

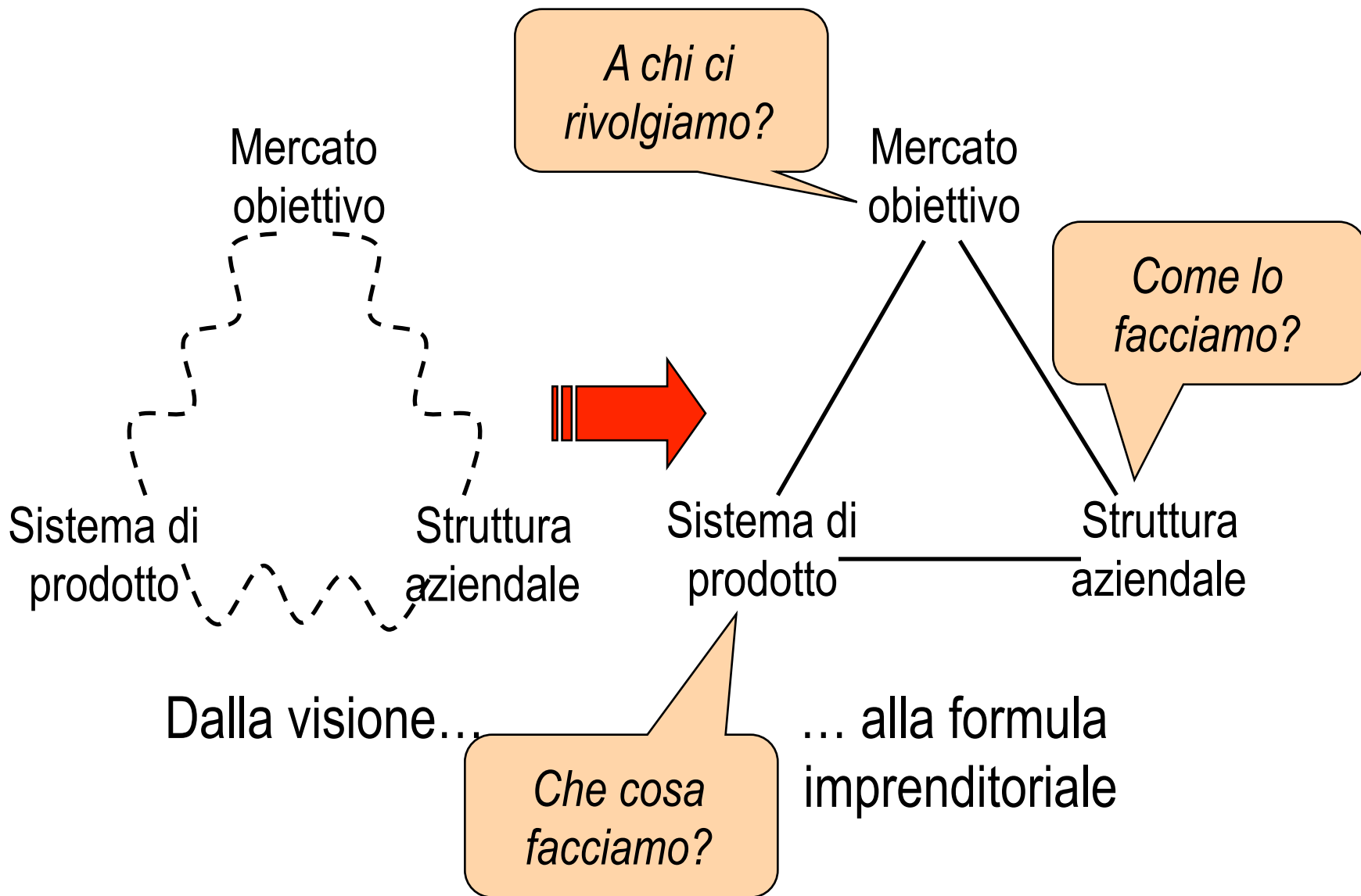
Le imprese nel nuovo scenario competitivo mondiale



Massimiliano G. Falcone

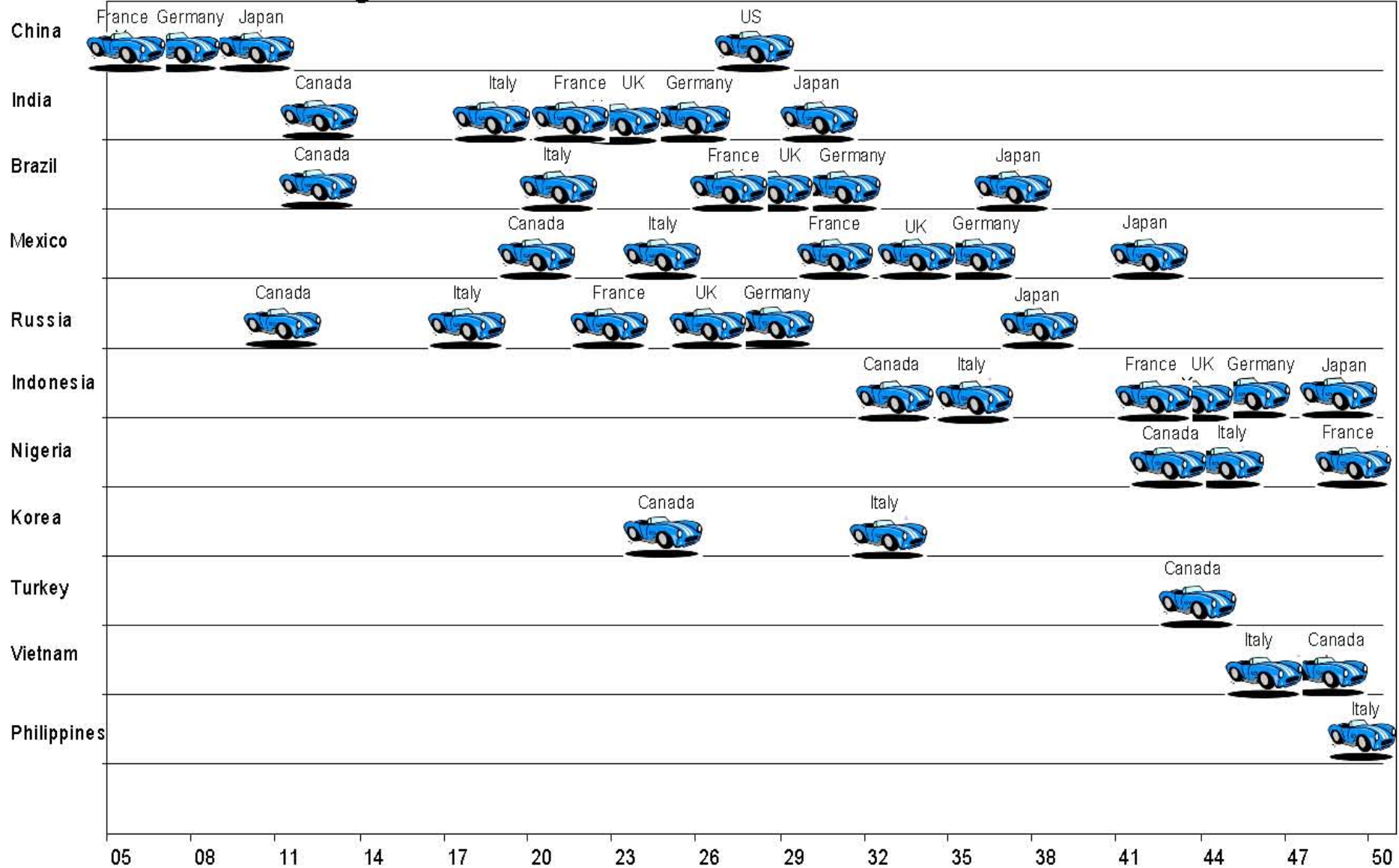
03 luglio 2013

Visione e formula imprenditoriale





Overtaking the G7: When BRICs' and N-11's GDP Would Exceed G7



Note: Cars indicate when BRICs and N-11 US\$GDP exceeds US\$GDP in the G7. The N-11 countries not included in the chart do not overtake any of the G7 countries over the projection horizon. Source: GS

☐ Causality

Why internationalizing?

☐ Locality

Which foreign market to enter?

☐ Modality

Which market entry form?

☐ Temporality

Timing of entry?

Market-seeking

- Exploring new market opportunities
- Following Clients

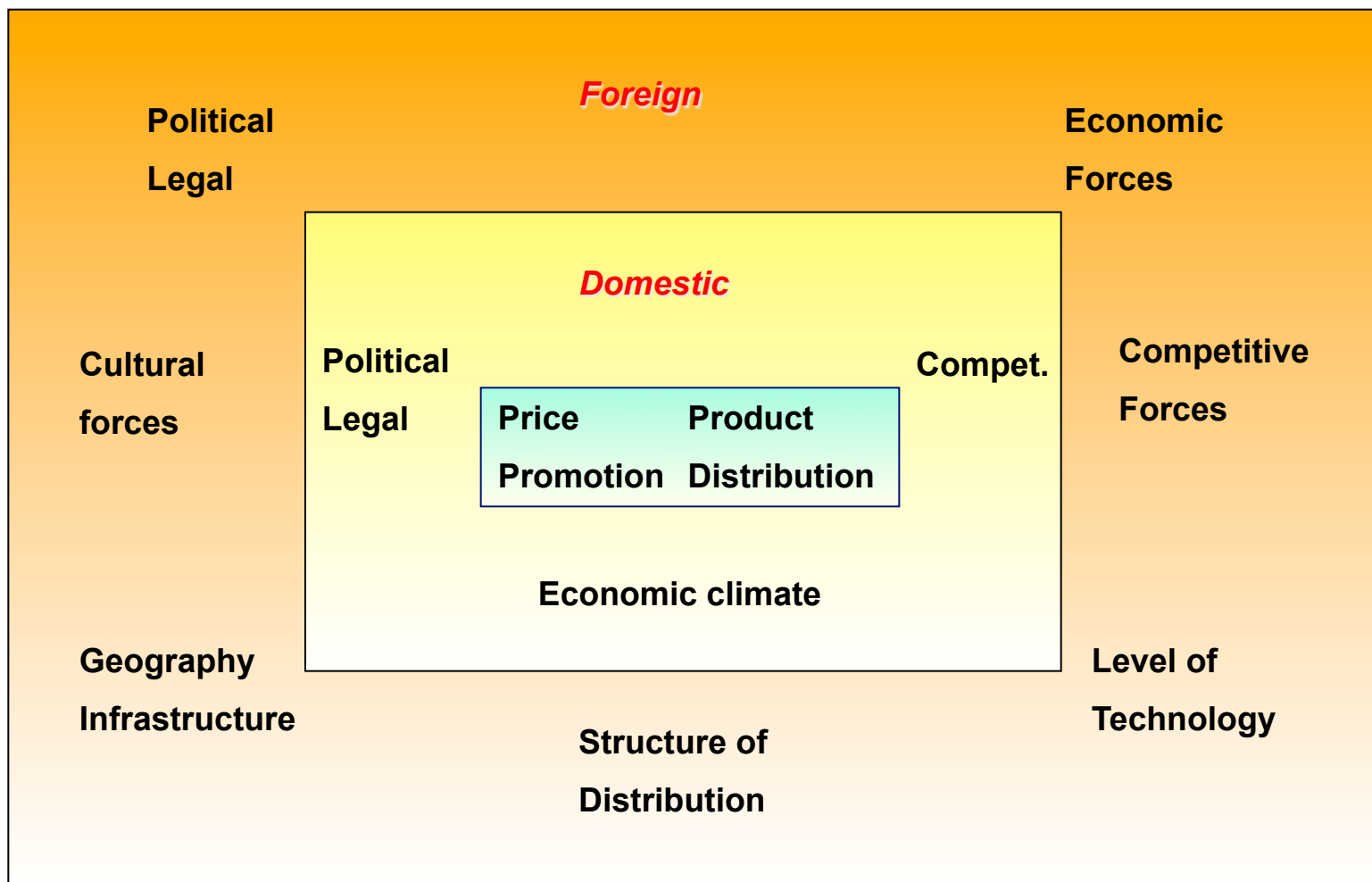
Resource-seeking

- Exploiting factor-driven locational advantages
- Exploiting demand-driven locational advantages

Leveraging the global network

- Mobility of production
- Economies of scale in production, logistics, marketing, purchasing and technology
- Reducing risks
- Product differentiation
- Global experience

From Environmental uncontrollables to controllable resources and capabilities



SWOT Analysis

Strengths
Weaknesses
Opportunities
Threats

S

W

O

T

Exporting

Licensing/agreements

Through investment

DFI (Direct Foreign Investment)



Assessment of Entry Modes

Control

The ability to influence systems, methods and decisions in the operation of the target market

Resource intensity

The amount of dedicated assets that cannot be redeployed to alternative uses (loss of value)

Transfer Risk

Specific firm advantages could be expropriated by a licensing or joint venture partner

Learning

Ability of the firm to gain foreign market knowledge

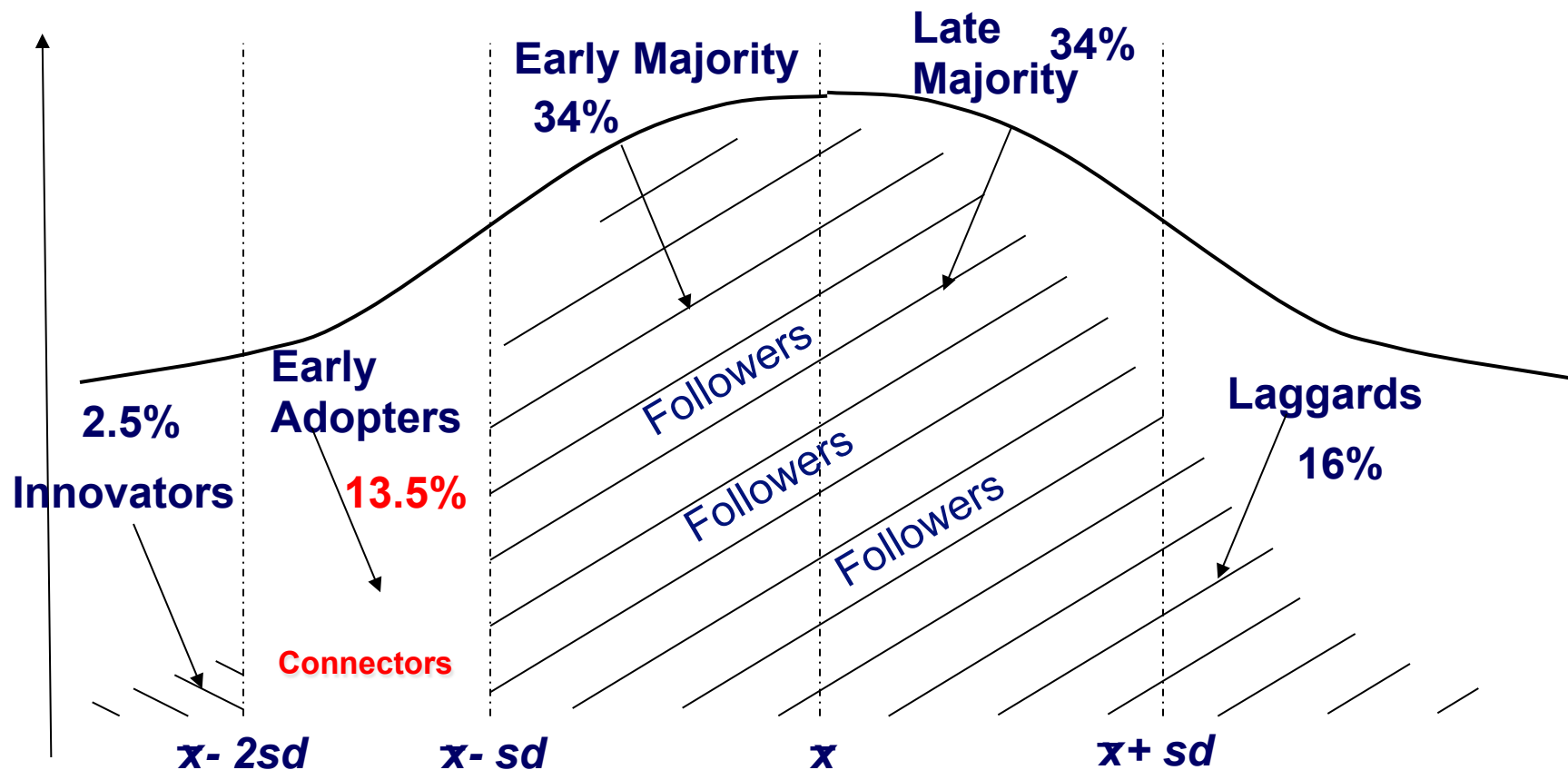
Entry Mode	Control	Resource intensity	Transfer Risk	Learning
Exporting	low/medium	low	low	low/medium
Licensing	low	low	high	low
Franchising	medium/high	low	medium/high	medium
Joint Venture	medium/high	medium	high	high
100% Subsidiary	high	high	low	medium/high

Exploiting First-mover advantages

- Ability to preempt rivals and capture demand by establishing a brand
- Ability to build up sales volume and gain experience curve effects
- Creating switching costs

Managing First-mover disadvantages

- Pioneering costs of developing the foreign market

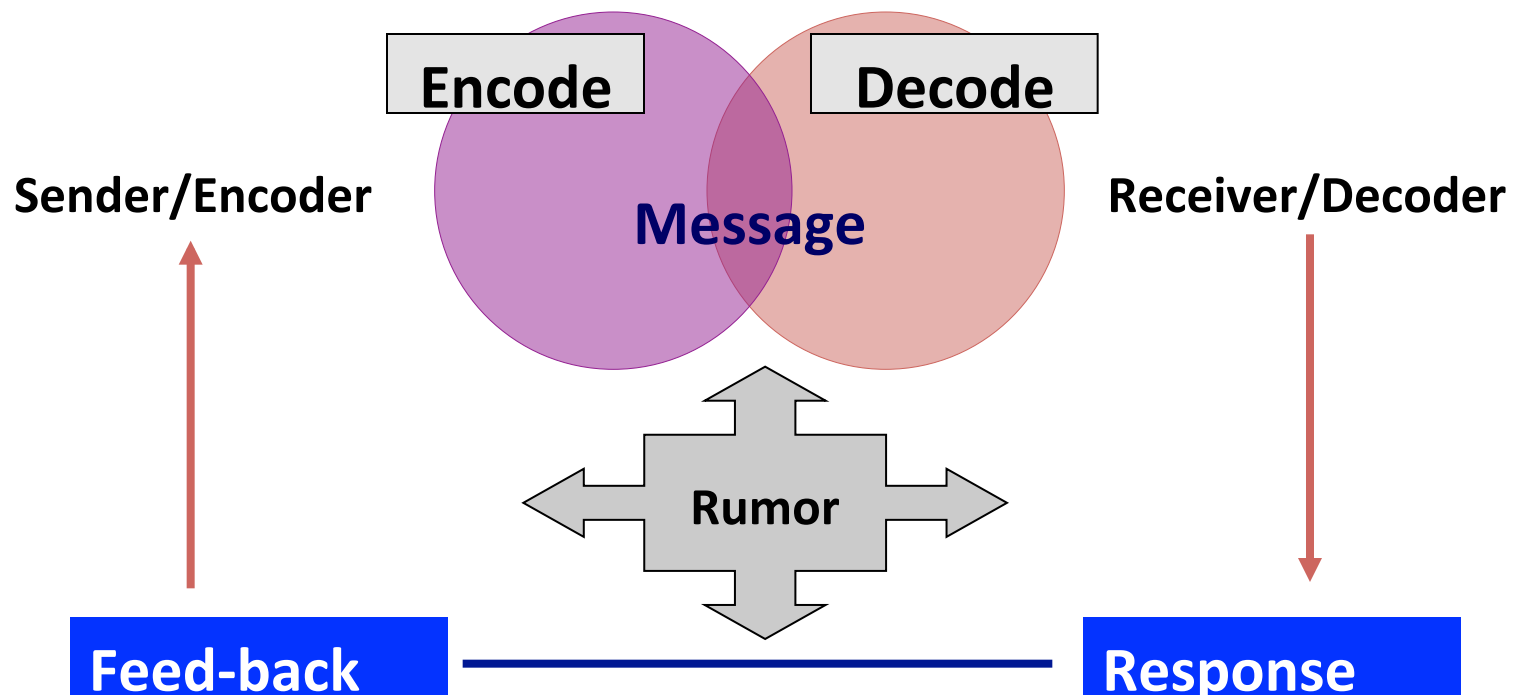


Key Adopters. Source:
Rogers, *Diffusion of Innovations*, 1995.

Communication Process

Through a Medium:

- verbal
- not verbal



Verbal

Lost in translation

Business / Busy

Negocio / Ocio

Coca-Cola: *"Can't beat the feeling" "I feel Coke" "The feeling of life" "Sensazione unica"*

"Today is a beautiful day"



Visual (colors, nude...)

Role (gender, age, dressing codes/look, context...)

Symbolic language (tiger in Esso, Jeans)



CULTURE LOW CONTEXT

Comunicazione esplicita, demarcata separazione tra "bianco e nero"

Linguaggio lineare, pensieri analitici

Percezione del tempo sequenziale, che subordina la persona a risultati e obiettivi

Impegno verso l'obiettivo (task orientation)

Scarsa tolleranza nei confronti dell'ambiguità e del cambiamento

Affinità con le culture individualiste

CULTURE HIGH CONTEXT

Comunicazione indiretta e sfumata che lascia intendere di dover "leggere tra le righe"

Linguaggio ricco di sottintesi e sfumature, pensieri olistici

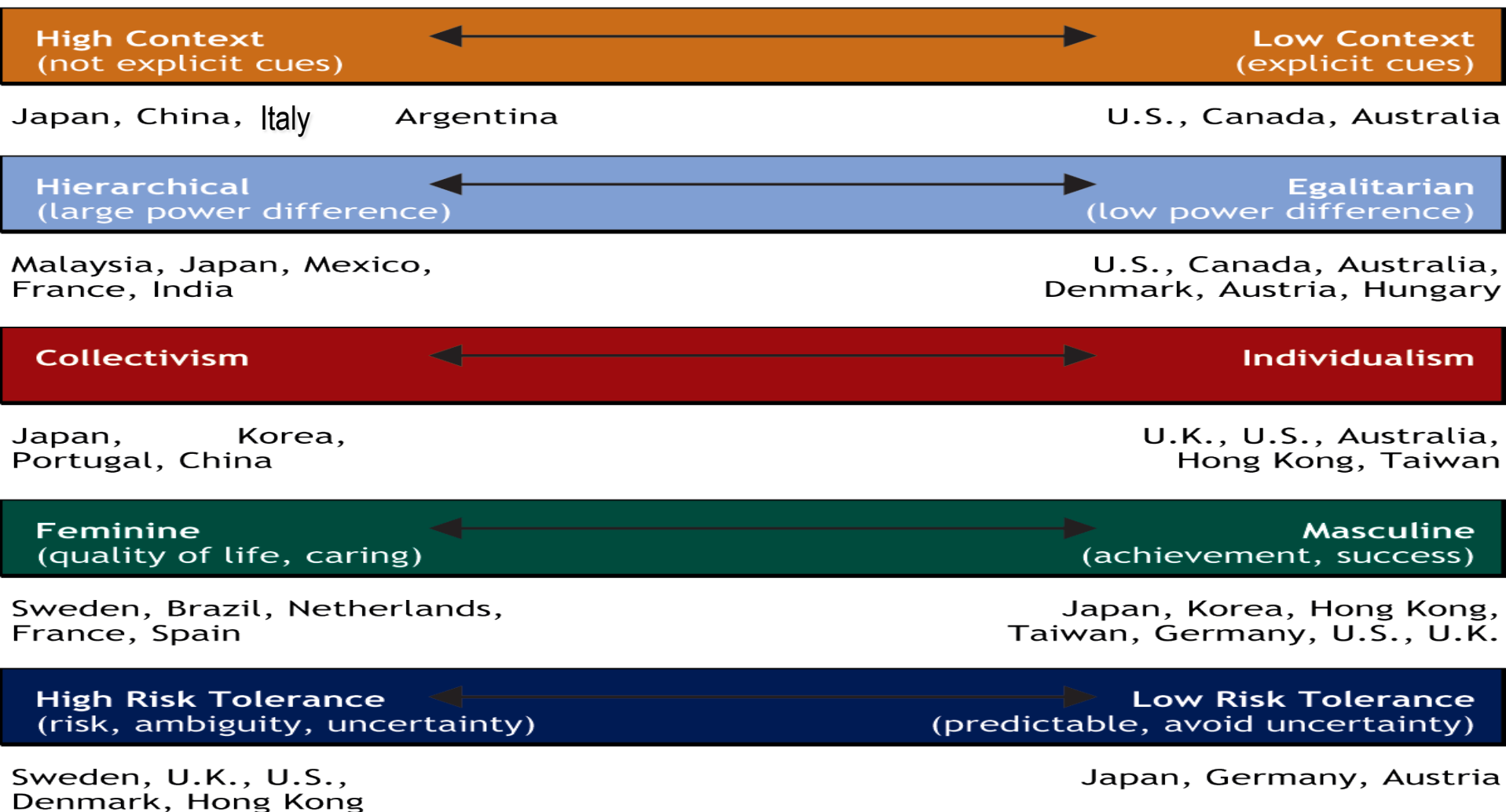
Percezione del tempo elastico e mutabile, che subordina gli obiettivi alle relazioni

Impegno verso le persone (sviluppo di network relazionali e guarxi)

Visione più flessibile aperta alle potenzialità

Affinità con le culture collettiviste

Processo di comunicazione internazionale



Country	PDI Power Distance	IDV Individualism	MAS Masconlinity	UAI Uncertainty Avoid.
Arab World	80	38	52	68
Australia	36	90	61	51
Brazil	69	38	49	76
Canada	39	80	52	48
China	80	15	55	40
Colombia	67	13	64	80
Denmark	18	74	16	23
East Africa	64	27	41	52
France	68	71	43	86
Germany	35	67	66	65
India	77	48	56	40
Indonesia	78	14	46	48
Italy	50	76	70	75
Japan	54	46	95	92
Mexico	81	30	69	82
Norway	31	69	8	50
Philippines	94	32	64	44
South Africa	49	65	63	49
Uk	35	89	66	35
Usa	40	91	62	46

Global Media Decision

Media Mix Decision: raggiungere target prescelto nel modo più efficace ed efficiente

Abitudini del target nel paese e specializzazione media

Disponibilità e diffusione

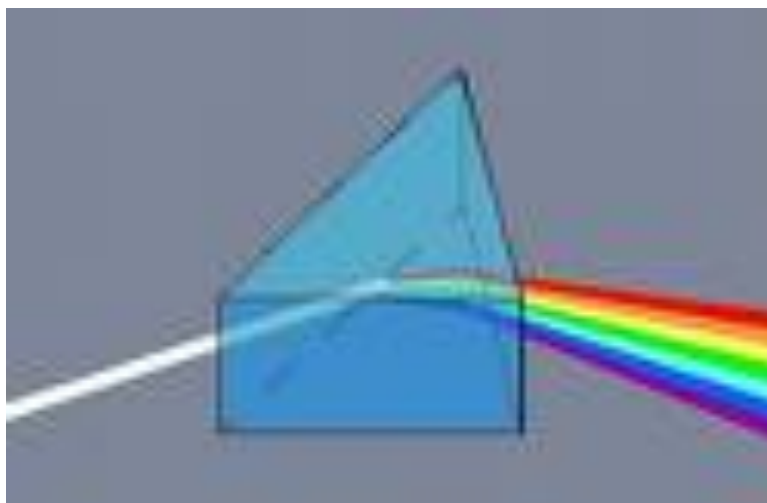
Normative

The Standardization Model

Area	Easier to Standardize						More Difficult to Standardize	
Product Category	Hi Tech, Hi Touch, High Fashion	Industrial, Computers	Fun Services, Foods, Cigarettes		Homecare, Decorating	Food, Beer	Contraceptives, Bikinis	
Product Life Cycle	New product		Older product with local strategies					
Objectives	Advertising			Media		Sales promotion		
Targeting	Intntl. youth market, bus. travelers		Indust. buyers	New mothers	Home-makers	Blue collar workers	Subsistence farmers	
Positioning	Universal need and target				Culturally determined tastes			
Branding	Common name and image		Modified name or image		Local name or image		Local name and image	
Creative Strategy	Image			Benefit		Informative		
Advertising Message	Creative concept, theme				Execution details			
Production	Central production		Central production & local modifications			Produced locally		
Media	Planning				Buying			
Media Availability	Media conglomerates, satellite TV	Intnl. mags, nwsprs	Natl. mags, nwsprs, TV		Outdoor	PoP, direct response	Local TV, radio, nwsprs	
Research	Secondary				Primary			

Effetto Prisma e Ruolo del Paese di Origine

**Posizionamento
nel
paese A**

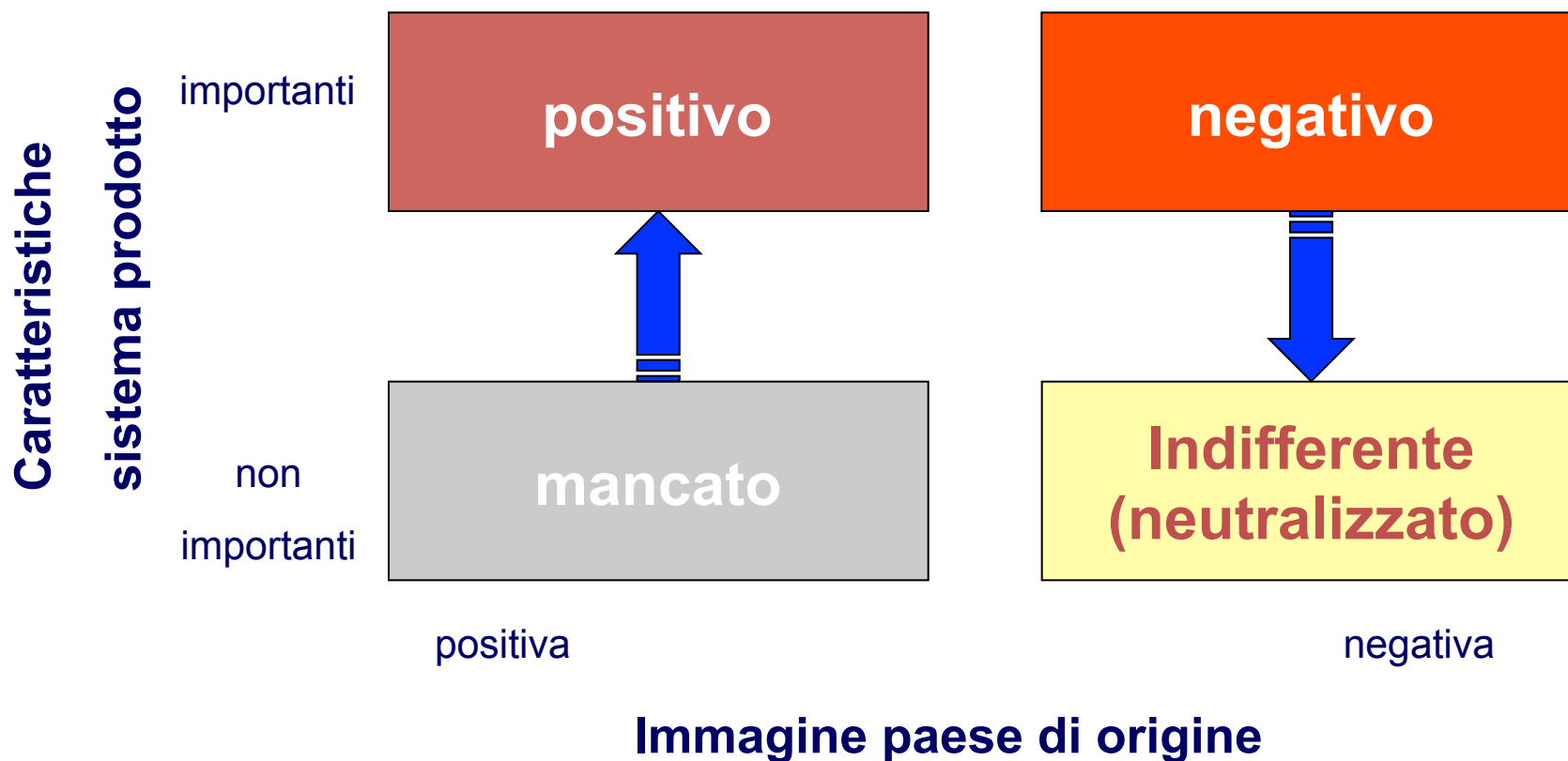


**Posizionamento
amplificato paese
B**

**Posizionamento
trasparente paese
C**

**Posizionamento
riducente paese C**

Rilievo strategico dell'effetto *MADE-IN*



Efficacia Stili Comunicativi

Informativo

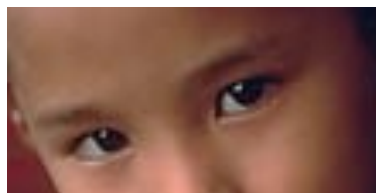
Anglosassone, Nordeuropa

**Persuasivo
arabi....**

Turchia, Paesi

Onirico

Cultura asiatica.....



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ALL THE WORLD LOVES A *Coca-Cola*

Merci

Obrigado

Gracias

Danke

谢谢

**ありがとう
(Arigatou)**

**Спасибо
(Spasibo)**

***Teşekkür
ederim***

**شكر
(shokran)**

Dhanyavaad







2010

2020



世博会



70 milioni visitatori

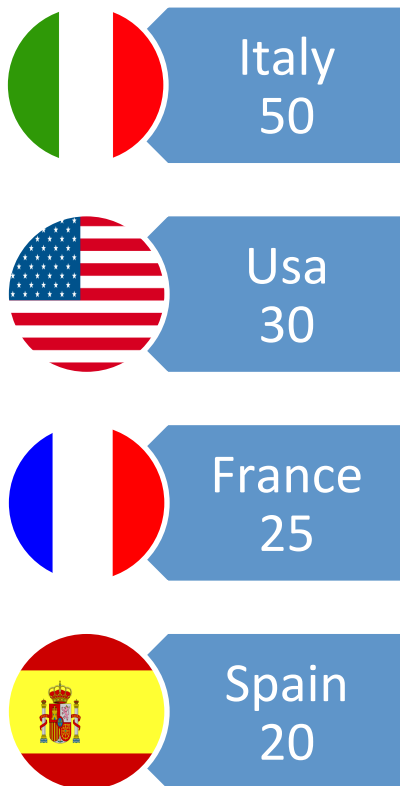


**210 milioni di turisti
(locali e stranieri)
300 miliardi di dollari
(di cui 69 mld per viaggi
d'affari)**

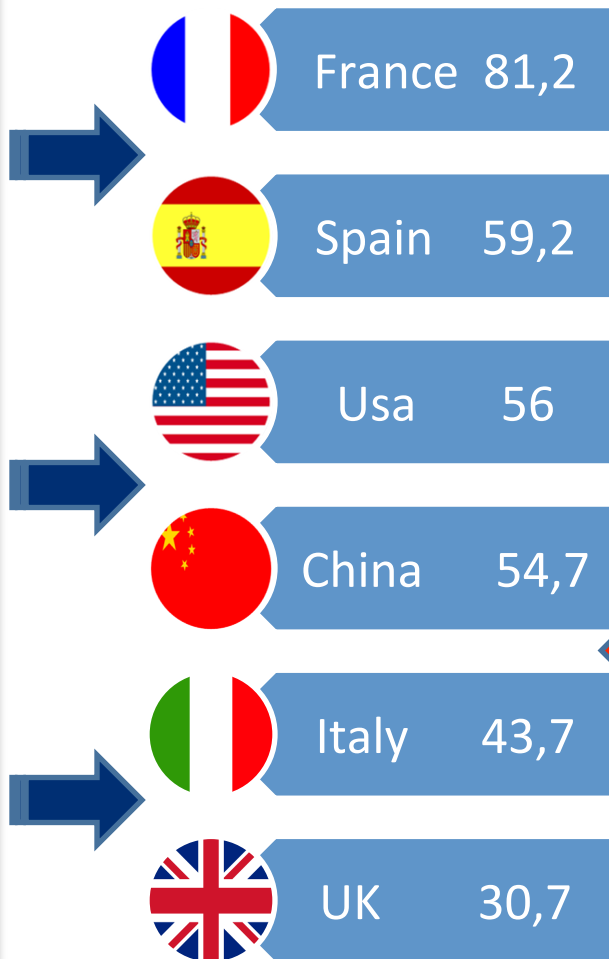
Classifica turismo internazionale (Fonte: WTO)

Arrivi (milioni)

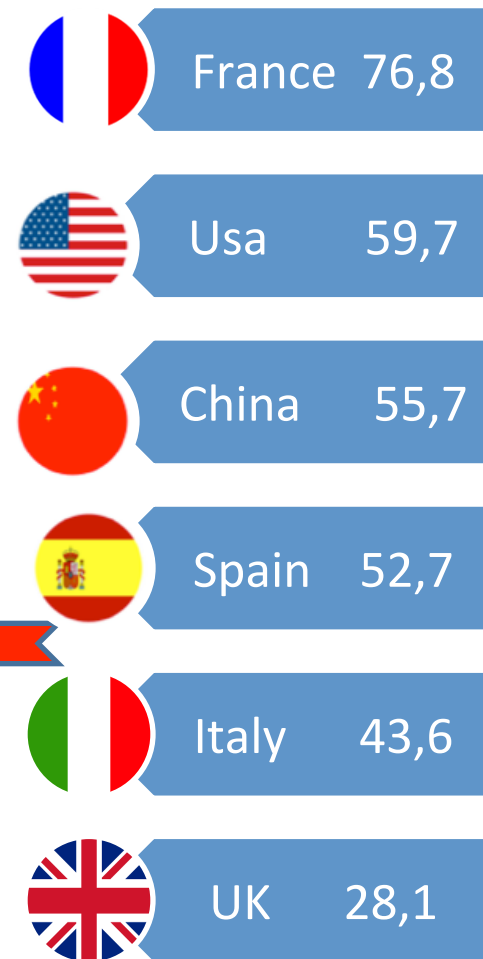
1970



2007



2010





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