

process that integrates environmental, economic and social aspects. Only the synchronization of these dimensions will ensure the true sustainability of the national logistics system, integrating Ukraine into global environmental and economic trends.

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Of course. Here is the expanded article, now including detailed examples of both excellent and poor International Strategic Management.

## INTERNATIONAL STRATEGIC MANAGEMENT

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In today's hyper-connected world, the business landscape is no longer confined by national borders. Companies, from tech giants to niche startups, are looking beyond their home markets for growth, efficiency, and competitive advantage. This expansion into the global arena necessitates a sophisticated approach to planning and execution, a

discipline known as “International Strategic Management (ISM)”. At its core, ISM is the comprehensive process of formulating and implementing strategies that enable a firm to compete successfully in international markets and navigate the complexities of the global environment.

**The Fundamental Drivers: Why Go Global?** Before devising a strategy, a company must understand the compelling forces pushing it onto the world stage. These drivers are typically categorized as proactive or reactive.

Proactive Drivers include the pursuit of:

- **Growth and Profitability:** Saturated domestic markets push firms to seek new revenue streams in emerging or underserved economies.
- **Economies of Scale:** Operating globally allows a company to spread fixed costs (like R&D) over a larger volume of production and sales, lowering the cost per unit.
- **Leveraging Core Competencies:** A unique technology, brand, or process that is successful at home can be a powerful asset in foreign markets.

Reactive Drivers involve responses to external pressures:

- **Global Competition:** The need to preempt or counter competitors who are expanding internationally.
- **Saturated Domestic Markets:** When growth at home stagnates, international markets become a necessity, not a choice.
- **Customer Demands:** Following key clients who have operations abroad to maintain their business.

*The Strategic Imperative: Choosing Your Global Posture* A one-size-fits-all strategy is a recipe for failure in international business. ISM involves selecting a fundamental strategic orientation that aligns with the company’s goals and the nature of its industry. The two primary dimensions are global integration and local responsiveness.

1. **International Strategy:** Often the first step, this involves taking products or services developed for the home market and selling them abroad with minimal customization. This low-cost, low-adaptation approach works

- best when there is strong pressure for cost reduction and weak pressure for local adaptation.
2. **Multi-Domestic Strategy:** This model emphasizes tailoring products and marketing strategies to meet the unique needs and preferences of each local market. While it builds strong local acceptance, it sacrifices the cost efficiencies of a global scale due to duplication of efforts across countries.
  3. **Global Strategy:** The polar opposite of the multi-domestic approach, a global strategy views the world as a single market. It focuses on achieving maximum efficiency through standardized products and centralized global operations. This works for commodities or products with universal appeal but risks being tone-deaf to local differences.
  4. **Transnational Strategy:** This is the holy grail of ISM—a hybrid approach that seeks to be simultaneously globally efficient, locally responsive, and capable of leveraging learning across worldwide operations. It is incredibly difficult to implement but offers the most robust competitive position, allowing a firm to "think globally, act locally."

*Paragons of Strategy: Excellent Examples* Toyota: The Master of Lean Global Integration

Toyota's mastery of the "Toyota Production System" is a core competency it has deployed globally. It achieves massive economies of scale by using standardized platforms for its cars (global integration). However, it brilliantly allows regional divisions to adapt models to local tastes—for example, developing larger, more powerful trucks for the North American market and smaller, fuel-efficient cars for Asia and Europe (local responsiveness). This transnational approach makes it a model of efficiency and market relevance.

*Apple: A Seamless Global Strategy* Apple executes a nearly perfect global strategy. Its products are identical everywhere in the world, creating unparalleled economies of scale in manufacturing and marketing. The brand, design, and user experience are universally consistent. Its ecosystem (App Store, iTunes) is globally integrated, yet it allows for local responsiveness through curated local content, apps,

and payment methods. This powerful combination of a standardized core with a locally adaptable periphery is a key to its global dominance.

*Netflix: The Evolution from International to Transnational* Netflix initially used an international strategy, exporting its vast American library to other countries. It soon realized the need for local content, shifting to a transnational model. It now invests billions in producing local original series (“Money Heist” in Spain, “Sacred Games” in India) that become global hits, while maintaining a global platform and brand identity. This strategy balances the cost of a global tech platform with the market-specific investment in content.

*Cautionary Tales: Failures in International Strategy* Walmart in Germany: A Multi-Domestic Catastrophe. Walmart’s failure in Germany is a classic case of failing to adapt. The company applied its successful American multi-domestic model without sufficient local understanding. Its "Ten-Foot Rule" (greeting customers) was seen as intrusive, its bagging of groceries was unfamiliar, and its store locations struggled with strict German zoning laws. Furthermore, it failed to understand the competitive, price-sensitive German retail market. By imposing its American corporate culture without responsiveness, Walmart lost over \$1 billion and exited Germany in 2006.

*Uber in China: The Limits of a Global Strategy* Uber entered China with its standard global strategy: the same app, the same business model, and aggressive tactics to disrupt the established market. However, it faced a formidable local competitor, Didi Chuxing, which had a deep understanding of Chinese consumers and regulations. Didi offered features Uber didn't, like integrated mini-programs within WeChat. After a brutal price war costing billions, Uber sold its Chinese operations to Didi. This failure highlighted that a pure global strategy is vulnerable to a well-adapted local champion in a complex market.

*Best Buy in Europe: Misreading the Market* Best Buy, a US electronics retailer, acquired a stake in The Carphone Warehouse in the UK and planned a major expansion. It misjudged the European market, which was already saturated with strong competitors, and consumers' preference for smaller, high-street shops over large out-of-town megastores. It also failed to establish a differentiated value proposition.

This strategic miscalculation led to the closure of all its branded stores in Europe at a significant loss.

*The Cornerstones of Implementation* Formulating a strategy is only half the battle; effective implementation is critical. This involves several key decisions:

- **Market Entry Mode:** Will the company simply export its goods? Should it license its technology or franchise its brand? Would a strategic alliance or joint venture with a local partner mitigate risk? Or is the commitment and control of a wholly-owned subsidiary necessary? Each mode offers a different balance of risk, control, and resource commitment.
- **Organizational Structure:** The firm's internal architecture must support its global ambitions. Should it have an international division, a geographic structure organized by region, a product-based structure with global product managers, or a complex matrix that combines multiple dimensions?
- **Managing the Global Value Chain:** ISM requires deciding where to locate each activity in the value chain—from R&D and sourcing to manufacturing and marketing. Should production be centralized in one low-cost country or dispersed regionally to be closer to customers? This decision directly impacts cost, quality, and speed to market.

*Navigating the Challenges* The path of international expansion is fraught with challenges that domestic managers rarely face. These include:

- **Political and Economic Risk:** Currency fluctuations, political instability, and changing regulatory landscapes can upend the most careful plans.
- **Cultural Differences:** Varying norms, values, and business practices can lead to misunderstandings and strategic missteps.
- **Ethical Complexities:** Navigating different standards for labor, environmental regulations, and corruption requires a strong and consistent ethical compass.

*Conclusion: A Dynamic and Essential Discipline* International Strategic Management is not a one-time decision but a dynamic, ongoing process of analysis,

decision-making, and adaptation. The contrasting tales of Toyota and Walmart show that success hinges not just on a powerful business model, but on the strategic wisdom to adapt it to the world's diverse tapestry. In an era defined by globalization, digital connectivity, and geopolitical shifts, the ability to craft and execute a coherent international strategy is no longer a luxury reserved for a few corporate titans. It is an essential capability for any firm seeking sustained growth, resilience, and long-term success. The global chessboard is set, and ISM provides the rules and moves to play—and win.

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### **PROTECTION OF THE CIVILIAN POPULATION IN CONFLICTS**

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*Introduction* International Humanitarian Law (IHL), also known as the law of armed conflict or the law of war, represents one of the most crucial branches of international law. It constitutes a set of rules which seek, for humanitarian reasons, to limit the effects of armed conflict. IHL protects persons who are not or are no longer