

# The Practice of Marketing Public Relations in Multinational Companies in Indonesia

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## Abstract

The growth of public relations and its acceptance as a valuable, sometimes essential, marketing practice is practically universal. This study aims to find out the marketing communication models applied in Multinational companies in Indonesia. The study provides an analysis of the role of marketing public relations in Multinational companies and this study also explores the role of marketing public relations in the multinational or global companies in Indonesia, to establish whether it is considered to be an essential function for a multinational company. The data was gathered through in-depth interview and telephone interview technique involving six multinational companies in Indonesia. The result of this study shows that Marketing public relations officers in multinational companies in Indonesia do apply a mixed model of communications in their operations. This mixed model is a mixture of the press agency and a two-way asymmetrical model. These two models seem to be the models which are applied in most multinational companies in Indonesia, even though they still use external agencies (consultancies) for handling specific issues.

**Keywords:** Marketing public relations; multinational companies; Indonesia.

## 1. Introduction

It is today widely recognized that public relations and marketing have crucial roles to play in the total business system. The survival and effectiveness of any organization are now seen to depend on the relationships it establishes with its publics.

Because of the competitiveness in the business industry, usually, communication managers of the company increasingly will put pressure on demonstrating a measurable way in executing their marketing public relations programs to serve their public and also for the benefit of the organizations they serve. Companies assign marketing public relations staff specialist to help them get maximum mileage from product introductions, to keep brands prominent throughout the product life cycle, and to defend products at risk. Due to this condition, Marketing public relations (MPR) is need for the company in running their business.

The world in which we live and work has changed. It has become truly international. Investment, technology, products, skills, and ideas cross boundaries with increasing ease. The issue which exercises the minds of government, businessmen, and women and campaigners are world issues. The international marketplace is no longer the preserve of the multinational. Its influence reaches companies of every size, anywhere in the world (Hart N, 2014). The dramatic growth and expansion of information tech-

nology during the past decade show that the marketing public relations professional today operate in an international arena.

Soeganda Priyatna (Priyatna, 2001) mentioned that marketing public relations practices practitioners are needed in running the business in Indonesia, especially in handling the marketing communication problem in order to be able to compete in the global market.

The study was carried out to explore the practice of Marketing public relations (MPR) in multinational companies in Indonesia. This is not intended to be a definitive study providing absolute answers regarding the practice of Marketing public relations in multinational companies. This research aims to provide an insight into the communication model of marketing public relations in Multinational companies in Indonesia which are located mainly in Semarang, Cikarang, and Jakarta.

In this study, the term “international“ will be used to describe MPR campaigns across a company’s national borders. The term multinational and global will be used in referring to internationally involved entities that may not be using a corporate form. So in this study, the term multinational corporations (MNCs) or global will be used throughout and interchangeably.

There is an assumption that most of the multinational companies also apply Grunig’s model of communication. It is the aim of this study to investi-

gate whether the way multinational or global companies practice their Marketing public relations appears to fit within one or other of the theoretical communication models suggested by Grunig and Hunt (J. E. and H. T. Grunig, 1984)

This study wants to find out the underlying conceptual frameworks regarding The Marketing public relations of MNCs or global companies in Indonesia, and whether the Grunig's communication models can be applied in Indonesia.

A series of in-depth semi-structured interviews were chosen as the research "tool" for this study. The sample of the response gained cannot be seen as representative of all marketing public relations practitioner in the multinational or global companies in Indonesia but as indicative of the practice of a limited number.

## 2. Literature review

### 2.1 The Marketing and Public Relations Relationship

One early definition which gained full acceptance was formulated by the newsletter PR News, which says that: "*Public Relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and plans and executes a program of action to earn public understanding and patience*" (in Dennis L. Wilcox, Glen T. Cameron, 2015)

While Phillip Kotler (Kotler, Phillip & Armstrong, 2016) said that "*Marketing is more than any other business function, deals with customers. Marketing is engaging customers and managing profitable customer relationship*". The goal of marketing is to attract new customers by promising superior value and to keep and grow current customers by delivering satisfaction.

Marketing and public relations are the primary external functions of the firm; both functions start their analysis and planning from satisfying outside groups. However, it is noted that while each deals with the external environment as the starting point for planning, one hopes to make the company more market-oriented, while the other hopes to make the company more public-oriented, objectives that are not necessarily compatible.

Phillip Kotler and William Mindak (in Harris, 1993) suggested five different models for viewing the organizational relationship between marketing and public relations are:

a. Separate but equal functions: the traditional view that marketing and public relations are different in their perspectives and capacities.

- b. Equal but overlapping functions: the view that marketing and public relations are crucial and separate functions but share some typical terrain
- c. Marketing as the dominant function: the view that corporate public relations should be placed under the control of corporate marketing
- d. Public relations as the dominant function: the view that public relations should control marketing.
- e. Marketing and public relations as the same functions: The view that the two functions are rapidly converging concepts and methodologies.

Its definition as a management function is evident in that if an organization has interests outside its geographical zone, its marketing public relations activities cannot be restricted to the home market. It means that in a company which has many branches in other countries, the implementation of its marketing public relations activities should be adapted to the new culture of the country.

When entering the realms of international public relations, culture becomes a significant determinant in the organization, implementation, and recognition of any public relations messages. Hall (1973) stated the culture is communication and communication is culture. Since communication involves all kinds of behavior including choices, actions, interpretations, expectations and perceptions, the cultural factors that subtly affect people's attitudes and conduct can directly influence the way organizations communicate and interact with their external publics. After all, it is people inside organizations that make decisions on how an organization will communicate to the outside world, and hence the cultural assumptions and values they hold will determine the types of decisions they make and the nature of the organization itself. For marketing public relations practitioners who work in a multinational or global company, the effect of culture is very important in planning their programs.

### 2.2 Theoretical Concepts of Marketing Public Relations

Drawing upon the most frequently used definitions of Public relations and marketing and personal experience, Thomas L Harris (1993) defined that "*Marketing Public Relations is the process of planning, executing, and evaluating program than encourage purchase and customer satisfaction through credible communication of information and impressions that identify companies and their products with the needs, wants, concerns and interests of customers*". Thomas L Harris (Harris, 1993) also stated that there are many signs that marketing public relations has come of age:

- a. Public relations has become big and profitable business.
- b. Marketing public relations is one of the largest and fastest-growing segments of a fast-growing industry.
- c. The growing importance of marketing public relations with bigger budgets and fatter paychecks have been recognized by most of the companies
- d. Public relations is getting increasing interest in the marketing and business media
- e. The academic community is showing greater interest in public relations

From those points above, it shows that marketing public relations are needed in all aspect. Besides that, knowing about marketing public relations strategies is useful for gaining good relationship with the stakeholders.

Eduard Depari (in Anggoro, 2008) also mentioned that the term Public Relations refers to product or service marketing activities, in some companies they called it Marketing communication/marketing public relations, is the public relations practitioner who handles marketing communication activities. The activities should be designed to create, develop and maintain the image of the product including the organization or institution and also reflects the self-selling, because between the good things about the institution and also the image of the product cannot be separated, but on the other hand it should be inter-related and influenced one and another.

### 2.3 Theoretical Concepts of Multinational Corporations (MNCs)

In the face of economic, political, and technological changes in the global political economy during the last decade, and increasingly intense international competition, managing efficiently is no longer sufficient. Even small firms operating purely at the domestic level are being affected by globalization. International competitiveness does not require a foreign presence abroad. In many countries fierce competition does not come anymore from local firm but multinational and global firms. In today's inter-dependent global economy, the volume of goods, services, and investment crossing national borders have expanded faster than our world output for more than half a century (W.L.Hill, 2013).

There is a lack of consensus as to an exact definition of a multinational corporation. In the absence of a universally accepted definition, several descriptions of what is a multinational are, have been presented by many authors. For some, Multinational corporations (MNCs) are enterprises which have

operations in more than one country. MNCs conduct a significant proportion of their operation in other countries (Ferdausy, Shameema, 2009). Many argue that a multinational is not merely a group of business units located in different countries whose operations are controlled by headquarters, but that a multinational should have global objectives, with its decision made based on maximizing global profits.

Another trend in international business has been the growth of medium-size and small multinationals (mini multinationals) When people think of international business, they tend to think of firms such as Exxon, General Motors, Ford, Fuji, Kodak, Procter & Gamble, Sony, and Unilever—Large, complex multinational corporations with operations that span the globe. Although most international trade and investment is still conducted by large firms, many medium-sized and small businesses are becoming increasingly involved in international trade and investment. The rise of the internet is lowering the barriers that small firms face in building international sales (W.L.Hill, 2013).

### 2.4 Models of Communication—Grunig and Hunt (1984)

The study will rely on an examination of Grunig and Hunts' (1984) models of communication, which will provide a framework within which to study the nature of how marketing public relations is practiced in the multinational companies in Indonesia.

Grunig and Hunt (J. E. and H. T. Grunig, 1984) suggested four basic models of communication which were shown in creating communication central to marketing public relations. These models would help marketing public relations practitioners understand the history of the format development of marketing public relations and how it is practiced today, especially in multinational companies. These models, according to Grunig and Hunt (1984), encapsulate both the main thrust of marketing public relations activity and the motivation underpinning the role of marketing public relations. By analyzing the marketing public relations practice found in different organizations. Grunig and Hunt (1984) sought to match the four models of communication practices found in different organizational types. Most practitioners are now familiar with the models that are identified as:

- a. A press agency, propaganda, publicity type model
- b. A one-way communication, public information model
- c. A two-way asymmetric persuasion model, and finally
- d. A two-way symmetric communication model

**Table 1.** Characteristic of Four communication Models

Characteristic	MODELS			
	Press Agency/ Publicity	Public Information	Two-Way Asymmetric	Two-Way Symmetric
Purpose	Propaganda	Dissemination of Information	Scientific persuasion	Mutual Understanding
Nature of Communication	One way; Complete truth not essential	One-way; truth important	Two-way; imbalanced effects	Two-way; balanced effects
Communication Model	Source → Rec	Source → Rec	Source → Rec ← feedback	Group → Group ←
Where Practiced Today	Sports, Theatre products promotion	Government, nonprofit association, business	Competitive business, agencies	Regulated business, agencies

Source: J. E. and H. T. Grunig, 1984

The form of communication practiced is one of the characteristics which helps differentiate between these four models. A brief review of the basis of these models of communication will portray each model's specific mechanism for communication. The characteristics of these models can be seen from the table 1.

The first model outlined above is the "press agency" model which applies when a communication program strives for favorable publicity, especially in the mass media. This model reinforces the practitioners in publishing positive stories about an organization through an incomplete or distorted viewpoint. Grunig and Hunt (1984) said that this model is most often practiced in sports, theatres, and product promotions.

The second model is the "public information" model, which uses Journalists in residence to disseminate relatively objective information through the mass media and controlled media such as newsletters, brochures, and direct mail. Here the practitioners should report as objectively as possible about the organization to the public concerned. Here, Grunig and hunt (1984) summarize that the public information model is practiced predominantly in non-profit organizations, associations, and many businesses.

Both press agency and public information are one-way models of marketing public relations. They describe this model of marketing public relations as involving relatively little research into the audiences with whom the organizations communicate. Press agency and public information are also asymmetrical models. They try to make the organization look good either through propaganda (press agency) or by disseminating only favorable information relating to a product launch or product review.

The third model is the "two-way asymmetrical model," which uses research to develop messages that are most likely to persuade strategic publics to behave as the organization wants. This model perceives the

practitioners as using effective means, with methods more closely associated with those of a press-agent or publicist. Here, Grunig and Hunt (1984) stated that the two-way asymmetrical model was practiced predominantly in corporations or competitive business, into which multinational companies might naturally be placed.

The last model is the "two-way symmetrical" model, which is based on research and uses communication to manage conflicts and improve understanding with strategic publics. Grunig J (in Grunig, James E, 2004) has identified this model as an "excellent" and most effective way to communicate. Leichy and Springston (1993) also said that the best model for communication is labeled the two-way symmetrical model. This involves establishing long-term relationships between an organization and its essential publics via balanced and open two-way communication. The communication exchange in this model emphasizes information exchange to facilitate mutual understanding and respect, especially when an organization wants to operate internationally or globally.

This model relies on practitioners as the mediators, between an organization and its publics, to gain mutual understanding, between the organization concerned and the public identified for their importance. Grunig and Hunt (1984) stated that this model is typically practiced in regulated business and public relations firms.

The "two-way symmetrical" models, therefore, benefits both the organizations and its publics, while the effects of the two-way asymmetrical model are unbalanced in favor of the organization.

Having established these four models, The practitioners of marketing Public relations themselves sometimes react differently to the models proposed. Therefore, although the theory itself may be sound in principle, the reality may reflect a different situation.

The basis on which to evaluate the communication model of marketing public relations models relies on a distinction which is being made between a normative and positive theory of public relations (Harris, 1993).

### 3. Methods

This study involved six multinational companies which are located in central and west java (Semarang, Jakarta, and Cikarang). The data collected for this study is obtained from the in depth-interview with the target audiences. The study interviews people in charge of Marketing public relations practitioner in each multinational company. What it means that marketing public relations practitioner is the one who is in charge of everything relates to public relations and also marketing communication sector. The questions given in the interview are open-ended ones with the hope that it will enable the interviewee to explore any relevant explanation that they think necessary.

The data is collected and analyzed qualitatively to obtain the intended data to address the posed research questions. The questions used for the interview can be seen in the following list:

- What was Marketing Public Relations' role (Marketing communication manager) in the organization?
- Does Marketing Public Relations/Marketing communication Manager contribute to the overall goals of the organization?
- Does MPR inform to the public regularly of what the organization is doing?
- Is there any opportunity for feedback from these publics?
- What are the main activities performed by the MPR function?
- In doing the activities, does MPR have any guideline from the headquarters? If so, does MPR always stick to the guideline or can change from the original one as time and location are changed?
- Does the Multinational company have a public relations department or Marketing department? If who handles any kinds of marketing communication programs?
- Does the company rely on any external help of consultancy? If so, how often or in what situation?

Those questions were derived from the literature study conducted before as well as the previous study preceding this one. Sometimes there are also questions that come up spontaneously in the interview due to the situation and condition of the multinational company. The list of the questions only serves as

guidance for the researcher; it may be sometimes elaborated to get a more precise explanation from the interviewee. The researcher let the interview flows smoothly like natural conversation so that the interviewee does not feel tense in answering the questions

After the data were collected, it was transcribed and analyzed. It was then interpreted and classified into several categories so that it will be easier to address the objective of this study. The objective of this study is to establish what models of marketing public relations operated by the multinational companies in west java concerning Grunig's classification schema. It is hoped that this information will allow comments to be made regarding Grunig's communication models and how realistic they are.

All the participants involved in this study are ensured that their response would be anonymous for their confidentiality. In line with that, they have sign a consent form that there is no objection for them to be involved in this study. In the data interpretation or discussion, there would not be any name mentioned. It is strictly assured that there would be any name mentioned in the data analysis or discussion. For ethical consideration, the name of the interviewees will not be mentioned, and the institution involved in this study will coded as Multinational Corporation (MNC) 1 for PT Coca Cola, MNC 2 for PT. Unilever, MNC 3 for Ace Hardware, MNC 4 for PT ICI Indonesia, MNC 5 for PT Yasulor Indonesia (Loreal) and MNC 6 for PT. BP chemical Indonesia.

### 4. Results

Having looked at all the interview findings gathered, it can be summarized that most of the multinational companies in Indonesia have marketing public relations practitioner in running the business (MNC1,2,3,4,5 and 6). In general, they call the marketing public relations as same as marketing communication. This marketing communication/marketing public relations are handling communications with the external publics, especially the customers and also the media. For handling the internal communications, some of the multinational companies only have corporate relations or internal relations which are found under the general umbrella of Human Resources Management (MNC3 and MNC4), some of MNCs handles the internal communications especially which relates to marketing problems under Marketing, Communication or marketing public relations (MNC5 and MNC6). Even though some of the multinational companies, have marketing departments and public relations department in their operations, such as MNC1 and MNC2, they still use external agencies (consul-

tancies) for handling specific issues or problems that the in-house public relations practitioners cannot handle.

Most of the multinational companies in Indonesia only use in-house public relations practitioners for handling corporate communications, primarily internal or external relations which influence the corporate image. Multinational companies in Indonesia, do not use the term in-house public relations practitioners, most of them use the term marketing communications people or marketing public relations practitioners for people who do the public relations programs which relate to product issues. Because of this, the term marketing public relations and marketing communication will be used interchangeably the term marketing public relations (MPR). Marketing Public Relations are people who are in charge under the Marketing department, but in their operation, they also get in touch with the HRM people or public relations practitioner especially in dealing with the internal communications which relate to product issues.

Some MNCs use Human Resources Management (HRM) people who carry out the communication programs relating to employee communications. From the interviews, all the public relations practitioners and the HRM people do is almost the same as the public relations practitioners do for internal public. Because of this, the term Public relations practitioners and HRM people will be used interchangeably with the term in-house public relations practitioners.

Most of the multinational companies in Indonesia employed local marketing public relations practitioners. For example, MNC1, the corporate communications are controlled from the Atlanta headquarters. The term "Think Globally and act locally" is significant for this company. This company plans its marketing communication strategy and policy at headquarters, but the programs may have to be adapted to local condition and needs. This is of the decisions given from the headquarters because the headquarters think that only local people know the culture of the country and also local people do not have any difficulties in communicating with the public due to having the same language.

Most of the multinational companies in Indonesia do not have a real marketing public relations officer. It seems that in Indonesia, MPR plays different roles and performs different functions. In Indonesia, the MPR practitioners in the multinational companies only carry out activities which relate only to product issues (MNC5 and MNC6), and there are also some practitioners in the multinational companies who carry out the product issues and also the employee relations (MNC3 and MNC4). From

here, it shows that most multinational companies in Indonesia appear to favor Press Agency and two-way asymmetrical model of Grunig's models of communications. For external relations such as monitoring the government, handling issues management and monitoring media coverage, the multinational companies tend to use external agencies (consultancies). For the multinational companies which have public relations department and marketing department (MNC1 and MNC2), they have very limited used of consultancies. As long as the staff can handle the problem, they will not use any consultancies. For the companies which have only Marketing public relations practitioners (MNC 3,4,5, and 6), they will be able to handle all the marketing communications problem relates to the customers as their target audiences, even though they still use consultancies if it relates to internal communication problems which affect the market in general.

Recognizing the small sample size of the study, it is impossible to generalize on the findings of the model of marketing public relations applied in Indonesia, but it hopes that the findings may help to establish the model of marketing public relations applied in the multinational companies in Indonesia.

## 5. Discussion

In Indonesia, most of the practice of marketing public relations in the multinational companies still fall within the confines of what is called "pre-professional" service of what Grunig and Hunt (1984) calls the Press Agency models of communication. The main activity of the marketing public relations practitioners multinational companies in Indonesia today were confined to issuing press releases especially relates to product launch or advertorial on company products and replies to reporters requests for specific information regarding the product issues. Furthermore, the interviews findings also suggest that marketing public relations continues to be regarded as merely a function for product publicity or market/advertising support, such as in the form of promoting product through advertorial which writes about a specific product in details with the purpose of giving positive perception to the customer about the product (Kennedy J.E & Soemanagara R.D, 2006) , such as in MNC3,4,5, ,and 6 while the other two have a function not only as product publicity/ marketing support but also handle the communications relate to product issue to their internal and external public ( MNC1 and MNC2). These two companies practice the integrated marketing communication where public relations and marketing work together to build brand identity and

maintain the brand awareness, by having marketing campaign to strengthen the product image in the society (Brannan T, 2005)

In Indonesia, Marketing Public Relations/ Marketing Communication practitioner and Human Resources are still the better-known profession. It shows in some of the multinational companies in Indonesia do not have a PR department in their organization even though they all have marketing public relations programs which are embedded under the Marketing Department. As marketing Public relations practitioners, they should handle all communication programs relate to company product, whether it will be internal or external communication programs. The implementation of persuasive techniques should also be handled by marketing public relations practitioners.

It is said that the relationship between public relations and marketing is also exciting in the multinational companies in Indonesia. Most of the multinational companies in Indonesia viewed marketing as the dominant function over the public relations function, and to this end, some of the multinational companies have marketing public relations in their company with the name of marketing communication, for example in MNC5 and MNC6. These companies use marketing communication such as advertising, publicity, sales promotion, direct marketing, and also personal selling which are considered as marketing communication mix (Kennedy J.E & Soemanagara R.D, 2006). In Indonesia, most of the MNCs are considered commercial organizations, where marketing is usually the dominant function, and public relations is treated as another element of the marketing mix in MNCs. Even though they are part of marketing, their programs are entirely different from marketing because, in the marketing department, the marketing practitioners try to improve or increase the product sales, but for marketing public relations practitioners, the most important things is not only improving the image of the product but also maintaining the brand awareness of the product in the customer mind until it reaches the top of mind in brand awareness level, because the higher level of conformity of self-image prospective buyers with the product, the higher purchase intention is felt (Setiadi E, Adiwijaya M and Subagio H, 2018).

Public Relations is the stronger partner in the relationship with marketing. Both marketing and public relations have essential positions in the MNCs in Indonesia, such as in MNC1 and MNC2, which have public relations departments as well as marketing departments. Even though some other MNCs do not have public relations departments, they have

marketing public relations practitioners who are incorporated within HRM and also with marketing departments. These people split their time between two separate departments while they are implementing their programs. The MNCs which have these kinds of public relations practitioners are MNC 3 and MNC4.

The strategy used in marketing public relations to achieve immediate results for clients is what Grunig and Hunt (1984) refer to as two-way asymmetric MPR. MPR practitioner emphasis is on ensuring image visibility for the client/product.

Most of the multinational companies appeared to favor the press agency model, especially in product promotions, although the two-way asymmetrical model also appeared to describe the model of communication. None of the multinational companies in Indonesia felt that the two-way symmetrical model was the best form of communication although it was said by Grunig (J. E. Grunig, 2017) that this model was the best communication model which makes the organizations effective and can be used in any circumstances, such as in dealing with the government and adapting to the Indonesian culture. Therefore, according to Grunig (2017), these multinational companies are not operating the most ethical and the most effective form of communication. This calls into question that the two-way symmetrical model is not the best model of public relations for multinational companies in Indonesia.

Marketing public relations have essential positions in multinational companies in Indonesia. Even though some other multinational companies place them under marketing department, but some of the companies also have marketing public relations practitioners who are incorporated within HRM.

It seems that the model of communication applied by marketing public relations practitioners in the multinational companies in Indonesia is a press agency model which serves as propaganda/publicity, especially for things, relates to product launch or product promotion. The marketing public relations practitioners in most of the multinational companies are working under the marketing department which needs publicity/propaganda for promoting the products. Besides the publicity model, they also employed the two-way asymmetrical model which is trying to change the public attitude and behavior towards the company products, such as in giving information about the products to the consumers and developing persuasive campaign so that the customers have good perception on the company products, because the purpose of marketing communication is achieving 2 kinds of changes on customers, they are

knowledge change and attitude change towards the product (Kennedy J.E & Soemanagara R.D, 2006)

Press Agency type role and the program is used where it might best meet the communication objectives and the needs of audience groups, especially in product promotion, product review or advertorial of the product. The two-way communications process which they prefer to use is the two-way asymmetrical model because the two-way asymmetrical communication involves considerable organizational research into a public's perspective on important issues to the organization. This information is then used to develop better winning campaign which is very useful for the multinational companies. By using this model the perspectives of a relevant public serve the instrumental end of making the organization's persuasive efforts more effective (Harris, 1993). Grunig (J. E. Grunig, 2004) also stated that the two-way symmetrical model is usually practiced in governmental organizations which do not need competitiveness.

Besides having their marketing public relations practitioners, these multinational companies still also use consultancies in implementing their programs which cannot be handled by their staff, especially for the things relates to corporate image or internal communications programs which cannot be handled by HRM department or marketing department.

## 6. Conclusions

In Indonesia, the relationship between public relations and marketing was also very interesting for multinational companies. This is the reason why in most of the Multinational companies in Indonesia, marketing is usually the dominant function, and public relations is treated as another element of the marketing mix. Practitioners who handle marketing communication are usually called marketing public relations practitioners. The marketing public relations from most multinational companies need to form and maintain good relationships with the public especially the customers and the media. The philosophy "global reach and local touch" is shared by marketing public relations practitioners in multinational companies in Indonesia.

The marketing public relations in multinational companies in Indonesia do apply a mixed model of communication in their operations. This mixed model is a mixture of the press-agentry and a two-way asymmetrical model. For the time being, these two models seem to be the models which are applied in multinational companies in Indonesia, even though they still use external agencies (consultancies) for handling specific issues.

In the future, there may be additional factors that must be taken into consideration when choosing a communication model of marketing public relations to be implemented in multinational companies, such as effects of new technology that may affect a company.

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