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## Promotion in Emerging Markets

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**Abstract:**

*In the context of globalization and the importance of emerging markets, there is a need to study practical examples of product promotion in these markets. For Russia, the additional urgency is related to sanctions from the US and the EU, when the appeal to "friendly" developing countries is considered as the main (and in some cases-the only) export opportunity. Where to expand and how to proceed? What to look for marketing strategy? Where to find support? What barriers (risks) can be encountered on the export promotion path and how to circumvent them?*

*These and other questions this work intends to answer. Its goal is to identify significant common factors and best practices for better product promotion in emerging markets.*

*The research focuses on six emerging markets: China, Brazil, UAE, South Africa, Poland and Kazakhstan. The choice is due to the structural analysis of Russian exports for 2016, the preferences of expert analytics and, if possible, different geographical location (except for China and Kazakhstan) of the listed countries.*

*The work is of practical value for companies seeking to bring their products to the emerging markets. The follow-up to this study can be a narrowing of the topic to specific types of products, taking into account the industry practices, detailed study of individual ways for product promotion or focusing on the characteristics of one market.*

**Keywords:** Product Promotion, Emerging Markets, Export, Brand, Partners.

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## **1. Introduction**

Today, despite the persistence of often increased risks of political and economic (for resource-dependent states) character, the development of emerging markets is not nonsense, but common practice. Moreover, the future of the global economy is linked to the progress of the emerging markets (South African Republic, n.d.). According to the IMF classification, emerging markets are countries related to developing and transition economies. The rating agency Standard & Poor's classification includes at least 50-60 markets of developing countries and transition economies (China, India, Russia, Argentina, Brazil, Taiwan, etc.) (Zobova *et al.*, 2016). In the IMF classification for April 2017, 152 states were added to the emerging markets. The development of even a small degree of juggernauts - record markets in China and India can give a strong growth to Russian exports, not only in its raw materials. For example, in 2016 total world exports to China, despite the declining trend, amounted to USD 1.587 trillion (Bulatov, 2017).

In marketing practice, the product promotion is understood as a set of various activities to bring information about it to the potential consumer and stimulate the desire to acquire it. The relevance of the product promotion to emerging markets is due not only to the positive dynamics of their evolution in the current situation. Thus, the goal of this research is to identify significant common factors and best practices for better product promotion in emerging markets. The object of the research was the existing Russian export practices in 6 major emerging markets located in Asia, Eurasia, Eastern Europe, South America, Africa and the Middle East. The data sources were: the IMF data and statistics; analytics of PwC, Forbes, etc.; statistical data on export and import of the FCS of Russia; official website of the Russian MFA; official websites of Russian and foreign companies; reporting and financial, project and other documentation of exporting companies, which is publicly available, including on their official sites; news resources, including press releases from companies exporting their products to emerging markets; scientific works of Russian and foreign authors.

## **2. Methodology and results**

System approach, forecasting, graphic visualization, structural-functional method, comparative analysis of statistical and descriptive data, generalization of the obtained results are used.

The study was conducted on the statistics of 2016 (for comparison 2015), due to the absence of the results for 2017 on a number of indicators used; in the examples of promotion used data of 2015-2018. It is obvious that not all emerging markets are progressing at the same pace. According to UNCTAD's

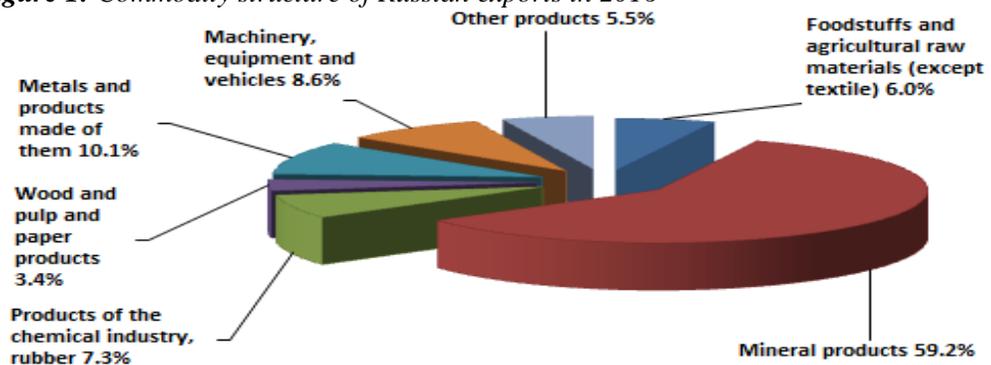
analysis, the selection of the most promising export destinations includes countries that have experienced strong domestic growth over the past 10 years (from 2005 to 2016), resulting in increased incomes and the possibility of spending them on "World Brands and Services" (Nyadzayoa, Matandab & Rajaguruc, 2018). Table 1 shows the dynamics of Russian exports to these countries for the period 2015-2016.

**Table 1:** Foreign trade of the Russian Federation with the most potentially promising emerging markets in 2016

| Country      | Export, million | Dynamics (in comparison with 2015) | Percentage by 2015 |
|--------------|-----------------|------------------------------------|--------------------|
| Vietnam      | 1.372.30        | -469.90                            | 74%                |
| UAE          | 971.09          | -110.22                            | 90%                |
| China        | 28.018,44       | -582.50                            | 98%                |
| India        | 5.311,69        | -263.51                            | 95%                |
| Philippines  | 145.50          | -175.84                            | 45%                |
| Saudi Arabia | 350.94          | -419.99                            | 46%                |
| Poland       | 9.140,16        | -527.55                            | 95%                |
| Brazil       | 1.784,81        | -138.89                            | 93%                |

At the same time, according to the FCS of Russia, the total volume of Russian exports in value terms in 2016 amounted to 285.7 billion dollars and, compared to 2015, decreased by 16.8% (Suslov, 2010). Negative dynamics, both in general and in individual countries, is a testament to the impact of the internal economic crisis of 2014-2015. and falling oil prices. The commodity structure of the Russian export in 2016 is presented in Figure 1.

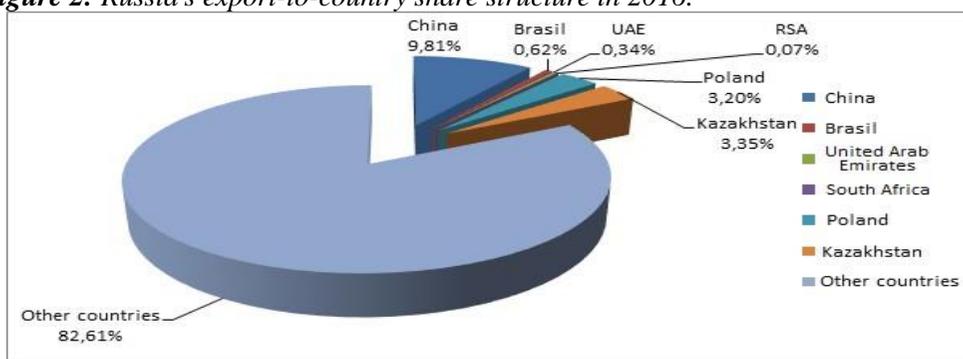
**Figure 1:** Commodity structure of Russian exports in 2016



The value of mineral products' export decreased by 23.1% compared to 2015, but the volume grew by 3.2%. Only value of food products and agricultural raw materials increased by 5.3% compared to 2015 (Suslov, 2010). Returning to the choice of export markets for the study, based on UNCTAD's expert assessment, Russian export statistics and the priority of geographically dispersed territories (to get the most common picture), we get a list of 4

countries: UAE, China, Poland, Brazil. This list does not represent the African continent, so we will supplement it with South Africa – the 5th BRICS country. Russian exports to South Africa in 2016 amounted to only 196.16 million (Suslov, 2010), which shows the Russian side's missed opportunities (Malakhov, 2017). Belarus and Kazakhstan hold the leading positions here. Russian exports to Kazakhstan in 2016 amounted to 9,560.40 million dollars (Suslov, 2010). Thus, the research list included 6 emerging markets: China, Brazil, UAE, South Africa, Poland and Kazakhstan. Their shares in the Russian export in 2016 are reflected in the chart (Figure 2).

**Figure 2:** Russia's export-to-country share structure in 2016.



Thus, the total share of 6 considered emerging markets in the Russian export was more than 17%. Their description is presented in Table 1.

**Table 1:** Characteristics of emerging markets

| # | Co    | Short description of the market, prospects  | Peculiarities of doing business  |
|---|-------|---|--|
| 1 | China | <p>May be the largest consumer market in the world, attractive to other major world players (Interview of ...A.V. Kemarsky..., 2018). Russian companies export to China raw materials, chemical products, rubber products, plastics, mineral fertilizers, equipment, foodstuff, building materials (Malakhov, 2017). "More than 100 agreements on cooperation. More than 60 subjects of the Russian Federation have contacts with provinces of the PRC" (On Russian-Brazilian..., 2015).</p> <p><i>Promotion of the Eurasian Integration and the Chinese initiative "One Belt – one way", conclusion of the Agreement on trade economic cooperation between the EAU and China (under development) (Speech and Answers ..., 2017, 2018).</i></p> | <p>The main barriers: language, bureaucratic. Registration of the company with receipt of all documents, allowing to apply for work visas, to advertise, takes about six months, also need a set of licenses and certificates (Mirkin, 2015). Options of overcoming – conclusion of the contract with the local company, working in research parks, where allowances and business tariff preferences are present (Mirkin, 2015). Competitive advantage: residents of China appreciate and know Russian culture (Malakhov, 2017).</p> |

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| 2 | Brazil | <p>Brazil is the largest trading partner of Russia in Latin America. Chemical industry – about 80%. (Netyaga, 2017). There is a demand for various technological equipment (Malakhov, 2017).</p> <p>Emphasis must be made on the development and implementation of long-term projects that contribute to the innovative development of both states (Netyaga, 2017).</p> <p><i>2018 looks more positive: the growth of the economy due to reforms, restoration of private consumption is back. But the position of the authorities may change after the presidential elections in October</i> (Official website “TS-Market”, n./d.).</p>  | <p>Main barriers to work in Brazil:</p> <ul style="list-style-type: none"> <li>-high level of taxation – 34% for legal entities (excluding VAT);</li> <li>-high crime rate;</li> <li>-very large bureaucracy.</li> </ul> <p>If the first two problems need to be ready, the latter is so serious, especially for foreign companies, that "the norm is considered a separate position of brokers by bureaucracy in the company to solve bureaucratic issues" (Malakhov, 2017).</p>                                       |
| 3 | UAE    | <p>The UAE is a global trade and economic center connecting East and West, largely aimed at re- export. The main Russian export goods in the UAE (over 70% of all deliveries): precious metals and stones, oil products, wheat, cartridges for sporting and hunting weapons, steel and products from it, TVs, raw aluminum, kraft paper and cardboard in rolls. The Intergovernmental Russian-Emirate Commission on Trade, Economic and Technical Cooperation is functioning (Russian-Polish relations, n.d.).</p> <p><i>According to the IMF forecast, in 2018 the economic growth of the UAE accelerates to 4.4% due to the growth of investments, production and trade</i> (Country Composition of WEO..., 2017),</p> | <p>No specific business barriers have been identified.</p> <p>The main risks are related to the instability of the Middle East region (Syria, Iran). Plus:</p> <ul style="list-style-type: none"> <li>- availability of free economic zones;</li> <li>- documents are issued in English language;</li> <li>- there are no taxes in the country;</li> <li>- fast customs clearance (Russian-Emirate relations, n.d.), at a flat rate for any goods in the amount of 5% (On Russian- Chinese relations, n.d.).</li> </ul> |

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| 4 | Republic of South Africa | <p>The economy of South Africa is based on rich natural resources and is the most progressive in sub-Saharan Africa (Chepureenko, 2015).<br/>Export of Russian goods to South Africa is underdeveloped, although the direction is estimated as promising (Zlobin, 2017).<br/><i>According to the PwC Market Development Center in 2018 there are beheld uncertainties after the reshuffle in President Zuma's office and previous political</i></p>  | <p>Russian brands can cause distrust here. But "products with high utilitarianity and low price" are perceived positively (Malakhov, 2017).<br/>RIAC is the main business barrier in South Africa – "Regulation of B-BBEE", which sets preferences for the indigenous population</p>   |
| 5 | Poland                   | <p>The economic situation of Poland is generally estimated as stable (Official site of LLP "EFKO ALMATY", n.d.). The basis of the Russian export to Poland on the results of 2016 are mineral products, also products of chemical, woodworking and food industry, metallurgy, equipment, etc. (Suslov, 2010).<br/>The main instrument of interstate cooperation in trade and economic sphere is the Russian-Polish Intergovernmental Commission on Economic Cooperation (IGC) (The Republic of Poland, n.d.).<br/><i>Prospects of growth of Russian-Polish trade relations are under question for political reasons.</i></p> | <p>The main risk is Poland's presence in the EU (existing and possible sanctions). Despite this, a number of Russian companies will continue to promote their products on the territory of Poland, as in general, there are created good conditions for doing business.<br/>Difficulties are: High competition in the market from the EU products.</p> |

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| 6 | Kazakhstan | <p>Kazakhstan is one of the largest consumers of Russian exports among the CIS countries. The structure of Russian export to Kazakhstan in 2016 includes machinery and equipment, mineral products, products of chemical, food, metalworking industry, etc. (Suslov, 2010). Bilateral relations in the economic sphere are developing on the basis of the Program of long-term economic cooperation up to 2020. The Intergovernmental Commission on Cooperation is also functioning (Russian-Kazakh relations, n.d.).</p> <p>Cooperation within the EAEU is actively developing, which facilitates trade processes. <i>After the recession of Russian exports of recent years, its increase is planned alongside the improved economic situation in Kazakhstan.</i></p> | <p>Initially loyal attitude to Russian goods.</p> <p>There are details in the promotion of products, for example, for food for the people of Kazakhstan it is important to have the Haleb certificate (Bazanov, 2018) - a document confirming the conformity of products to the requirements of "Haleb". The products marked in this way are considered healthy, which increases the reputation of the manufacturer.</p> |
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Let us consider the examples of successful Russian companies' promotion of their products to the listed markets. For convenience of perception and interpretation we shall present data in the form of a table (Table 2).

**Table 2: Product promotion of Russian companies to emerging markets**

| # | Examples  | Accents   |
|---|---|---|
| 1 | <p><i>Acron Group (producer and exporter) is a full-cycle company – production, manufacturing, logistics sales. The group occupies a leading market position in the fertilizer segment in Russia, Brazil, USA, China and Thailand.</i></p> <p><i>Developed distribution networks, own trading companies. The main source of revenue is export operations. Acron Group exports about 73% of its products (consolidated financial statements, 2015)</i></p> | <ul style="list-style-type: none"> <li>- Promotion of the single brand "Acron".</li> <li>- Allocation of China in a separate export direction for business (here is a separate sales company with statutory licence, bought in 2008);</li> <li>- The Quality Management system is certified in accordance with the requirements of the</li> </ul> |
|   | <p>China.</p> <p>China has its own distribution network Yong Sheng Feng (3 offices and 4 warehouses) - Acron Group carries out sales both through retail stores, working under the YSF brand, and through a network of distributors (Official website of BIOCAD, n.d.).</p>   | <p>exhibitions</p> <ul style="list-style-type: none"> <li>- Participation in branch associations (International Association of Fertilizer Producers, etc.) (Official website of BIOCAD, n.d.).</li> </ul>   |

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| 2 | <p><i>BIOCAD (producer and exporter) – biotechnology "the company of the full cycle of drug products creation: From searching for molecules to mass production and marketing support". Offices and representations are located in Brazil, China, India and other countries. Sales in 2016 amounted to 14.5 billion rubles, while export contracts in the revenue structure took about 10%; in the plans for 7-8 years to bring the share of exports to 50%.</i></p> <p>In 2016 BIOCAD received a certificate for compliance with the international standards of pharmaceutical manufacturing (Good Manufacturing practice) of GMP from ANVISA – the State Inspection of Brazil (United Arab Emirates, n.d.).</p>   | <ul style="list-style-type: none"> <li>- Positioning: "quality medicines at a reasonable cost".</li> <li>- Participation in industry international exhibitions</li> <li>- Organization of production at the local location through joint work.</li> <li>- Use of state aid.</li> <li>- Obtaining international quality certificates; investment in international clinical trials of new drugs; registration dossier in CTD format.</li> <li>- Choice of reliable partners with own resources (United Arab Emirates, n.d.).</li> <li>- Franchise promotion (John, 2017).</li> </ul> |
| 3 | <p><i>"Kristall" OJSC (producer and exporter) is the leader of the diamond processing industry of Russia, leading exporter of Russian diamonds. It's a regular client of the largest world diamond companies of PJSC ALROSA (RF) and De Beers (RSA). Specialization – segment of top quality 80%, commercial segment 20%. In 2015, the export in monetary terms amounted to 107.18 million (72.02% of total sales).</i></p> <p>The UAE is the main market for "Kristall" products among emerging markets. In 2015, the UAE sold product for 20.00 million, which was 18.66% of total exports.</p> <p>In order to work in the UAE market, initially the subsidiary the LLC "Kristall (Middle East) DMCC" with sales office in Dubai (since 2004) was created (The official website of GC "EFKO", n.d.).</p> | <ul style="list-style-type: none"> <li>- Brand for the world market "Russian cut" (In Russia – "Smolensk Diamonds").</li> <li>- Partnership with commodity companies (has a status of sightholder De beers).</li> <li>- in 2015 – Decision on annual participation of "Kristall" in International trade fairs for "approximation of the goods... brand awareness...".</li> <li>- Positioning in a high price segment.</li> <li>- Participation in industry associations at the Russian and international level (The official website of GC "EFKO", n.d.).</li> </ul>               |
| 4 | <p><i>PJSC "KAMAZ" (producer and exporter) – export of trucks, PAK (parts assembly kits) and spares in more than 40 CIS countries, countries of Southeast Asia, Middle East, Africa, Eastern Europe, Latin America. In 2016 the volume of export of automobiles and PAK (parts assembly</i></p>  | <ul style="list-style-type: none"> <li>- brand recognition through participation in the rally-raids of the "KAMAZ-master" team.</li> <li>- Participation in special events: forums, conferences, business councils, exhibitions.</li> </ul>  |

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|   | <p><i>kits) amounted to 6,220 units.</i><br/>                 The first batch of KAMAZ vehicles (54 units) in the right-hand version was delivered to BELL Equipment, the official distributor of PJSC "KAMAZ" in Africa (since June 2017), in the period from December 2017 to January 2018.<br/>                 BELL equipment – manufacturer and seller of machinery for over 60 years, over 56 dealerships with service throughout Africa.<br/>                 In 2018 KAMAZ plans to put 100 units of vehicles on the market of South Africa; it is also planned to organize spare part storage and assembly factory in South Africa on the basis of a distributor (The official ... "Telesystems", n.d.).</p>                               | <ul style="list-style-type: none"> <li>- Positioning in the average price segment.</li> <li>- Active use of state aid measures for export (concessionary financing, insurance of export transactions in EXIAR).</li> <li>- Readiness to adapt the products to external requests (RHD cars, tropical equipment).</li> <li>- Organization of production at the local location (in plans).</li> <li>- Choice of a reliable partner with a good base (presence in the market more than 60 years, representative offices all over Africa) (The official... "Telesystems", n.d.).</li> </ul>  |
| 5 | <p><i>"TeleSystems" LLC (manufacturer) – development and production of professional voice recorders. Exports to more than 30 countries around the world, including Poland through a separate structure – TS-Market LLC (The official website of OJSC "Kristall", n.d.). There are 2 distributors of "TS-Market" operating on the territory of Poland, realizing the products of "Telesystem" (FT-EY Global..., 2016):</i><br/>                 - Alfatronik has been present on the Polish market since 1992, specializing in the means of tracking (Sircar, 2017);<br/>                 - Multitech – on the Polish market since 2002, specializes in professional surveillance systems, interacts with law enforcement agencies (Teng, 2018).</p> | <ul style="list-style-type: none"> <li>- brand recognition through registration of achievements in the Guinness Book of Records "the smallest recorders in the World" (2004, 2007, 2009, 2017).</li> <li>- A full range of works on sale for export is transferred to the outsourcing of "TS-Market" LLC-promotion through a network of distributors, covering about 30 countries (The official ... "Kristall", n.d.).</li> <li>- Participation in industrial international exhibitions through TS-Market LLC (FT-EY Global..., 2016).</li> <li>- Selection of reliable distributors who have already proven themselves in the local market.</li> </ul> |
| 6 | <p><i>EFKO Group (producer and exporter) - agribusiness company. Export of agricultural products (crude vegetable oil and oilseed meal), food ingredients and brand products – foodstuffs.</i><br/> <i>According to the analytics of the research unit of "EXPERT" media holding for 2016 EFKO is the most successful Russian food industry company in 2016: Increased export volume by 55% (209.8 million dollars in 2016). One of the secrets of the success of EFKO is the constant development of exports, the development of new markets (Iran, India, etc.). Exports to more than 50 countries of the world (The official ... "Acron", n.d.).</i></p>   | <ul style="list-style-type: none"> <li>- Promotion: own widely advertised line of brands, preserved in Kazakhstan names and positioning ("Sloboda" - live food).</li> <li>- Participation in special events: forums, seminars, conferences, exhibitions (for example, EFKO ALMATY LLP took part in the V International Forum "ALMATY INVEST 2017").</li> <li>- Positioning: "Innovative approach to production, high quality of products and careful attitude to the environment".</li> <li>- Organization of production at the</li> </ul>  |

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| In Kazakhstan, the EFKO Group is represented not only by distribution, but also by its own production- EFKO ALMATY LLP, creation in 2016 on the territory of Kazakhstan fat-and-oil cluster. Sale of brand products is carried out in all major national and regional networks ("Magnum Cash & Carr", "Small", "A-Store", "Ramstore", "Arzan", "Realist", "Ayan", "Stolichnyi", "Dastarkhan", "Becker and K", "GalMart") (Official site | local location.<br>- Conclusion of contracts with large network stores.<br>-In the plan for 2018 is a joint branding of EFKO and "Solar Products" in the domestic and foreign markets (The official site of GC "Acron", n.d.; Official site of PJSC "KAMAZ", n.d.). |
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### 3. Conclusions and recommendations

Based on the analysis and synthesis of the results of the study, the following conclusions can be drawn:

1. Before entering new markets, it is necessary to do their comprehensive study and planning for the greatest efficiency of potential business. Key factors of *success* are: peculiarities of business and normative environment; mentality of potential buyers and partners; internal and external competition; significant consumer requests and preferences; possible risks, etc.

2. The most significant risks that can have a negative impact on the product promotion in foreign markets, including emerging, are:

- Changing demand and increasing competition - to minimize this risk the constant monitoring of the export market and the activities of major competitors should be used;
- Introduction of restrictive measures in foreign markets brings the risk of force majeure, for example, among the investigated countries for Russian companies there is the risk of being sanctioned by Poland as a member of the EU, the other emerging markets demonstrate "friendly attitude";
- The political risks of developing countries (change of political regime, diplomatic course or military conflicts), the latter is particularly relevant to the Middle East;
- The economic risks of resource-dependent states, whose economies largely depend on world oil prices, according to the forecast for 2018 the situation here is particularly inconsistent (Vinogradova, 2017), which increases the probability of national economies' problems;
- Adoption of Russian legislative initiatives that negatively affect the business (Christofilopoulos & Mantzanakis, 2016).

Overcoming of a number of barriers: high taxes, crime rate, language and the specifics of paperwork, etc. They can be solved by the involvement of local intermediaries or through partners. One of the forms of partnership is franchise – transfer of rights to use the trademark of a local company under certain conditions. The way of increasing the loyalty of local partners and consumers is the organization of production on the territory of the chosen market.

1. **Price and quality:** Expansion into emerging markets does not mean that it is possible to sell downscale goods at a dumping price while striving for long-term stay and development in this location. With a multitude of interested players from around the world and an ever-growing competition, the balance of price and quality can play a key role in promoting.
2. **A product portfolio** for local needs and preferences is an important success factor (to conduct preliminary visits to markets to better assess the local environment and interact with potential consumers to better understand their needs (Nyadzayo et al., 2018), not forgetting the flexibility – an obligatory component of foreign trade activity.
3. **Promotion** including, besides the realization channels and maintenance system, also active direct and indirect advertising, participation in international exhibitions; also creating a new brand (the product is the same) if necessary is particularly noteworthy, along with increasing the recognition of products through the registration of records as the "Telesystem" or through participation in the rally as KAMAZ did.
4. Creating **business councils** (engaged in expanding cooperation with the State), branch associations with international status, representatives of Chamber of Commerce and Industry of Russia, intergovernmental commissions, etc. At the level of State aid it is possible to use resources of Russian MFA: assistance is provided in business relations, negotiations, tenders, acquisition of assets of prospective foreign companies, information support, etc. (Diplomatic assistance..., 2017). Also in the competence of the MFA is the provision of relevant comprehensive analytics of the external markets. State support and assistance are not controlled by the business.

## 5. Conclusion

Advantages of emerging markets are: the availability of a relatively inexpensive working power, usually a low-cost raw material base, growing consumer demands, lower financial costs for entry and expansion. However, competition in emerging markets is constantly growing, so it is difficult to find a "niche" between domestic business and already entrenched foreign companies. Success here will require careful planning to meet the expectations of consumers in the new environment, however emerging markets are strikingly different. For Russia, effective promotion

of products in the emerging market should ideally include the development and implementation of a comprehensive system of marketing tools, methods and solutions for the maintenance of goods at the macro level (State policy), meso-level (industry initiatives and communities) and micro-level (actions of companies) (Malakhov, 2017). At the level of companies in the priority is to participate in international events (business conferences, exhibitions, etc.), search for reliable foreign partners and readiness to adapt products to the foreign market.

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