

# International marketing

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While Jollied was established in the region, local managers were urging the company adjust its menu change its operations and refocus in marketing on ethnic Countermeasures. Finally he wondered whether entering the nearly virgin fast food territory of Powned Guiana would position Jollied to dominate an emerging market - or simply stretch hysterically slimmed did vision's resources too far. With only few weeks of experience in his new company, Noel Tinning knew that he loud haven't weigh these decisions carefully.

Not only would they shape the direction of Jolliness's future International strategy. They would also help him establish his own authority and characteristically the organization. Company Historiographers In 1 975 as an Ice cream parlor owned and run by the Chinese-Filipino Tan Familiarities had diversified into sandwiches after company president Tony Tan Caution realization events triggered by the 1977 oil crisis would double the price of Ice cream. The Tambourines, made o a home- style Philippine recipe developed by Tons chef father, quickly became a customer favorite.

A Year later, whit five stores in metropolitan Manila, the familiarization as Jollied Foods Corporation. The company's name came from tact's vision of employees working happily and efficiently, like bees in a hive. Reflecting a pervasive courtesy In the company. Everyone addressed each other by first names. Prefaced by the honorific " skiff or " ma'am" whether addressing a superior ratiocinated. Friendliness pervaded the organization and become one of the " five FSP" that summed up Jolliness's philosophy.

The others were flavor food a fun atmosphere, flexibility catering to customer needs, and a focus on families (children appeared in public). Key to

Jolliness's ability to offer all of these to customers at an affordable price was a well-developed operations management capability. A senior manager explained: it is not easy to deliver quality food and service consistently and efficiently. Behind all that funded friendly environment that the customer experiences is a well-oiled machine that 1 OFF

Jollied expanded quickly throughout the Philippines, financing all growth internally until 1993. Tan family members occupied several key positions, particularly in the vital oversimplifications, but brought in professional managers to supplement their expertise. "The heads of marketing and finance have always been outsiders! ETC noted. Many franchisees were legwarmers or friends of the Tan family. In 1993, Jollied went public and in an initial public offering raised 216 million pesos. The adamantly, however, retained the majority ownership and clearly controlled Jollied.

Although disquisition of Greenwich Pizza Corporation in 1994 and the formation of a joint venture withheld France in 1995 diversified the company's fast food offerings, in 1996 the chain of Globetrotters still generated about 85% of the parent company's revenues. Ms Dona's: Going burger to burger The company's first serious challenge arose in 1981, when Ms Dona's entered the Philippines. Although Jollied already had 11 stores, many saw Ms Dona's as a juggernaut and urged ETC to concentrate on building a strong second-place position in the market.