings are really about what they appear to be about, also it can extend research design and its conclusions (Saunders et al., 2009: 157).

To provide quality to study four types of tests can be useful in a certain way which is construct validity, internal validity, external validity and reliability (Yin 1994:33). These tests are applicable for analysis at different levels. These tests are common to any kind of qualitative type of research. Table 6 summarizes the definitions of the four tests and table 7 displays the recommended case study strategy.

Table 6. Definition of the four tests (Yin 2003:34 adopted from Kidder & Judd 1986: 26-29)

Tests	Definition
Construct Validity	Establishing correct operational measures for the concepts being studied.
Internal validity	Establishing a causal relationship, whereby certain conditions are shown to lead to other conditions, as distinguished from spurious relationships (for explanatory or causal studies only, and not for

	descriptive or explorative studies).
External validity	Establishing the domain to which a study's findings can be generalized
Reliability	Demonstrating that the operations of a study-such as the data collection procedures-can be repeated, with the same result.

The following table explains about four levels of tests and its methods and useful contexts. This level of tests is useful in data collection in various methods and to analysis of data which are useful to qualitative research.

Table 7. Case Study Tactics for Four Design Tests (Source: Yin 1994: 34)

(Adapted from COSMOS Corporation)

Tests	Case study tactic	Phase of research in which tactic occurs
Construct validity	<ul style="list-style-type: none"> • Use multiple sources of evidence • Establish chain of evidence • Have key informants review draft case study report 	<ul style="list-style-type: none"> • Data collection • Data collection • Composition
Internal validity	<ul style="list-style-type: none"> • Do pattern-matching • Do explanation-building 	<ul style="list-style-type: none"> • Data analysis • Data analysis

	<ul style="list-style-type: none"> • Address rival explanations • Use logic models 	<ul style="list-style-type: none"> • Data analysis • Data analysis
External validity	<ul style="list-style-type: none"> • Use theory in single-case studies • Use replication logic in multiple-case studies 	<ul style="list-style-type: none"> • Research design • Research design
Reliability	<ul style="list-style-type: none"> • Use case study protocol • Develop case study database 	<ul style="list-style-type: none"> • Data collection • Data collection

According to Yin (1994: 33) Firstly construct *validity* refers establishing of correct operational measures for the concepts being studied in a research. Applicability of this method in this case analysis is (table 7) extension of validity in a manner of collecting empirical data from multiple resources (interviews and internet documentation) and composing in proper way. Secondly *internal validity* refers as establishing a causal relationship, where by certain conditions are shown to lead to other conditions in the research analysis also it is mostly applicable to explanatory or causal studies and not for descriptive studies. Then in this case study analysis internal validity works as pattern- matching and explanation building in a way of different information from multiple resources was clubbing into a certain way, as well as explanation building worked in way of collected information and comparing for final findings are played key role in this analysis.

External validity establishes the domain to which a study's findings can be generalized which means in the qualitative study findings and results can be generalized adequately instead of statistical or quantities findings in the case study also in the qualitative study researcher can generalize highly, because study is related with wider theoretical way. In this present study the analysis of the data is presented on the well designed theoretical frame work which is about product standardisation and standardisation of a case company analytically generalized in proper way (Yin 1994: 33).

In this research analysis threats considered as firstly interviews were taken from three persons only, if the researcher had conducted more the validity of the study would have been more, secondly and in this research used secondary data information were taken from company web page information, press releases, global statistical data, product related associations information from the web pages only. If more data sources have been used in this research, validity of the study could have been better. Thirdly interviewee's answers are mostly related to their products and few markets which according to their area and memories, it could be better if some documented, statistical information about their company and market. Finally the external validity of present study would be stronger if the author presented number of studies.

According to Yin (1994:33) reliability of the study comes when researcher used same procedures and methods as described by an earlier investigator and used the same case study repeated, in the same way later researcher should conclude

with same findings. In this study reliability is achieved in terms of attachment of questionnaires in appendix and explained (chapter 4.3) the manner of different data collections.

In this research, the reliability threats are related to *firstly* the interviewees answered the questions was based on their memories and available information. If the interviewer and interviewee changed, the results of the research may have changed. *Secondly*, in this research some mistakes may appear due to if previous investigator's procedures and methods.

5. EMPIRICAL FINDINGS OF THE CASE COMPANY

The aim of this chapter is to explain the information in order to explore how a Finnish company has designed product strategies according to Indian and Portugal environmental influences. This chapter includes case company information, host country environmental factors information and their influences on firm's product strategies. As well as company's decisions towards product approach also included.

5.1. Introduction to the case company

Winwind Limited is one of the leading renewable energy products suppliers in the world. It was started operations primarily from Finland in 1998 with the concept of wind turbines. Winwind has designed product platform for the purpose of to create a renewable energy system at minimal price. Winwind product line started with a wind turbine system and Winwind was launched first one megawatt turbine in May 2001 at Oulu, Northern Finland (Winwind history page). During this twelve-year- life, Winwind has grown from small Finnish company to an established international wind turbine manufacturer and wind energy solution provider.

5.1.1. Motivations, presence and entry mode in India and Portugal

Since the beginning of this product category, Winwind has been expanding marketing operations to different world countries also in the designing of competitive products for different markets. In this movement Winwind has two types of products (one megawatt, three megawatt), and these are manufacturing and assembling in Finland and India. Also Winwind has been selling these products in Finland, Abu Dhabi, Czech Republic, Estonia, France, India, Portugal and Sweden. To face competitions in the world markets Winwind is providing a good quality for their products according to ISO 9001 standards (Winwind locations page).

Winwind has started product operations in 2002 in Portugal through export operations from Finland, since first 1 megawatt turbine installed in 2004; company's opportunities were growing towards matured product inventions such as 3 mega watt implementation. Also some of the main reasons for the development of product designs in this market are competitors strategies in the introducing of different products in the market, growing customers interest towards high range products, and increasing of customer groups for wind energy producing etc. These factors are sufficient reasons for product standardisation of Winwind turbines (Winwind history page).

While Winwind started export operations of 1 mega watt (WWD-1) turbines to Indian market since 2004, major operations were started in 2006 through the acquisition of majority stake in Winwind by Indian Siva Group. Later that Winwind Finland and Indian managements were decided to start manufacturing operations in India for WWD-1 initially due to access of local markets competitively and efficiently. Winwind India inaugurated first manufacturing facility in September 2009 at Chennai plant. This state-of-the art facility will assemble and test highly reliable 1 mega watt turbines four per day instead of plan to scale up to wind turbines per day (Winwind history page).

In this part of the research and analysis chosen countries are India and Portugal. The main reasons to select these countries are: *First of all* these countries are geographically different which means India is one of the Asian countries and Portugal is one of the European Union countries. *Secondly* main influenced environmental factors are completely different with Finland in which are *economic, cultural, political and legal*. *Finally* product operations are also different in both countries. While selling of products are same in both countries, the differences between both countries are exporting operations in Portugal and manufacturing operations in India (Winwind history page).

5.2. Product dimensions of case company

In this research product dimensions are related to Winwind's strategic vision, product platforms, product lines and individual products. These will be discussed according to host country and operations and economic, cultural, political and legal factors influences.

5.2.1. Product platform of Winwind

In any company product platforms starts with strategic vision. This vision provides the context and direction for product strategy. In detail product strategy development and its elements at target places can guide by company strategic vision through where the company is going, how to get there, and why the company can be successful. To get unusual success in the world, every company must have exceptional strategic vision in their product strategies. To achieve this successful vision, companies need to plan their platforms according to different market situations.

According to Mc Grath (1995:39) a product platform is not a product, it will provide common elements and core technology to wide range of products through product lines and individual products. When asked about product platforms of Winwind sales manager in Finland answered with the following:

“Yes we do have well planned platform for our product lines. We are designing our wind turbines on the basis of this platform to different markets in the world. Since we established this platform, we are improving the design competitively for higher efficiency for Finnish market also other international markets.”

Below following table can give information about Winwind specific platform to design multiple products in their marketing areas also it is indicating Winwind products are based on the well designed product platform. This Product platform is content of various components which are in below description.

Table 8. Winwind platform components and function (Winwind turbine key components page)

Name of the component	Description
Three blades	This can utilize energy optimized blades with large rotor diameters maximizes power energy capture.
Power unit	This is integrated power unit consists of the main bearing, gearbox, generator and mechanical brake system.
Main bearing	This can be useful to connect to the gearbox casing using a play –free, two- row tapered roller bearing. The bearing transfers the rotor loads through the gear casing to the main frame.

Pitch motors	This is consists of electric independent pitch actuators located in the hub and connected to the blades. These actuators position the blade at the optimum pitch angle. The pitch actuators are also equipped with long lifetime back-up capacitors.
Hub	This component made of cast iron it is connected directly to the gearbox. In this solution there is no main shaft. The hub and the planetary carrier are supported by the main bearing.
Gearbox	This component helps torque to the low speed permanent magnet generator. Planetary gears are more efficient and also reduce stress compared with parallel gears.
Generator	This main component to product electricity. It will work at variable speeds; permanent magnet synchronous generator converts the torque in to electrical power.
Aerodynamic brake	The blades act as aerodynamic brakes. Normally the blades are synchronized but in case of an emergency, each blade can be controlled individually and are equipped with long lifetime back-up capacitors.
Mechanical brake	This very important component in the system .This mechanical brake and aerodynamic brakes consists of a disc brake with two brake callipers. This can be hydraulically operated.
Frequency converter	A liquid cooled IGBT frequency converter is used for connecting the variable speed generator to the grid. Due to the effective grid side filters, the total harmonic

	distortion of the grid side current is very low.
Yaw motors	When the direction of the wind changes, geared yaw motors on top of the tower turn the nacelle so the rotor faces into the wind. The hydraulic brakes are loosened automatically to a reduced pressure for the time of yawing
Fan intakes	Fans provide forced air flow to cool down heated cooling liquid during operation in increased temperatures.
Wind sensors	The anemometer and wind vane monitor the changes in the wind and start and stop the turbine according to the conditions. The wind sensors are equipped with an ice-prevention system.
Cooling system	This will helps to cool down heated equipments such as generator, frequency converter. It can make of water glycol.

The main success in the Winwind platform is technically superior to ones dominating in the markets among the other market competitors. In detail Winwind was first in the world to introduce hybrid medium speed turbine in three megawatt turbines since 2004. Today Winwind has a strong position and experience in the providing of multi megawatt wind solutions. Company focused extensively on the design and development of its technologically advanced wind turbine and it was first market player to have a 3 megawatt turbine with permanent *magnet technology*. Winwind platforms are reliable of a direct drive and the compactness of a traditional *high speed gear system* and it s

optimal mechanical load management ensures high reliability and low maintenance costs. Winwind platforms are highly innovative in terms of ensuring of maximal grid compliance through *full power frequency converters*, ice prevention solution to ensure continuous operation in arctic conditions (Winwind advantages page).

Winwind has been providing reliable technology for their platforms which are, by using of an *integrated power unit*, comprising the *main bearing*; *planetary gear box*, and *permanent magnet synchronous generator*; *high speed gear components* are eliminated. The *main bearing* transfers the harmful rotor loads directly to the main casing of supporting structure, keeping the whole drive train free from deformation. A *variable speed pitch controlled rotor* and energy optimized blades with *larger rotor* diameters maximizes energy capture even at low wind speed sites and a *permanent magnet synchronous generator* provides the highest efficiency at partial and rated power. All these components in a platform provides to customers most demanding grid code requirements and Winwind all product range certified and manufactured according to ISO 9001 and through rigorous testing conditions (Winwind advantages page).

5.2.2. Product lines of Winwind in India and Portugal

Product line strategy is the third layer of the product strategy structure (Figure2). Generally product lines consist of number of products for different

markets. These will provide integration between platforms and products, but these are not actually developed or sold to customers. These product lines come from product platforms to design various products to manage market segments within firm's strategies. Winwind Finland has been operating two products in India and Finland on the basis of one wind turbine product line. This information from Winwind Finland manager:

"Yes we are having two products for Finnish market also other international markets on the basis of our wind turbine product line, and we named as WWD1 which is related to one megawatt wind turbine and WWD3 is related to three megawatt wind turbine product. These product designs are our competitive strength in the market".

Winwind Finland implemented initially one product line for one megawatt in 2001 for Finland also for different international markets, later that in 2005 Winwind have moved into serial 3 mega watt products; this is also for different international markets. Winwind has been exporting to Portugal market with 1 mega watt turbine since started operations and now exporting 3 mega watt turbines due to increased demand for wind turbine market. As well as to Indian market previously Winwind was exporting 1 megawatt turbines until starting of manufacturing facilities in Chennai plant. Now Winwind has been exporting only some of the components for 3 megawatt wind turbines to assemble locally (Winwind documents page).

Winwind has been operating two products on the basis of one product line in Indian market as well as in Portugal market. The major differences between two countries operations are: one megawatt and three megawatt products completely exporting to Portugal market from Finland. But in Indian market Winwind has been manufacturing locally to access huge market area and three megawatt CKD (Complete knock down) units have been exporting to Indian market. Detail specifications of 1 mega watt and 3 mega watt wind turbines below here.

Table 9. Winwind product's specifications in India and Portugal (Winwind documents page)

Main specifications	1Mw(1000kw)	3Mw(3000kw)
Rated power	1000kw	3000kw
Wind speed	12.5 meters	12.5 meters
Design of life time	20 years	20 years
Rotor type	3 blade turbine	3 blade turbine
Diameter	64 meters	103 meters
Swept area	3217 square meters	8332 square meters
Tower height	70 meters	100 meters

In this case of Winwind product line 1 megawatt and 3 megawatt products can be equipped on the sea water (offshore) and on the land surface (onshore). Through these products Winwind has been competing in Indian and Portugal markets as well as in rest of the world markets.



Figure 6. Picture of one megawatt wind turbine (Winwind media images page).



Figure7. Picture of three megawatt wind turbine (Winwind media images page).

5.2.3. Individual products of Winwind in India and Portugal

Winwind is not only selling of turbines to customers, also providing services for their customers which are mainly fixing of turbines at the customer chosen place, maintaining of turbines during the lifecycle, periodical overhauling, changing of components etc.

Winwind individual products are related to product services between company and customers. Due to product special characteristics such as a long product life cycle (more than 20 years) wind turbines need maintenance during the life cycle in term of changing of components, controlling of speeds in the main products, overhauling periodically etc. In order to provide services to customers firstly, Winwind has been providing *basic services* which is applicable to every customer in their areas, and secondly *standard services* which are related to minimum responsibility by Winwind such as remote operation of turbines, preventive and corrective maintenance. Finally *standard plus services* related to which will comes on the agreement between Winwind and customer such as comprehensive additional services during the product life cycle. These are the company's main individual products. In the words of Winwind manager Finland:

"We are providing individual products in terms of various services to our customers, we are having individual customers in terms of who needs our long time product maintenance services, and we are considering them as our individual customer."

According to our contract we have to take care and maintain for provided Wind turbines until our contract is end. So our customers have to choose options in our services offer in terms of years of maintenance through their preferences."

Winwind has been providing flexible and valuable services to their customers. Because wind turbines life cycle is more than twenty years and it needs proper service regularly. Winwind has been taking care about on their sold products in India and Portugal through their efficient workforce. Winwind is offering a choice of service packages according to customer requirements, and Winwind customers also need sufficient services from company due to special product category. But these services are depending on the agreement between customers and Winwind (Winwind operations and maintenance page).

5.2.4. Product strategy alternatives of Winwind

In the theoretical framework product strategy alternatives were discussed (see 3.1.4 for more details), which are *regional product*, *customized global product* and *develop universal global product* for international firms. The research has also been more focused on the product dimensions and interviews, but did not go in to the issue of product strategy alternatives deeply, but idea of product strategy dimensions and its product lines, individual products were discussed under these alternatives in interviews. The presumed responses in this context gave

an implication that, due to the nature of wind turbine products and its specifications. Winwind has been developing product strategy approach for Indian market in regionally as well as to Portugal market according to different customer perceptions. Developed or modified product strategies in terms of two types of (1MW, 3MW) wind turbines and its related services according to different type's customers. While Winwind has been offering their turbines to Indian and Portugal markets in a standardized approach, product services have been offering in a manner of adaptation approach according to regional specific which means Winwind has been offering products in Indian market through their manufacturing operations to access local customers in terms of providing services in product maintenances.

Winwind has been manufacturing and selling 1 and 3 megawatt turbines globally, but there were no changes in the product specifications and designs due to highly standardized product category and its product life cycle. As well as to get leverage benefits from Indian market Winwind is utilizing some of the components and raw materials in manufacturing of turbines. Due to standardized product category and product characteristics Winwind has been accessing the Indian market and Portugal markets through combined strategy.

5.3. Environmental factors of India

Influence of environmental factors is very important on the firm's product approaches in any country. To produce a particular product or service for one country or multiple countries depend upon country customers and environmental factors. The following descriptions explain about the main considerations in *economic, cultural, political and legal* environments.

Consideration of economic factors in a business perspective is very important to planning of businesses. The main elements in the economic environment at host country are: host country gross domestic product (GDP), people purchasing power parity, and infrastructure and market potentiality for particular business operations.

Culturally Indian environment is diversified with number of regions and its cultures and these different cultural dimensions can show influence on any kind of products or business in the market.

Indian political environment is also considerable factor on any kind of business operations, because to do different types of business activities in the domestic and international markets political stability of the country and attitude of the political system towards domestic and international business is very much important.

Indian legal environmental factors are also very important on the business activities in locally and internationally, because value added taxes, custom duties, import, export duties can effect highly on any business.

5.3.1. Economic environment

India is one of the emerging economies in the world and Indian economic environment is combination of 1.25 billion population and \$3.6 trillion worth gross domestic product (PPP) with 7.6% growth which includes 20 percent of industrial and 63 percent of service sector contribution. These elements are potential to foreign and domestic companies to establish their different types of business activities. Simultaneously India has 6th rank (724 and 568 billion Kwh) in the electricity production and consumption, due to these reasons Indian market is huge potential market for renewable energy products such as wind energy (CIA The world fact book India profile page).

In wind energy sector, India has 11807MW (5th highest in the world) installed power with 14% of yearly growth rate. In Indian market nearly 20 domestic and international players have been operating their different (225 Kwh to 3Mw) powered wind turbine products according to their product strategies. These companies are such as Vestas, Enercon, Gemessa, G.E, Suzlon, ReGen, Kenersys etc. In Indian wind energy market all the companies can have high potential market due to growing importance towards renewable energy (Centre for wind

energy technology manufacturers of wind turbine page & Indian wind energy association policies & regulations page).

5.3.2. Cultural environment

Indian cultural environment is fully diversified with twenty eight regions with different cultured people and their habits, more than sixteen official languages and different communication approaches are challenges in the market. Also typical relationships among the people and their different perceptions about products are highly considerable elements. These will give a broad picture to any international or domestic company to design product strategies in their business operations (World business culture doing business in India page, CIA the world fact book India profile page).

India and its regions are different with each other in terms of style of living, habits also behaviour of people in the society, language etc. Also it is rather different with rest of world countries. In many ways, business structures are mirror of Indian society. Companies can find differences in their daily business activities if they have previous world market business activities which are especially dealing with different types of customers. In the details of cultural dimensions, India has power distance index as the highest in this category (77) when compare with world average 56.5, and long term orientation dimension is 61 when compare with world average 48, and masculinity (56) is world third

highest (world average is 51) and individualism is 48, and the lowest ranking dimension is Uncertainty Avoidance Index 40 (world average rank is 65). These indicators are explaining about cultural differences with world countries. Because every company must have good understanding when they are moving to this kind of market (Geert-Hofstede Indian cultural dimensions page; World business culture doing business in India page).

5.3.3. Political environment

India is one of biggest democratic political systems in the world and sovereignty, freedom, human rights, special administration system provides to a clear picture about India in the world. Indian political system is well compatible to international business activities such as to international companies in Indian market and Indian companies with international customers. Also India is one of the members in many of international associations and trade organisations. India has stabilized political system and its favourable foreign policies in different product range are encouraging to foreign operations in Indian market. India has 94th rank in the flexible trading across borders which is a good rank among the Asian countries (Doing business explore economies India page).

5.3.4. Legal environment

Legal environment of the country helps to business operations of any company. Mainly legal factors in terms of providing of licenses, regulations in the product designs, safety measurement in production and operations, imposing of taxes and duties on import and exporting business activities etc. These are the considerable elements to any kind of business operations in the world. In this context considerable Indian legal environment factors are related to country's valued added tax system especially on the industrial products and exempted taxes on special categorized industrial import products, tax system on renewable energy product category, government policies and regulations on wind energy products imports, exports as well as manufacturing operations and their product designs (Madaan- Doing business in India page, Indian wind energy association policies & regulations page).

5.4. Environmental factors of Portugal

The following description explains about the main considerations in *economic, cultural, political and legal* environments in Portugal.

Portugal economy reflects its developed economic structure, per capita of people, purchasing power parity, good gross domestic product, well

infrastructure and market potentiality for domestic and international companies and their flexible business operations.

Cultural environment of Portugal reflects its uniqueness in the world, which means different cultural dimensions with world countries and unique family culture in the business activities give an idea to international companies in their business operations.

Portugal political system reflects in the world as stabilized governance, bilateral relationships with world countries as well as particularly with EU zone. These are the important influenced factors on any kind of business environment.

Portugal legal environment reflects in terms of it's value added tax system on the general products vs. unique industrial products, different custom, export, and import duties will reflect as one of the influenced factors on the business activities.

5.4.1. Economic environment

Portugal economy is one of the developed economies in the world. Population of Portugal is more than ten million with 22,000\$ per capita, and 233\$ billion worthy gross domestic product (GDP). Portugal market is free trade market for

number of EU countries, and good potential market for remaining world countries to different foreign business operations. Portugal gross domestic product has been heightening with 25 percent of industries sector which includes wind power and wind turbines market. Portugal economy is one of the stabilized economies in the world, and it is highly market based economy in terms of different industrial and service based products. Portugal has economic business indicators rank (11/12) in the world. These indicators provide a picture of a good economic environment (Estandardsforum Portugal business standards page, and CIA The world fact book Portugal profile page).

5.4.2. Cultural environment

In cultural dimensions, Portugal also showing its uniqueness among the world countries which are:

Portugal has power distance index is 63 when compare with world's average 56.5, individualism index is 27 and uncertainty index is 104 when compare with world's average 65, it is very high, as well as masculinity is 31 (and long term orientation is not available). These can give an idea to any international companies how to reach customers in this market (Greet-Hofstede Portugal cultural dimensions page& World business culture doing business in Portugal page).

5.4.3. Political environment

Portugal is one of the successful republican governments in the world. Portugal democratic government formed on the basis of 1976 constitution, and it is five year term government as like many world countries with secular state administration system. A country political environment reflects through its policies as on any business activities as flexible and restrictive. Political environment of Portugal reflects its nature and compatibility with world through good relationships in trade and political agreements which are important for successful business activities. Since EU member Portugal has been maintaining number of trade relationship with EU countries also remaining world countries. Portugal has 19th rank in the world as a good trade relationship with world countries. Portugal has also flexible relationships with neighbour countries (Spain, Germany and France) and it has major import export operations in different products (CIA The world fact book Portugal profile page & Doing business explore economies Portugal page).

5.4.4. Legal environment

In any country legal environment factors are important in the operations of intentional business activities. Mainly Portugal legal environment factors reflect in the custom duties and taxes of different products. In general value added tax

(VAT 20%) on every product in Portugal, but it is exempted on some category of products due to government of Portugal interest towards to improve some particular type of business areas such as energy sector. Also these exemptions of legal system can give opportunity to international companies as establish their activities in the Portugal market (EU Business law summaries page, FedEx International resource centre Portugal country profile page).

5.5. Environmental factors of Finland

The main reasons for consideration of Finland environmental factors in this study are: Winwind is related to Finland and it has major operations in Indian and Portugal markets. When moving to these markets with products, and to approach a particular method in these markets environmental factors analysis and comparison is very much necessary. Detail Finnish environmental factors described here:

Finnish economic environment reflects its well developed economy and well gross domestic product (GDP), people purchasing power parity, one of the well infrastructures in the world, market potentiality for number of international business operations.

Finnish culture reflects uniqueness in the world with people habits and different cultural dimensions. These can be influenced factors on international business operations.

Finnish political environment factors also considerable factors on the business operations due its political stability in the world, political and bilateral relationships with EU countries as well as world countries.

Legal factors of Finland also reflects its value added taxes on industrial products, customs duties, import and exports taxes on different international products which can influence on any business .

5.5.1. Economic environment

Finland is one of the developed economies in the world and it is combination of 5.25 million population, \$ 183 billion worthy gross domestic product(GDP) (Purchasing Power Parity) which include the participation of 31% of industrial and 66% of service sector. Finland is one of the high quality living standards countries in the world with \$35000 per capita income; also this country is one of the high technological industrial and consumer goods manufacturer in the world. Finnish infrastructure is one of the best in the world to do different business activities and it is central location in the northern

Europe surrounded by 80 million consumers, long established connections and experiences in doing business with EU and Asian countries. These indicators provide a picture of good economic environment (Estandardsforum Finland business standards page, and CIA The world fact book Finland profile page).

5.5.2. Cultural environment

Finland is one of the unique cultured societies in the world, it is reflecting power distance index as 33, Individualism as 63, masculinity is 26, and uncertainty avoidance index is 59, this near to world average 65 (Long term orientation is not available) (Greet-Hofstede Finland cultural dimensions page & World business culture doing business in Finland page).

5.5.3. Political environment

Finland is a successful parliamentary republic government in the world. It has good relationships within the EU zone as well as with world markets due to this country's technological and service related products are having key role in the world markets. Finland has 4th rank in the trading business across the borders and best business indicators rank is 11th out of 12, these ranks are highest among the world countries. Finland has good economic business

relationships with EU zone at the same time with neighbour countries which is the very important to maintain business relationships (CIA The world fact book Finland profile page & Doing business explore economies Finland page).

5.5.4. Legal environment

Finland's legal factors are also flexible to any kind of business operations under some instructions. Mainly legal environment is related to imports, exports and its VAT, customs duties and control on the foreign products. In Finland Value added tax at a rate of 22% on different kinds of goods, but agricultural, medical, machinery goods are exempted from Value added tax. This is useful for number of international companies to have good presence in this market (EU Business law summaries page & FedEx International resource centre Finland country profile page).

5.6. Comparison of environmental factors

This following table represents information about comparison of Finland, Portugal, and India and its *economic, cultural, political and legal factors* respectively.

Table 10. Environmental factors comparison of India and Portugal with Finland (CIA the world fact book India profile page (Portugal, Finland), Geert-Hofstede India cultural dimensions page (Portugal, Finland), Doing business explore economies Finland page, Doing business explore economies India page, Doing business explore economies Portugal page).

Environmental factors	Finland	Portugal	India
Economic factors:			
-Gross domestic product(GDP)	\$183 billion	\$233.4 billion	\$3.56 trillion
Share of industry sector in GDP	30.3%	23%	20%
-Per capita income of people (in US dollars)	\$35,000	\$21,800	\$3,100
Electricity information: (billion kilowatts per annum)			
Production	77.44	44.47	723.8
Consumption	87.25	48.78	568
Imports	16.11	10.74	5.27

Exports	3.335	1.3	810 million Kwh
Cultural Factors: (Cultural dimensions) Power distance index	33	63	77
Individualism	63	27	48
Masculinity	26	31	56
Uncertainty avoidance index	59	104	40
Political factors: -Political system and stability - Term of the government	4 year term presidential republic government	4 year term republic government	5 year term republic government
- Bilateral trade relationships with world countries and its rank	Global 4 th rank among the world in trading across the borders	Global 19 th rank among the world in trading across the borders	Global 94 th rank among the world in trading across the borders

Legal factors:			
-Value added tax On general products	22%	20%	17.5%
-On renewable energy products	Exempted	Exempted	Exempted.

In these three countries economic factors comparison each country is different with another country. When compare Finnish and Indian economies, Finnish economy is quite developed economy. Because of huge industry sector's growth share is 31% in the total country gross domestic product (GDP) (\$183 billion). This is providing potential consumers to companies in terms of per capita (\$35000) which are notable as developed country in the world countries list (CIA The world fact book Finland profile page).

While there is no sufficient per capita to all Indian consumers as like as Finland, a higher GDP \$(3.56 trillion) and its growth rate (7.5 %) with participation of 20% industrial sector in different types of categories are providing potential factors to international and domestic companies. Even Portugal is also a well developed economy with \$233 billion GDP with 24.4% of industrial sector participation. These are potential factors to number of international companies in different business activates. These details are revealing as no one similar factor between Finland and India except market potentialities (CIA The world fact book India profile page, Eurostat GDP and Per capita page).

Culturally also Finland, India and Portugal have different dimensions. Firstly Finland has been representing of power distance index(PDI) as 33 and India is 77 world average is 56.5 , individualism 63 , in India 48, masculinity in Finland 26 , in India 56(this is double than Finland and highly considerable in the society), finally India's uncertainty avoidance index is only 40, Finland has 59 (world average is 65) this is also considerable in any kind of business activities because lower rate of Uncertainty avoidance index indicates as open, unstructured organization in the market. But Portugal's Uncertainty avoidance index (104) is higher than number of countries in the world which is highly considerable in the business cultural environment. Also Portugal power distance index is 63, individualism is 27, and masculinity is 31. These statistics have been showing dissimilarities among three countries which are very common in the world. Also these indexes can show influences in the making of decisions, employing the workers, allotting the works etc (Geert-Hofstede India cultural dimensions page, Geert-Hofstede Finland cultural dimensions page, and Geert-Hofstede Portugal cultural dimensions page).

In these political factors comparison three countries are having same kind of republican democratic government, but in some points of view are different. Finland political system is one of the stabilized, well designed, and it has number of good relationships with world countries, it has noticeable rank (world 4th) in the trading business across the borders, but Indian rank is 94th in the world (but it is best in Asia), as well as Portugal has better rank (19th) and a good relationships with neighbour countries (Spain, Germany and France) and

world countries. In business view Finland, Portugal is EU zone with number of trade and bilateral agreements, but India representing as one of the flexible Asian country for number business fields in the world. These similar and dissimilar political environments can show influences on the business environments (CIA the world fact book India profile page (Portugal, Finland) & Doing business explore economies Finland page (India) (Portugal)).

Legal environmental factors of host countries are also highly considerable elements in any kind of domestic or international business activities. These can regulate on various types of business activities especially in the cross border activities. Mostly legal environment represents a country's VAT system, import export duties. In this comparison Finland and Portugal both are EU Zone countries and its Value Added Tax system also similar (Finland 22%, Portugal 20%) in common goods, but in special machinery, medicines, environment friendly products are totally exempted from VAT, because of country's government policies towards development in industries sector. As well as Indian legal system is also unique in the world because India is geographically big country and its international business relations also big. India's imports and export duties are different in the many product categories. Usual value added tax 17.5% on general good, but not applicable to unique machinery products such as environment friendly products, green energy products. These similar and non similar factors in legal systems provide an idea to companies in their product approach (Doing business explore economies Finland page, Doing business explore economies Portugal page, Doing business explore economies

India page Fed ex countries profile page 2010 , All Indian taxes central excise page).

5.7. Impact of environmental factors on Winwind products strategy in India and Portugal

The following table explains about comparison of India and Portugal environmental factors with Finland and product approaches such as standardisation and adaption.

Table11. Winwind Product approach results in India and Portugal (CIA The world fact book India, Portugal, Finland profiles page, doing business country statistics page, Greet-Hofstede cultural dimensions page).

Considerable environmental factors	India	Portugal	Results in India	Results in Portugal
Economic environment Country Gross Domestic Product(GDP),	Dissimilar economic factors, but competitive market, and	Similarity in economy also developed market conditions	Standardized due to wide range of competition among the global	Products were standardized , because developed economy and

per capita of people, energy producing yearly	potential business for Wind products,		players and their product strategies in wind turbines, a well established infrastructure in Indian markets.	potential market for wind turbines, and due to Euro zone Winwind can standardize through export operations
Cultural environment (Cultural dimensions) Power distance index Individualism Masculinity Uncertainty avoidance index	Dissimilar cultural dimensions	Dissimilar cultural dimensions	Due to cultural dimensions differences service products are adapted as per cultural conditions of country, but physical (tangible products standardization possible)	Due to differences in type of business culture environments, and its operations service product adaptation is necessary, but physical products standardisation can be possible.
Political environment Country political stability and its relationship with world countries(In trade and bilateral relationship)	Similar political system, and relationships with world countries in number of bilateral	Similar political system and relationships with world countries are similar	Due favourable political system and bilateral relationship with number countries .Government policies towards	Due to one of the EU member, and to maintain relationships, positive attitude towards international product

	agreements are high		importing of international companies products and expansion of a particular type of products standardisation is possible	companies operations standardisation is possible
Legal environment Custom duties and taxes, value added tax(VAT) on imports, exports of different products	Dissimilarity in different legal systems and on Ex-import product duties and taxes	Dissimilarity in legal system and Ex-import product duties and taxes	Standardization is possible , because of Indian government less tax system , supportive incentive on establishment of wind energy products	Less taxes on green energy products, number incentives on establishment of wind power. Standardisation is possible to wind turbines.

5.7.1. Influence of economic environment

As mentioned above economic factors are one of the influenced factors on the product approach in any market. In this context when compare Finnish economy with Indian economy, no similarities between level of GDP (\$183

billion Vs \$ 3.56 trillion), per capita of people also in population. But Indian energy consumptions (table 10), and wind energy sector in India 11807 Mega watts (5th highest in the world) installed power with 14% of yearly growth rate are the important factors. In Indian market nearly 20 domestic and international players have been operating their different (225 Kwh to 3Mw) powered products according to their product strategies, these companies such as Vestas, Enercon, Gemessa, G.E, Suzlon, ReGen, Kenersys etc. In Indian wind energy market all the companies can have high potential market due to growing importance towards renewable energy (Indian Wind power Indian wind energy & economy page, and Indian wind energy association policies & regulations page). These factors can motivate any company towards a particular approach. The influence of Indian economic factors information from Winwind India manager:

“Yes, we are considering Indian market, economic factors in our product approach. Our designs are can compete in Indian market, because our designs are highly standardized in the world which can be compatible anywhere in the world, also market competitions, growth of wind energy importance are motivating us towards designing of efficient products”.

To get enormous benefits from India market, companies need to follow a specific strategy which is most useful in this kind of competitive environment, because Winwind has been following standardized approach through one megawatt and three megawatt products.

In a comparison of Finnish and Portugal economic factors, primarily both are similar developed economies (may be different in the figures of gross domestic product and per capita of people) in terms of good level of gross domestic product, per capita of people market infrastructures etc. In brief Portugal market is free trade market for all EU zone countries. In the comparison of GDP sector Portugal GDP is contributing by 25% of industrial sector (31% industrial sector in Finland GDP), and infrastructure of both countries are highly suitable to any kind of business sectors, and both countries were ranked as 11 points out of 12 in economic and business indicators (Estandardsforum India (Finland, Portugal) business standards page, and CIA The world fact book India profile page (Portugal, Finland)). Information about economic factors on product approach form Winwind Portugal manager:

Since we started business (2002), we were getting success in our sector due to good market potentiality, such as increased market for wind energy, while we don't have manufacturing operations in Portugal as like as some competitors we are flexible with import operations. Our one and three megawatt products were designed competitively according existed competitor's product range which is mainly their standardized product designs. This country growth of economy and wind energy importance is hopeful to our business".

As a European Union member (1986) Portugal has been complying with all EU members in free trade business operations. Especially in wind energy sector Portugal has remarkable growth since wind energy installation started. As per

statistics Portugal wind energy installation in 1997 only 38 megawatts, in 2010 it is more than 3535 Mega watts, also participation of wind energy share in Portugal's total electricity has been increasing continuously. In near future in Portugal market, the share of wind electricity will increase by 30% in 2020. These are the much potential factors to wind energy in the Portugal market (The European Wind energy association Wind in power statistics 2009 page, The European Wind energy association pure power report page, the wind power net Portugal page, World Wind energy association energy report page).

5.7.2. Influence of cultural environment

While there are no quite similar cultural factors between India and Finland, different cultural dimensions of both countries can provide an idea to international companies how to approach with their product categories. As mentioned above a country culture represents its attitude about foreign products in different manners such as people attitude, acceptability of people. In this comparison Indian power distance index is 77(highest than world average 56.5), and Finnish power distance index is 33, and Individualism in India is 48, in Finland 63, uncertainty index is in Finland 59, in India 40, as well as masculinity in Finland 26, In India 56 (highest than world average 51): this is more than half different between both countries. Due to these differences in cultural factors companies have to consider while designing of their products

for Indian environment (Geert-Hofstede India cultural dimensions page & Geert-Hofstede Finland cultural dimensions page). In the words of Indian Winwind manager about cultural factors influences on product approach:

“Indian culture is highly considerable factor on our product designs, because of wide range of cultures and its differences are noticeable in different manners. These are clearly visible in our business operations in terms of selling of products and providing of services. Our services were designed according to different regional customer’s culture and their perceptions about Winwind products”.

Considerable factors for adaptation of Winwind product services in India are customer perceptions about Winwind. Winwind has been selling turbines with and without service packages in India. These can be customizable by the customers according to their needs. In this issue choosing of services during the total product life cycle are different with one customer to another customer and one region to another region. Accessing of customers towards using of company’s service products is also different with home country and host country due to wide range of cultural differences.

When comparing of Portugal cultural dimensions with home market, differences are: higher uncertainty index (Portugal is 104, Finland 59), and power distance index also double than Finland (63 Vs 33), as well as individualism (63 Vs 27). Doing business with Portugal market highly considerable, because of Portugal business culture is completely different with

Finnish culture in terms of it is structured by private and family oriented business people and their attitude is different with rest of the world countries (Worldbusinessculture Portugal page). Cultural factors influence on Winwind products information from Portugal Winwind manager:

“Portugal cultural influence is definitely considerable on Winwind products. The main reasons are product life cycle is high and customers are convincible with proper negotiations. In detail when we were selling our turbines we can offer a basic service to turbine which is for very limited period, but turbines needs more than 20 years of service in terms of changing of components, overhauling, transportation and other technical assistance etc. Customers of Portugal are can choose our services from 5 year plan to 20 years plan, even some of the customers can prefer partial services from Winwind. With these kinds of customers we have to follow carefully in every section”.

The main reasons for adaptation of Winwind services in India and Portugal are customer perceptions about flexible product services. Winwind is selling turbines with or without service packages in both countries also customizable by the customers. In this issue choosing of services during the product life cycle are different as per customer also as per region. Accessing of customers towards using of company's service products is also different with home country to host country due to wide range of cultural differences.

India and Portugal cultural influences are showing mainly on the Winwind service products in terms of total maintenance for entire product life cycle,

limited period of maintenance contract (if customer has own capability about maintenance), only supplying of components to product, schedule time overhauling etc. These are all depending on the region of customer, type of customer, place of customer. These contracts will come based on the proper negotiations between Winwind and customers.

5.7.3. Influence of political environment

In the comparison of political factors between Finland and India, both are not similar expect democratic republic government systems. When comparing with Finland 4th (in trading business across the borders) India's rank is 94th (this is the best among Asian countries), secondly stabilized government system is similar in both countries, and India has number of trade and bilateral relationships with world countries as well as Finland is also one of the EU member, bilateral trade partner with number of world countries. These can be useful to international companies to establish their product operations (Doing business explore economies Finland page, Doing business explore economies India page). Political factors influence on Winwind products from Winwind manager:

"Indian political environment is showing influence on our product in way of: product category was accepted by the government, flexible instructions on international manufactures in this kind of product area, there is no restriction on our internationally

standardized designs, what we are selling in this market (1Mw, 3Mw), and there is no restrictions on our exporting and importing of wind turbines among world countries”

Due to good bilateral trade relationships between in Finland and India, Winwind has potential business opportunities in their product operations. These operations are mainly related to manufacturing of 1 megawatt turbines locally, importing of some components for 3 megawatt products from Finland, exporting of finished products to different countries from India etc. All these kind of operations can be possible when host country have good interactions with host country.

In this comparison of Finland and Portugal, both countries have some similar and different political factors. In a way of political system both countries are stabilized democratic republic systems which is similar. Portugal has 19th best rank in trading business across the borders (Finland 4th). Although this is not a similar factor between two countries, Portugal is also one of the EU members and it has number of trade and bilateral relationships with Finland and rest of World counties. These political factors influence information from Portugal manager:

“We are operating internationally standardized 1 and 3 megawatt turbines in Portugal market also. We don’t have any kind of political restrictions or influences on our product designs towards changing. Portugal is also one of EU zone, which is flexible for different business operations for EU countries as well as to our product operations. We

are having flexibilities in our business operations. Also Portugal government has been encouraging wind energy market which is good point for our business expansions”.

Since one the EU member (1986) Portugal has been providing flexible trade opportunities to EU countries. Due to having of good relationships with EU countries (especially neighbour countries are Germany, France and Spain) Portugal marketers are accessing marketing benefits with world countries in number of product categories. Winwind Finland has been exporting one and three megawatt turbines to Portugal market to sell which can give good competition to local marketers. These factors are can be useful to firms for particular approach in the country (CIA The world fact book Portugal profile page & Doing business explore economies Portugal page).

5.7.4. Influence of legal environment

Host country legal factors are very important to any kind of foreign company to do different business activities. In this comparison Indian legal environment and its factors are not similar with Finland legal factors due to every country's constitutional uniqueness. In a comparison Finnish tax system is different with Indian tax system in terms of Finland VAT is 22% on general products and it is exception on special machinery goods which can have unique characteristics. But India tax system is completely different because of India has 28 different

regions and its own tax system. Normally Government of India tax is up to 5 percent, state (region) level tax up to 12.5 percent on general products. As well as Finnish and Indian governments are also providing tax exemptions on some industrial product categories such as green energy products. Legal influences on Winwind products from Indian manager:

“Yes, Indian legal environment is very flexible to our product standardization. Because we are producing in Indian plant up to 80% of our total products and we importing some major components from Finland. We are using standardized designs for 1 mw and 3 mw for Indian market due to number of benefits through standardization and we don’t have any restriction on our product designs. When we are importing some components for turbines, we don’t have to pay many customs duties and taxes due to Indian government favourable attitudes towards green and renewable energy products and our products are exceptional product category in VAT system.”

Winwind India has been manufacturing wind turbines locally with the help of domestic work force for flexible marketing activities, and for these manufacturing activities, Winwind India is importing some of the components in wind turbines, also sometimes importing total CKD (complete knock down) units from Finland due to various requirements. In this process Indian government laws and regulations are flexible for importing or exporting in terms of lower taxes on the renewable energy products (Indian wind energy association policies & regulations page).

Indian legal environment factors also one of the considerable factors on any type of business activities due to India is huge market and it doesn't have any free trade relationships in the world except few neighbour countries. These legal influences on the Winwind products in term of incentives on established electricity, concessional import duty on wind turbine parts, 80% accelerated depreciation in first year, excise duty reliefs, loans through (IREDA) Indian Renewable Energy Development Agency and income tax holiday applicable to wind power as in the case of power projects etc. Due to number of favourable reasons from legal environment, Winwind can standardize their products, can import products from Finland can export to number of countries from India (Indian wind energy association policies & regulations page).

In comparison of Finland and Portugal legal factors, Portugal is imposing 20% VAT (instead of Finland 22%) on general goods in the market, but this tax is exemption on the special category of products due to Portugal government attitude towards wind electricity, also there are no restrictions on the international product designs due to one of the EU region (EU Business law summaries page and FedEx International resource centre Portugal country profile page). Information from Portugal Winwind manager about legal factors:

Portugal legal environment is flexible to our operations also to design our product strategies. This government laws and regulations are flexible in way of taxes and duties on renewable energy products. There are no restrictions on our imports from Finland, because of trade agreements within EU zone also special category of products, even our

standardized products which we are selling 1mw and 3 mw turbines completely standardized across the world. Also we don't have any legal restrictions on our designs, operational methods of turbines, and product specifications. Our products are fully comfortable to local environmental conditions and applicable to this market condition."

Winwind Finland has been exporting two products (1 and 3 Megawatts turbines) to Portugal market to sell. In this activity these products are not imposing by general VAT (20%) due to these products are exceptional category from the VAT and government legislations in terms of Portugal's renewable energy policy has been supporting to wind energy technology and its products in the market. Government legislations were stepped up its developing renewable energy sources (RES). Portugal's wind energy policy framework aim is a complete developing of wind energy system within few years also reducing of electricity imports, reducing of green house gasses from conventional energy system and to increasing share of RES by 2010 with 39 percent. Portugal's decree-law (33_A) which was modified in February 2005 is continuously supporting to more than fifteen years to wind energy through 'feed in tariff' which means in Portugal wind energy operators can get benefits from the government, also local municipalities can get some percentage of benefits from government on the total wind energy installation. These actions are increasing wind energy priority, supporting to local municipalities, and reducing competition from other electricity generation resources as much as possible. These legal environment factors are supporting to Winwind customers and Winwind product strategies towards standardizing of products (European

wind energy association home page, European renewable energy council home page 2010, Wind power monthly Portugal news page).

Above details are reflecting about different environmental factors among three countries as differently, maybe these are common characteristics or uniqueness of a country. But Winwind has been following in wind turbine products through completely standardized approach due to number of benefits from standardized approach. Also Winwind has been following adaptation approach in their service products due to differences in the country environmental factors also not possible to standardize service related products.

6. SUMMARY AND CONCLUSIONS

This chapter will discuss about summary and conclusions of above research. Summary will gives in terms of answering question and objectives. Next conclusions will be discussed based on empirical findings and previous research. Also in addition, managerial implications, limitations of the study and recommendations for the future research also presented as part of this chapter.

6.1. Summary

The main purpose of this study is product strategies and environmental factors influences at international markets. In more detail, the present research has given complete information of Winwind turbines and its product strategies at Indian and Portugal market also comparison of home country and host countries environmental factors influences. Because this research question was formed as *“how environmental factors impact the choice of products strategies”*, and to explain this main research question three objectives will give a clear understanding about this main purpose of study. These three objectives will give information about research and case company approach at host markets. These are:

The first objective is defined as to identify international product strategies dimensions. Number of international markets, and its environmental factors were caused to design efficient product strategies by any company in the markets. Complete market analysis information can provide ability in the designing of suitable product strategies to competitive markets.

Product strategy dimensions which are vision, platforms, product lines and individual products can give opportunity to firms in various levels of product strategies. Briefly product vision provides to firms proper directions for various product strategies according to company goals, product platforms gives opportunity to design various types of product lines and related products finally individual products will provide opportunity to capture particular group of customer segments. To design an appropriate strategy for a particular country, firms need to analyze host country factors also need to integrate firm's product dimensions (Mc Grath 1995:13).

The second objective is to analyze the environmental factors on adaptation - standardization of product strategies

To follow any particular approach a complete market analysis of host country is compulsory in terms of economic, cultural, political and legal factors (Jain 1989). In order to succeed in the host country markets chosen product strategies should be suitable to market conditions.

To sell a particular product at host country market, firm may choose standardized products which they are selling across the world, and it will give enormous benefits to company as well as to customers. To follow standardized approach in any kind of international market, influenced factors should be similar with home country environment factors, or favourable to standardized approach (Theodosiou and Leonidou 2003).

Firms may follow adaptation product approach when host country environmental factors are different with home country factors or not favourable to standardisation. This adaption approach also gives to firm's number of benefits such as capture of certain type group of customers (Theodosiou and Leonidou (2003).

Environmental factors and its influences are differ one country to another country as well as product categories also different. Many times similarity of environmental factors can be caused to standardisation approach as well as differences of environmental factors between home country and host country caused to adaptation approach.

Ward(1973) studied cultural and legal factors dissimilarities between home country and host countries and product approach towards adaptation, Sorenson and Wiechmann (1975) explained about economic factors similarities towards standardisation and exceptionally cultural and legal differences also towards standardisation approach, as well as Hill and Still(1984) have

explained about host country economic, cultural, and legal factors differences with home country factors and firm's approach towards adaptation, Boddewyn et al.,(1986) explained about cultural and legal differences and adaptation approach, similarities of economic and cultural factors caused to standardisation approach at host country was studied by Ozsomer et al.,(1990), Samiee and Roth (1992) and Szymanski et al., (1993) have explained about Economic factors similarities towards product standardisation, Johnson and Arunthanes(1995) explained about greater dissimilarities in economic, cultural and legal factors caused to adaptation approach, Baalbaki and Malhotra(1995) economic similarities towards higher standardisation and cultural political , legal factors differences towards adaptation approach, Leonidou(1996) explained about political factors differences towards adaptation approach, Zou et al., (1997) explained about economic and cultural factors similarities towards product standardisation, O'Cass and Julian(2002) explained about economic and legal factors dissimilarities and similarities caused to standardisation, Chung's(2003) explanations about political dissimilarities towards product standardisation, and Calantone et al., (2006) explained about economic and cultural factors differences between home countries and host countries product adaptation as well as increasing of export performance among the different international markets.

Most of the above studies were explaining about similarities of environmental factors between home country and host countries towards standardized approach, and differences are caused to product adaptation. But some

exceptional studies standardisation reasons were differ which are mainly host country favourable factors towards product adaptation and company's intensity towards product standardisation across the world markets.

The third objective is to analyze of preferred product strategies and influences for chosen case company.

Winwind is one of the successful wind turbine manufacturers in the world, and it has several operations in the world countries. Recent years importance of renewable energy is growing enormously in every country because of it is renewable, less expensive, maintenance free, can reduce green house gasses etc. In this view of potential factors Winwind has been expanding activities in the world through 1 megawatt and 3 megawatt wind turbines. In order to have global foot prints Winwind was started manufacturing operations initially in Finland later in India. To compete in international markets with existed companies every company need to show something more than competitors. Winwind has been following quality and reliability in their products. While Winwind have number of countries presence in the world, Indian and Portugal markets are very important due to huge market area in terms of sales quantity and market potentiality.

Although analysis of host country environmental factors are providing a path to fallow a particular product approach in the markets, many companies may or may not consider similarities or dissimilarities of environmental factors

between host country and home country for their standardisation or adaptation, because one or two factors similarity is not adequate to standardisation or adaptation, also it needs favourable support conditions from other environmental factors for a particular approach.

In this research Winwind has chosen combined approach for Indian market and Portugal market. Firstly for 1 mw and 3 mw turbines product range Winwind identified standardized approach in both markets. While there is no similar environmental factors between host countries and home country, but highly favourable and supportive environmental factors were influenced towards standardized approach in both countries. Usually many firms primary importance is choosing of standardized approach due to number of benefits over adaptive approach. Secondly Winwind identified as adaptive approach is suitable for their service products in Indian market also in Portugal market. Here is also considerable cultural environmental factors are not similar, these are quite dissimilar in different cultural dimensions.

The chosen both approaches are providing benefits to Winwind to capture different types of consumer segments in both markets. Because of product approach is depend on the country, and product specific.

This below figure is presenting information about 'how Winwind has been approaching in Indian and Portugal markets with their products and its related services. Mainly host country environmental factors which are *economic*,

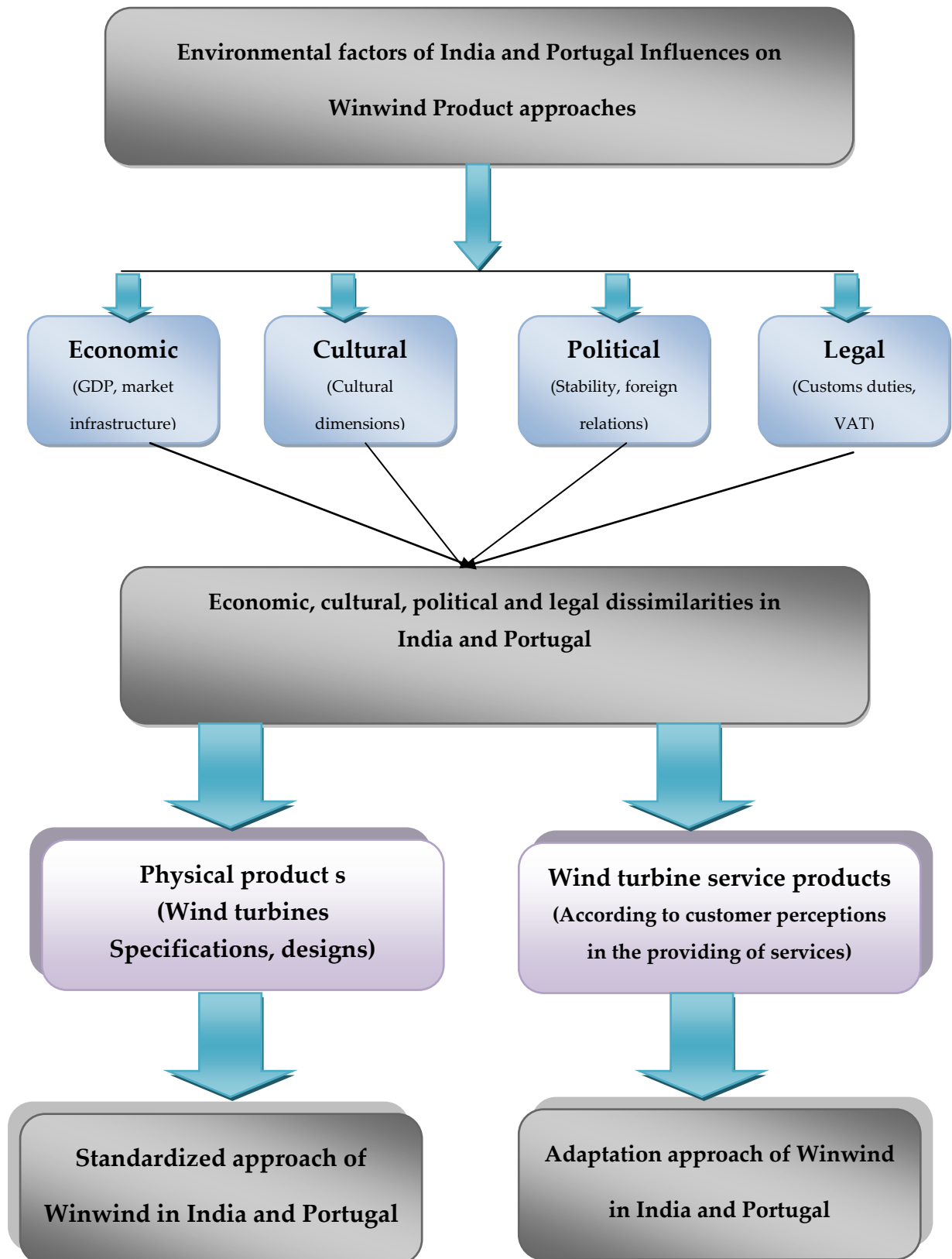


Figure 8. Summary of conclusions (Winwind product standardisation and adaption in India and Portugal)

political and legal factors are influencing towards Winwind's wind turbines standardisation in terms of product specifications, and designs. As well as Indian and Portugal *cultural* factors are influencing towards product services adaptation approach in terms of different service packages to different types of customers.

Above figure (Figure 8) is providing information about theoretical summary and conclusions of this research in terms of host country environmental factors similarities and dissimilarities on the products standardization and adaptation approach.

6.2. Conclusions

This part of the research will conclude the present study with findings. The findings of this research can show some similar and dissimilar results with theoretical studies. The international product strategies and host country environmental factors influence on product standardisation and adaptations have been studying by different authors in different contexts. Results of this research also showing according to context which means product and country operations perspective. While these results are similar with some of the above theoretical studies, but contexts are differ in the findings.

In this case company results, economic factors similarities and dissimilarities showed influences on company's products as standardized approach in both host market countries. Economic factors similarities between home country and host countries on different consumer and industrial products influenced as a standardized approach were studied by many authors. In detail Sorenson and Wiechmann (1975), Ozsomer et al., (1990), Samiee and Roth (1992), Szymanski et al., (1993), Baalbaki and Malhotra (1993), Zou et al., (1997) and O'Cass and Julian (2002). While these results are related to both consumer and industrial products, but industrial products are highly standardized than consumer products.

As well as differences in economic factors between host country and home country on different consumer and industrial products were influenced as adaptation approach. This contexts were studied by Hill and Still (1984) and Calantone et al., (2006). In this area approach mostly consumer non durable products were adapted highly than industrial products.

Although some of the Portugal economic environment factors are similar with Finnish home market, Indian economic factors are completely different with Finnish economic factors. But Winwind has standardized their wind turbine product category in both markets due to Portugal and Indian market economic factors are favourable and potential for wind energy market. In detail Portugal and Indian wind energy requirements, high electricity consumption. Due to

these reasons Winwind has been operating one and three megawatt wind turbines in this market successfully in standardized approach.

Cultural factors of host country are highly considerable to any company to design their products. Zou et al., (1997) and Ozsomer et al., (1990) have explained in their studies about cultural factors similarities influences towards standardisation approach. Cultural factors similarity in terms of people purchasing habits and products usage of different consumer and industrial products.

As well as cultural factors differences between host countries and home country on different consumer durables and non durables as adaptation approach were studied by Ward (1973), Hill and Still (1984), Boddewyn et al., (1986), Baalbaki and Malhotra (1993), Johnson and Arunthanes (1995), and Calantone et al., (2006). While all these studies were explaining about people cultural habits were caused to product adaptation in terms of product features and specifications. Exceptionally Sorenson and Wiechmann (1975) described in his results as cultural differences were caused to product standardisation due to company's intention towards product uniformity across the world.

In these empirical results, case company was followed adaptation approach in their product services due to differences in cultures between home country and host country. While there is no adaptations in the product design in both host country markets, product services have been designing according to customer

perceptions and regions. Also another reason is standardisation of services is very difficult across the world markets due existed cultural differences country markets.

Political factors differences between host country and home country influenced towards higher product adaptation in consumer non durables and different industrial products were studied by Baalbaki & Malhotra (1995) and Leonidas (1996). But exceptionally described in Chung's (2003) analysis in a dissimilar political environment New Zealand and Australian firm's different types industrial and consumer products were influenced towards standardization. The main reason for this approach is host government favourable policies towards product designs and features standardisation across the greater China markets.

Winwind has been operating their two wind turbine models in Indian and Portugal markets as standardized approach. These two products already existed in different international markets as standardized approach.

When compare Indian and Finland political environments, there are similarities in the political system which is stabilized democratic government, bilateral relationships with world, political attitude towards particular countries and its products. Mostly similarities can be found in the political system, but similarities in each and every factor of political environment are very rare among the world countries.

In contrast, Finland has the best 4th rank among the world in trading across the borders, but India's rank is 94th which is quite far (dissimilar) political factor with Finland (Leonidou 1996; Chung 2003). While these factors may not be useful to complete standardisation of any product for a company, but Winwind has been following in India standardized approach in both product categories. Because of Indian political environment attitude on this products is favourable also on Winwind product operations in India market. In addition product operations in India also different with Portugal in terms of manufacturing Vs export oriented. The main reason for this activity is, through manufacturing activities Winwind can access Indian market very flexibly than export operations.

In the same way Portugal political environment has some similarities with Finnish political system (Baalbaki & Malhotra1995) in terms of democratic stabilized government, good relationships with world countries in addition one of the EU members to share different bilateral agreements. Portugal has globally 19th rank in 'among the world in trading across the borders' when compare with Finnish 4th rank globally. While these factors were sufficient to standardize products in the Portugal market, Winwind has been exporting their turbines to this market instead of manufacturing. Because of Portugal is geographically near to Finland (comparatively Indian market), and market is also not much demanded as like as Indian market for Winwind products. In addition Portugal government attitude and interest towards wind energy sector

have been providing favourable environment to wind energy products and standardisation.

In the international business host country and home country legal factors are very important also legal environmental factor similarities among the world countries are very rare.

Legal environmental factors dissimilarities and their influence on different consumer and industrial products towards product adaptation were studied by Ward (1973), Sorenson and Wiechmann (1975), Hill and Still (1984), Boddewyn et al., (1986), Johnson and Arunthanes (1995), Baalbaki and Malhotra (1995), and Calantone et al., (2006). These studies were explaining as legal factors differences between host countries and home countries caused to product adaptation. In detail legal differences at host countries are in the product specification requirements, measurements, sizes, product usage requirements, product quality requirements, designs, etc. Due to these differences between host countries and home countries product adaptations were needed in the product designs and specifications. But in a particular case study O'Cass and Julian (2002) explained about legal differences at host country were not influenced on product designs, because of different Australian firm's intensity towards greater product standardisation across the world countries, and high flexibility to higher product standardisation in the markets.

While there are no legal factors similarities with Indian market, Winwind has been implementing their standardized approach in the wind turbines. Because of Indian legal restrictions are very less on the renewable energy products. In addition Indian value added taxes are also very low on some of the products (Finland VAT 22% Vs India 17.5%) also these products are VAT tax exempted on behalf of special purpose industrial goods such as green energy machinery.

In addition in this context Winwind having manufacturing operations in Indian market, while Finland exporting of some major components for turbines to India, due to favourable tax exemptions on behalf of unique machine product categories, wind turbines are one of those categories, Winwind has been exporting products easily to Indian market. Next, there are no restrictions on the Winwind product designs in Indian market due to this product category is green energy product and environment friendly products.

In this comparison Portugal legal environment has few similarities with Finnish legal environment which is mainly in Value added tax system (Finland 22% Vs Portugal 20%), customs duties exemption on industrial product category existed in both countries. Due to these kinds of reasons Winwind has been operating their wind turbines in standardized approach in terms of design and maintenance, exports and imports.

Winwind has been following combined approach in their product category. In detail cultural differences in Indian market doesn't influencing on the wind

turbine product designs, but in product related services were influencing as adaptation approach way. The main reasons for this adaptation approach are: Indian customer's culture, business perceptions, behaviour perceptions about Winwind's services after sale are completely different with home country nature.

As well as in Portugal market also Winwind following similar strategy in their products. This is also combined approach in the product approaches. To compete in the Portugal market Winwind must have strong product strategy in adaptation way, in addition to follow customers and their requirements; adaptation approach is very much helpful. Through these appropriate strategies Winwind has been maintaining operations in Portugal market very successfully.

Limitations of the research

The present study has some limitations in some point of view. *Firstly* this study is based on the single company case study analysis which is belongs to three countries environmental factors comparison, but not enough to compare two different types of product category form different companies, because this study cannot provide a broad conclusion about product strategies. *Secondly* product strategy concept is not new to study and these contextual discussions were happening since many decades about which is the considerable approach

for a particular market, but in every context every company's approach in host country may be new approach because of in the world every product approach is situation and country specific. *Thirdly* comparison of environmental factors among countries is different due to every country can have unique characteristics in their environments factors also these can have possibilities to change according to global trends. *Finally* this study was discussed about a particular type of product category, but not in common products or multiple products, because results can be vary if some other kinds of products or context.

Suggestions for the future research

This research was related to Winwind wind turbines company and its product strategies in Indian and Portugal markets. It would be interesting to research with number of wind turbine manufacturers also their approaches in different countries. This research conducted on only unique characterized wind turbines company, because it would be nice if any study in future on multiple category products in a particular country. Finally another important point is this study is related to only few host country's external factors and those influences, it would be good if any study concentrate on the different external and internal factors from company and country.

Managerial implications

The present study focus was wind turbine manufactures and its one megawatt and three megawatt products also related to service products. This research was explained about Winwind existed product range and host countries environmental influences on product approach. In this point of view the research findings suggests few best practices for the managers. Primarily product range is very limited in the competitive markets as well as customers also limited for company products, because company need to extend product range according to competitors product range (present available highest product range in the market is Norwegian Sway 10000 Kwh or 10 Mw). (Sway turbine page).

Finally in the world number of products especially industrial products are offering by different companies according customer perceptions which means in a customisable option, also companies have been designing products based on the individual customers, but Winwind product category is highly standardized category, and which cannot customisable by customers. In this consideration Winwind product designers need to concentrate on the customizable product designs. Why Winwind may not be a first customizable turbine provider in the world? Also it will give possibilities to grab more benefits through customizable products instead of standardisation benefits.

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APPENDIX 1. Interview guided questionnaire I

Winwind Finland sales manager

A. Background of interviewee: (general Information)

1. Name:
2. Position: Sales and marketing manager.
3. Education:
4. Responsibilities (designation)

B. Product strategies

1. Has Winwind product platforms? Please explain details:
2. What are the product lines of Winwind? Please explain details also in Indian and Portugal markets
3. Has Winwind any individual product category? Please explain details in Indian, Portugal markets
4. What approaches has Winwind products in domestic and international markets? And why?
5. Has Winwind any product strategy alternatives in any market? Please explain details:
6. Any other information about Indian market influences on your product strategies? Please specify:
7. Any other information about Portugal market influences on your product strategies? Please specify:

APPENDIX 2. Interview guided questionnaire II

B) Winwind India sales manager

A. Background of interviewee: (general Information)

1. Name:
2. Position: Sales and marketing manager.
3. Education:
4. Responsibilities (designation)

B. Product strategies

1. What has been an influence on Winwind product strategies in India? Please explain:
2. Has economic influence on your product strategies? Please explain in detail
3. Has cultural influence on our products strategies? Please explain in detail
4. Has political influence on our products strategies? Please explain in detail
5. Has legal influence on our products strategies? Please explain in detail
6. Please explain about Winwind product approaches in Indian market?
7. Has Winwind any individual product range or product strategy alternatives?
Please explain in detail
8. Any other influences on your product strategies? Please explain:

APPENDIX 3. Interview guided questionnaire III

C) Winwind Portugal sales manager

A. Background of interviewee: (general Information)

1. Name:
2. Position: Sales and marketing manager.
3. Education:
4. Responsibilities (designation)

B. Product strategies

1. What has been an influence on Winwind product strategies in Portugal?
2. Has economic influence on your product strategies? Please explain in detail
3. Has cultural influence on our products strategies?
4. Has political influence on our products strategies?
5. Has legal influence on our products strategies?
6. Please explain about Winwind product approaches in Portugal market
7. Has Winwind any individual product range or product strategy alternatives?
Please explain in detail
8. Any other influences on your product strategies? Please explain:

