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Marketing Communication as a Vital Element of the Internationalisation Process on the Example of YOPE

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Abstract: The internationalisation of a company is a complex and multidimensional process that requires significant effort from every department. Nevertheless, it represents a tremendous opportunity to expand one's business, which is why many companies decide to take this step. With globalisation and increased internet accessibility, there are now more ways to enter foreign markets than ever. To the extent that there are companies that are born global. Therefore, what factors influence the success of a company's internationalisation process today? To find an answer and narrow the scope of the research, this article explores the role of marketing communication in this process. Furthermore, the research will analyse the example of creative organisations. Subsequently, in the empirical part, an analysis will be conducted based on a case study of the Polish cosmetics brand YOPE.

Keywords: internationalisation, creative organisation, marketing communication, merchandising

1. Introduction

In today's fast-paced and interconnected business world, organisations which seek growth opportunities recognise internationalisation as a pivotal strategy. While the allure of global markets is undeniable, venturing into foreign territories presents multifaceted challenges and opportunities that demand strategic finesse. However, the path to internationalisation is not without uncertainties, complexities, and evolving consumer preferences. Effective marketing communication is not merely advantageous; it is indispensable in conveying their distinctive brand identity, engaging with diverse audiences, and navigating the intricate landscapes of global markets.

The goal of this article is to point out the importance of marketing communication during the internationalisation process. It seeks to unravel the pivotal role of marketing

communication strategies in propelling organisations onto the global stage while also probing their unique challenges in conveying their creative essence across diverse cultural and linguistic landscapes. To achieve that goal, analysis of the literature on the subject, descriptive method, case study and survey research were conducted.

As a result, the following article is divided into three parts: the theoretical framework of the internationalisation process, the theoretical underpinnings of marketing communication, and, in the last part, results from the case study. The case study describes the example of the Polish cosmetics brand YOPE which operates in 30 foreign markets.

In order to present and research the areas related to the article, various types of secondary sources were used, such as industry literature and internet articles.

2. Internationalisation Process Theory

In the modern economy, companies are standing in front of the necessity of global growth; hence quite often, the domestic market is hardly enough. As a result, internationalisation, understood as increased engagement in international activity, has become an elementary step of growth for modern firms (Nieżurawski et al., 2016). Such conditioning has led even to a situation where companies become global from the very beginning of existence by making large foreign sales at establishing the company or shortly afterwards (Hennart et al., 2021, p. 1665). In their case, early internationalisation is a determinant of success, which is supported by their international motivation for growth, their market orientation, willingness for innovation and risk which is extremely high in the early stage of growth (Maciejewski, 2018). Yet, it is a practical take, but to grasp the concept of the internationalisation process, it is worth to analyse some of the theoretical definitions. The literature presents several depictions, and here are a few examples.

The first is one of the most important views on internationalisation and it was defined by Johanson and Wiedersheim-Paul and is called the Uppsala model. It described examples of Swedish companies that considered internationalisation as a strategic and necessary decision, but they did that gradually (Johanson and Vahlne, 1977, p. 24). As a result, the authors described internationalisation as the product of a series of incremental decisions, which considers such elements as establishment chain, physic distance, size of chosen market and establishment of the agency. Those elements are present during all four stages of internationalisation, which are:

- 1) no regular export activities,
- 2) export via independent representatives (agent),
- 3) sales subsidiary, and
- 4) production/manufacturing in the country in which the firm is exporting (Johanson and Vahlne, 1977, p. 24).

Moreover, they claimed that the most important barrier to internationalisation is a lack of knowledge about foreign countries and a propensity to avoid uncertainty.

For that reason, the companies started exporting to neighbourhood countries, gradually expanded their establishment chain, and increased their degree of involvement (Johanson and Vahlne, 1977, p. 26). Nevertheless, that definition does not apply to every organisation. As mentioned in the beginning, some companies are born global and more often, small companies decide to export abroad from the beginning, which breaks out from the Uppsala model. Hence other definitions of internationalisation should be considered.

Another approach is a holistic view of internationalisation described by Fletcher. He suggested a holistic view based on four main pillars (Fletcher, 2001, pp. 29-31):

- 1) internationalisation can also be introduced by inward-driven activities (e.g. by indirect importing, direct importing, becoming a joint venture partner),
- 2) outward actions can lead to inward activities and vice versa, and both of those actions are essential parts of internationalisation,
- 3) some actions can be considered in-between inward- and outward-driven actions, so they might be called linked activities (e.g. strategic alliances, cooperative manufacturing),
- 4) internationalisation should be viewed as a multidimensional, global activity (not as an increasing level of involvement abroad) as a company might withdraw actions in some countries as a part of de-internationalisation (yet still be active in different foreign markets).

In the result, in the literature can be distinguished different types of theoretical concepts of internationalisation. Kuzel has divided them into five types of theories: (1) sequential models, (2) unconventional models, (3) internationalization via networking, (4) internationalization by resource approach and lastly (5) internationalization in the perspective of international entrepreneurship (Kuzel, 2018, pp. 221-245). Out of all the approaches, the last one is particularly intriguing. It places the main driver of the internationalisation process in the founders, claiming that their characteristics, attitudes, skills and most of all the proactive engagement in seeking, responding to, and capitalizing on changes as opportunities (Kuzel, 2018, p. 242).

While motives can be universal, the forms of internationalization may vary significantly among organisations. They vary mostly in level of resource involvement, but also in engagement level - meaning how much the company is present in chosen market and makes decisions from their domestic unit compared to how much functions they transfer abroad. As a result, at one end of the spectrum direct/indirect export can be found, and on the other one the most engaging form – foreign direct investment (FDI). In between there can be found such forms as licencing, franchising, strategic alliance or joint venture (Kuzel, 2018).

To conclude: internationalisation has become a crucial step for companies looking for growth in the modern economy. From start-ups SMEs to big organisations – they all realise the significance of early internationalisation for their success. Now the question arises how marketing communication strategy can make that process more successful.

3. Marketing Communication During Internationalisation

The American Association of Advertising Agencies defines IMC as a method of organizing marketing communication that highlights the significance of a well-planned strategy for assessing the strategic role of various communication options, including general advertising, direct interaction, sales promotion, and public relations. IMC merges these possibilities to guarantee transparency, coherence, and maximum communicativeness through the full integration of various forms of media (Szymańska, 2004 as cited in Taranko, 2015, s. 44). However, Mróz-Gorgoń (2019, p. 214) argues that IMC is more than just creating a coherent system of promotional activities. It should be viewed as a valuable skill for organisations to connect with their surroundings in a genuine and efficient manner. The effectiveness of IMC is determined by the degree of coherence and transparency of its visual communication (including brand aesthetics), brand personality, and communication messages. Moreover, behaviour and symbolism should align with the organisation's philosophy and strategy (Aaker 1997; Ewing and Napoli, 2005; Gotsi et al., 2008 as cited in Mróz-Gorgoń, 2019, p. 225).

It is important to consider a brand's current activities and values when building marketing communication systems. This involves integrating all communication channels to effectively convey the brand's mission, vision, and goals. That is why, in this research, Marcinkiewicz's definition of Integrated Marketing Communication, as referenced by Bartosik-Purgat (2018, p. 24), will be used. According to this definition, Integrated Marketing Communication involves a two-way conversation between an organisation and its stakeholders. This conversation can involve both formal communications, using promotion tools, and informal communication, such as brand image, employee behaviour, sales conditions, post-sale activities, and the subjective reputation of the organisation. Additionally, stakeholders may exchange information through word of mouth or online tools like electronic word of mouth.

This definition of IMC highlights two key points that deserve attention. Firstly, communication is a two-way process where organisations not only send messages but also receive valuable information, feedback, trends, and needs from customers and other stakeholders. Secondly, it highlights the significance of new media in shaping corporate communication to adapt to changing consumer needs, preferences, market trends, and available technologies. Moreover, it emphasizes the distinction between online and offline spheres. Brand activity is crucial, but it is a complex management system. According to IMC, it is not just the responsibility of managers and the marketing/PR team to create messages. The entire organisation, from processes to employee and stakeholder behaviour, plays a role (Balmer, 2001 as cited in Bartosik-Purgat, 2018, p. 26). To achieve optimal communication outcomes, IMC employs a holistic strategy that encompasses a range of methods, techniques, and marketing initiatives. It is crucial to assess how this approach can be successfully implemented in practical business contexts.

According to Grybś (2014, p. 157), international marketing communication refers to exchanging information with target audiences across borders, which can impact marketing and business performance. Essentially, international marketing communication is the process of influencing all international market users by providing information, making promises, and giving reasons to encourage the purchase of goods, creating a corporate image beyond the country of origin, and stimulating demand among international customers.

In such perspective role of merchandising in the successful internationalisation of a company cannot be overstated. This is especially true when introducing a new brand to countries with strong consumer patriotism or nationalism. In such situations, leveraging all strengths and opportunities to position the product intriguingly and innovatively is important. By incorporating new technologies, current trends, and creativity, a brand can effectively showcase its products, connect with its target audience, and ideally create a tribe. This leads to a discussion of the role of merchandising in marketing communication during internationalisation – especially online merchandising, also known as e-merchandising.

To start with merchandising Borusiak and Wanat (2020, p. 8) distinguished two perspectives of defining that concept. The broader definition associates it with trade marketing, while the narrower definition focuses on the methods of displaying products and treats it as a promotional tool. According to Chwałek, merchandising is a modern, systematic, dynamic, and innovative way of managing trade marketing. One of the responsibilities of merchandising is to control the company's spending levels by purposefully and strategically shaping trade services based on the needs of suppliers and buyers. This is achieved by using merchandising mix tools, including product/service, margin (difference between purchase and selling price), technology (selling methods unique to each selling point) and promotion (Chwałek, 1992, p. 95 as cited in Borusiak and Wanat, 2020, pp. 8, 9).

The application of those tools and merchandising techniques is aimed to (Witek, 2007, pp. 1, 2):

- attracting customers to the store and encouraging them to make purchases,
- creating favourable conditions and strengthening customer loyalty,
- informing about new products,
- increasing sales and shaping the store's image,
- differentiating actions in relation to competitors' activities,
- strengthening the reputation and positioning of the company in the market,
- expanding the store's sphere of influence.

However, in the following discussion, merchandising will be understood accordingly to Rybowska's definition. Rybowska (2018, p. 168) says that merchandising is a sales-boosting strategy that effectively displays products in a store to enhance their overall appeal. This involves aesthetic arrangement of products on shelves and effective use of sales space. Merchandising also involves managing customer traffic, creating a conducive atmosphere, and promoting products through activities like

price promotions. Essentially, merchandising is a form of marketing communication that happens at points of sale.

After considering the above pieces of information, effective and customised merchandising can provide a significant competitive edge when entering a new market. To validate this hypothesis, the upcoming part of this article will present research results based on case study and a customer internet survey. The aim is to determine which elements of marketing communication are the most important during the internationalisation process of organisations.

4. Case Study of YOPE Internationalisation to Japan and the UK

YOPE is a Polish brand which competes on the incredibly dynamic market of natural cosmetics. In the time of writing this article (2023) it had seven product categories and each category had numerous product lines. Yet three main categories can be distinguished: affordable cosmetics, specialist cosmetics, and cleaning detergents. The line of specialistic cosmetics is the youngest product line of the company.

The brand's mission is a statement that the world would be better if there were more care for the environment, the Earth, and us. The brand communicates these values by ensuring that its products have the least negative impact on the environment and by strengthening its message through an activist stance (YOPE, 2024). Examples of the company's recent initiatives include campaigns such as #beeYOPE, #lasYOPE, and #wspieramyBiebrzę.

What enabled the YOPE brand to build a community attached to its products and mission? The key to success were shared values, high product quality, and the way the brand developed, closely rooted in well-chosen communication strategies. It is especially visible considering the fact that the brand gained popularity *via* e-commerce conducted in other companies' online stores that were seeking attractive and unique novelties. Another highly successful method for the brand was participating in trade fairs, where the brand stood out with a surprising booth design that was consistent with the product's appearance (Albrecht, 2019). Such a selection of sales channels also created open and natural platforms for interacting with brand fans. As a result, the brand quickly became the talk of bloggers, and influencers, effectively triggering word-of-mouth advertising.

The YOPE communication channels are characterised by a friendly, open, and straightforward verbal communication style, supported by the original graphic design. This is also visible in the brand's export strategy, where marketing aspects are emphasised, and the brand focuses on a few markets at a time to find the best way to build customer relationships. To achieve that goal the brand builds online communication channels such as website, social media and online stores on their business partners' websites. They also strive to be featured in important magazines among their target audience, e.g., *Twój Styl* or *Vogue* (Vogue, 2021). They also actively spread their mission in various podcasts as a guests. However, in each of

those channels the brand uses the same voice and tone by emphasising their mission. But as it comes to YOPE-owned channels some differences, specific roles and characteristics can be distinguished.

The website (www.yope.me) is aesthetically pleasing and clear, displaying all the brand's products. It is not overloaded with content and, as a result, is accessible to potential customers. It is mainly treated as the company's business card and a place to document its activities and reaffirm its values through actions. It is divided into product sections, and, in addition, customers can read other customers opinions and check where they can refill their cosmetics. On the website there is also a special zone which offers more specific information about the company policy and how other businesses might get into cooperation with the brand. Moreover, on the website there is a blog, where brand's content creators publish articles that relate to the YOPE's products. Besides all the functions mentioned, the website is the marketplace where all the product lines are presented. It is important as the brand does not have its own stores and sells its products mostly at supermarkets or cosmetic chain stores. The brand uses the product sections. Each of the product section has main photo which visually sets the product into context, showing which emotions, situation, and lifestyle the product line reflects.

YOPE's Instagram supports that message and has similar strategy on product placement. However, that communication channel is more focused on building community. The grid is visually appealing and consistent with other visual elements, such as the website and packaging. It is a medium that helps strengthen the brand's image as an open and dialogue-seeking brand. For few years the company also shares its space with influencers with which they have the cooperation. As a result, their Instagram account is not only a visually pleasing website, but also attracts the community and presents the kind of lifestyle the company would like to be associated with. They achieve that by engaging the microinfluencers that make videos with product recommendations, make special memes that represent with humour empowerment content and creating Instagram reels and stories that are coherent with the visual communication that is used in advertising and merchandising on the website. Social media managers also use that platform to get into the conversation with the followers.

And, last but not least, the company is also present on Tik Tok. The company uses that platform to create more laid-back content. In addition to videos that were made by the ambassadors and microinfluencers, the brand eagerly uses trending sounds and pop culture motives, such as dialogues from a reality show called "The Kardashians" or using editing with Pedro Pascal – an actor which was very popular among young people thanks to his roles in popular productions, his openness and sense of humour during interviews. Moreover, YOPE uses this communication channel to redistribute their advertising materials that are coherent with their visual communication strategy.

Despite following trends and creating visually appealing content, this channel does not generate that much of a community. Examination of YOPE's Facebook fanpage shows that much more engagement is visible there, although the content is similar to materials that are shown on the website. Nevertheless, it is important to remember that the e-branding strategy on those channels is tailored to the requirements of social platforms, hence the dominance of high-quality visual content on Facebook that most likely are created to sell and build brand awareness (the materials has to catch the eye of the clients and then the text has to encourage the Facebook users to interact with the brand). On the other hand, the way that YOPE builds its communication on Tik Tok suggests that the company's priority on that platform is to build a brand awareness among young people. This can be seen in the brand adopting a more informal tone and being enriched with various emojis and popcultural references on Tik Tok. For example, during the "Soul" product series campaign, the brand leveraged the astrological trend among a portion of its target audience, deliberately emphasising certain attributes associated with the Earth, Water, and Air elements. Moreover, they used that trend to emphasise the connection of the product with the natural ingredients. This allowed users to identify with specific products and tag their friends (YOPE, n.d.).

The main core of marketing communication of YOPE are digital channels (the brand does not use commercials in TV (Albrecht, 2019)) and communication in the stationary shops using mainly product placement and eye-catching packaging. To describe YOPE's merchandising practices, an benchmark based on observation was conducted on 20th June 2023 in chain stores: Carrefour, Rossmann and Super-pharm in Wrocław. The main goal of this part of research was to describe where YOPE's products might be found, what are the characteristics of the package and how they are presented to the client and which product lines are presented in different places.

Those three stores have different range of operation and fulfilment of different customers' needs. Carrefour is a French chain of large area hypermarkets where clients can do their groceries, buy cleaning supplies or even buy basic AGD/RTV supplies. On the other hand, Rossmann is one of the largest drug store chains in Europe (Petruzzi, 2022). It sells cleaning supplies, cosmetics, small home décor products and even bio-food. Lastly, Super-pharm is an Israeli multinational pharmacy chain, where customers can buy medicines, cosmetics, and cleaning supplies. As a result, such comparison provides perspectives of daily store fulfilling basic needs (Carrefour), drug store which is famous mostly for offering attractive promotions on beauty products (Rossmann) and pharmacy chain that is mostly recognised thanks to its specialisation and orientation towards health (Super-pharm). It gives an interesting ground to analyse what those stores have in common, which product lines are presented in which type of stores and lastly compare how stationary merchandising relates to brand's communication.

To start with what all three stores have in common is that YOPE products find their place on special "natural cosmetics/products" shelves. Rossmann marks YOPE

products with special label “Czujesz klimat?” which shows which products have certified natural ingredients of at least 98% origin and biodegradable materials or those with a lower carbon footprint (Rossmann, 2023). A similar situation is in Super-pharm but with the example of YOPE cleaning supplies. These products are exhibited on special shelf devoted natural cleaning supplies. The shelf is decorated with leaves theme and some products are additionally marked with green label “natural product”. And lastly, in Carrefour YOPE products were also shown on individual shelf, next to other products that were marked as “natural cosmetics”.

Another common standard was that YOPE products emphasise that they are gentle for skin. Both by product placement YOPE intimate hygiene products are located next to natural cosmetics and specialized products that emphasis the gentleness of the product, i.e, Lactacyd) and by package. Each product has eye-catching design with characteristic for the brand animals and a short description of ingredients, the product’s working, the expected results, and reassurance that the product is gentle for skin and has not a negative impact on the environment. Moreover, the brand emphasises the good quality of products through placement of the product. For example, a line of YOPE’s products for children is placed on the top shelf in Rossmann which is associated with luxury needs, make use of the latest technology, and possess high health values thanks to great quality (Kiełczewski, 2005).

As it comes to differences, the major one is the accessibility of product lines. Those that are profiled as more specialised and professional cosmetics of skin care, e.g., Mood Fragrance or Wild are accessible only in Rossmann and Super-Pharm. Those products are placed next to luxurious popular brands (like the Mood Fragrance line which is placed next to Victoria Secret body sprays in Super-Pharm or next to natural cosmetics but placed on top shelves).

In summary it can be said that the stationary merchandising strategy of YOPE is coherent with marketing communication strategy in online channels. Moreover, the product placement and decision which product lines and where will be exhibited help educating clients about brand recognition, diversity of products and different collaborations with partners.

YOPE is currently present in 30 countries, and it has special boutiques in Japan and Hongkong (Rosińska, 2023). Moreover, the brand ships its products to 26 countries including the United States, the United Kingdom and Romania (yope.com, 2023). Paweł Kosowicz, one of the YOPE’s founders, said that as the brand they do not strive for quick expansion to many countries. After thorough research and appearing on trade fairs in chosen country, YOPE by itself looks for the export contracts (as it was at the beginning on the British market) or finds a distributor who will take care of promotion, marketing communication, ensure a good distribution network, and plan the entire distribution strategy (Albrecht, 2019). It is especially important for the founders as, when entering the market, they aim firstly for good recognizability in the market, so one of the priorities is good marketing

communication strategy. That is why the brand focuses maximally on building its presence in a maximum of three international markets simultaneously (Albrecht, 2019).

This part of research will focus on the analysis of two markets: British and Japanese. In the UK YOPE products have gained a lot of popularity (Albrecht, 2019) and in Japan YOPE has an interesting distribution strategy. The export to the UK is more similar to the Polish model with few differences as distribution is based mostly on e-commerce and collaboration with few distributors.

On the British market, YOPE is present mostly in the online stores. Especially in Amazon, but it also appears in different online stores. In Amazon YOPE suited its strategy to reality of that platform. Within the name of the product on the website, uses not only the original name of the product, but also covers the potential keywords which might be associated with the product, so it would have bigger chance to be viewed by potential buyer. As it comes to visuals, YOPE focuses on showing as much of important information about the product as it is possible on the graphic. It reaches that goal through verbally conveying the information, emphasising the unique smell, aim of the product and ingredients. However, those images are also quite important as they show the certain lifestyle and situations in which the product might be used, allowing the possible buyer to visualise the promise of feelings and emotions which that product has potential to awake. The last important part of is the product description which is usually called "About this item". It lists the ingredients with explanation why they are good for skin, helping the customer to visualise the effect of the product. Nevertheless, the reality of Amazon did not provide the brand to use its communication strategy requirements. The situation differs on websites of smaller distributors.

Although the chosen drug stores usually do not use marketing materials prepared by YOPE, they allowed the brand to use its style of verbal communication. An example of YOPE Linden blossom hand cream taken from the website makeup.uk, which has been marked by the brand as a popular product on their website, exhibits few interesting merchandising practices. Firstly, the layout of advertisement is minimalistic and easy to read which was not possible on Amazon page. Secondly, makeup.uk does not only emphasised the product's origin, but similar to YOPE's Amazon advertisement used a very visual way of describing the benefits of the product and expected results, not only on skin, but also on the mood of the user. Only methods of describing are different, as YOPE used images and makeup.com used descriptive words. Moreover, the distributor has more place to describe the benefits of the product, instruction of usage and clear way to list all the ingredients. On the makeup.uk website there is also place for the reviews, however, this hand cream has not received any yet.

As it comes to online marketing communication strategy, YOPE does not have dedicated social media accounts or any website dedicated to British market, although it informs about current news from the UK on general profiles such as @yope_

world or @yope_soap (Polish account) on Instagram and Facebook. But it also uses the general website yopeme.com for the foreign markets. It suggests that marketing communication is a matter for distributors.

In case of Japan, the distribution strategy is quite interesting as it is based on pop-up stores, exhibition in partners' stores and cosmetic trade fairs. YOPE also has a permanent pop-up store in Nagasaki. Such choice of distribution channels has significantly influenced the marketing communication (e.g., it has changed the website layout comparing to the Polish website) and is an interesting way of adjusting native merchandising strategy. However, in this article, only the form of pop-up stores will be discussed as it is one of the most intriguing forms of YOPE's internationalisation.

Pop-up stores are temporary retail opportunities designed to showcase products and services uniquely to capture consumer attention. These stores are often viewed as a form of art and offer exclusive entertainment programs, such as art exhibitions, music events, shows, complimentary food, and more (Haas and Schmidt, 2016). Pop-up stores differ from flagship stores in terms of accessibility, setup, and strategic intent. They have a relatively short lifespan, typically last from 4 days to 5 months, which positions them as either a serendipitous discovery or a planned visit by customers (Picot-Coupey, 2014). The "first come, first served" principle employed by these stores brings many benefits as it nurtures curiosity, encourages customers to share their experiences with others, and delivers multi-sensory encounters (Hurth and Krause 2010, as cited in Haas and Schmidt, 2016).

Pop-up stores are also important and relatively safe form of internationalisation – especially in early stages of internationalisation process in chosen market. A reason for that is a wide opportunity to explore needs and opinions about the brand in the market, relatively large control, flexibility, and resource qualities (Picot-Coupey, 2014). Moreover, such foreign operation mode attracts more brands as it not only does offer an effective way of testing and adapting the brand on new market, but also because it builds the brand's international image, visibility, and brand awareness. It is possible, because the form of pop-up stores implies that communication and creating media content is one of the most relevant issues, hence the interesting artwork and other attractions for customers (Picot-Coupey, 2014). And finally, entering new market with pop-up stores is a great opportunity to develop relationship network with shareholders and potential distributors, which is extremely important for company's success on new market.

When it comes to the marketing communication strategy, Japan uses its own YOPE website, where customers can learn about new events, pop-up stores locations and read about the brand... and even about Poland. Moreover, YOPE in Japan manages a separate Instagram account for that market segment. Both these channels focus on building brand awareness and building a relationship with customers. However, it cannot be missed that the primary goal of these channels is to support the merchandising strategy by marketing communication.

To summarise that part of research: although each country merchandising strategy looked different, it is noticeable that original marketing communication practices remain mostly the same. With the exception of the United Kingdom, both in Poland and Japan the marketing communication strongly supports the product merchandising. These two countries use actively social media to inform about new products or special events organised by the brand, but also in these countries the website is an important factor combining e-merchandising and role of important communication channel. However, the question is how much an active marketing communication influences the customers' purchasing decisions.

5. Conclusions

Internationalisation is a very complex and multidimensional process which thanks to globalisation and increasing internet accessibility, is both more and more important and necessary to grow. Many modes of internationalisation offer different levels of involvement and forms of presence on the market. However, as the success of internationalisation process depends on the level of knowledge of the qualities and characteristics of the new market and customer needs and preferences, thanks to globalization entry barrier connected with a need of great resource involvement ceased to be an obstacle to develop from the early stage of the organisation development. An example are "born globals" – companies that from the start are offering their products and services worldwide. It brings the question what are the factors that influence the success of the internationalisation process. As a result, the aim of the hereby article was to conduct a research to address the importance of marketing communication during internationalisation process and provide a summary of the findings.

After conducting the case study of Polish brand YOPE several conclusions might be formulated. Firstly, in order to stand out from competitors, brands should maintain consistent core values while also adapting their marketing and communication strategies to meet the needs of international markets. Additionally, for businesses that rely on creativity, the marketing communication tools, including visual and verbal elements, are particularly important. Nevertheless, product quality remains the primary motivator for customer purchase.

Secondly, it is critical to establish brand awareness in the early stages of internationalisation. One of the most interesting ways to do that (especially for the small companies or those that do their first steps on foreign markets) are temporary sales points which can provide valuable market insights and facilitate quick adjustments to product offerings based on customer feedback. This approach can be a compelling and effective alternative to indirect exporting. Besides, while social media and brand websites are the most common communication channels, it appears that additional events, whether online or in person, effectively encourage customers to purchase foreign products. However, it is important to remember that

depending on the method of internationalisation, communication channels may vary, but it is important to point out that loyal respondents appreciate being kept up to date on company news and activities, so it is essential for a brand to have its own media to communicate directly with the customers.

However, it should be noted that the results from this research did not exhaust the entirety of the issues related to the role of marketing communication in the internationalisation process of a company. This was not the author's intention, nor was it within her capabilities. Nonetheless, the conducted case study serves as an important market benchmark for a brand that places marketing communication as one of the most critical aspects during the internationalisation process. The results of these studies can serve as an inspiration for further research into the issues outlined in this article. Nevertheless, the conducted research confirmed the hypothesis that appropriately tailored and diligent marketing communication plays a significant role in building a creative organisation's success on foreign markets.

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Komunikacja marketingowa jako ważny element w procesie internacjonalizacji

Streszczenie: Proces internacjonalizacji firmy jest procesem skomplikowanym oraz wielowymiarowym, wymagającym od firmy dużego nakładu pracy ze strony każdego działu. Jednak jest to ogromna szansa, by rozwinąć swój biznes, dlatego wiele firm decyduje się na ten krok. Dzięki globalizacji i zwiększonej dostępności do Internetu sposobów wejścia na rynek zagraniczny jest coraz więcej. Do tego stopnia, że powstają firmy, które już od początku swojej działalności są firmami globalnymi. W takim razie jakie czynniki w dzisiejszych czasach wpływają na sukces procesu internacjonalizacji firmy? W celu znalezienia odpowiedzi i zawężenia zakresu niniejszego artykułu badania tego zagadnienia zostały ograniczone do roli komunikacji marketingowej. W części teoretycznej artykułu przedstawiono analizę literatury na temat internacjonalizacji i komunikacji marketingowej, a w części empirycznej – badania na podstawie studium przypadku polskiej marki kosmetycznej YOPE.

Słowa kluczowe: internacjonalizacja, organizacja kreatywna, komunikacja marketingowa, merchandising