## **Entering Emerging Markets**

Motorola's Blueprint for Going Global

Bearbeitet von Guenter Schoenborn

überarbeitet 2006. Buch. xviii, 188 S. Hardcover ISBN 978 3 540 31745 6
Format (B x L): 15,5 x 23,5 cm
Gewicht: 1050 g

Wirtschaft > Management > Unternehmensführung

schnell und portofrei erhältlich bei



Die Online-Fachbuchhandlung beck-shop.de ist spezialisiert auf Fachbücher, insbesondere Recht, Steuern und Wirtschaft. Im Sortiment finden Sie alle Medien (Bücher, Zeitschriften, CDs, eBooks, etc.) aller Verlage. Ergänzt wird das Programm durch Services wie Neuerscheinungsdienst oder Zusammenstellungen von Büchern zu Sonderpreisen. Der Shop führt mehr als 8 Millionen Produkte.

## **Table of Contents**

Chapter 1 - Regions in Transition	1
Mainstreams and Driving Forces	1
Complexity and Diversity	1
The Legacy of the Past	2
The Impetus of Freedom	2 3
Transformation at Diverse Speeds and Intensity	
New Alignments	4
Chapter 2 - The 21st Century Has Entered the Door	5
Globalization as the Driving Force	5
The Future Political Arena	5
The Economic Battlefield	6
Demographics and Resources: A Ticking Bomb	6
A Quantum Leap in Technology	7
Globalization	7
The Impact on Corporations	8
Can Emerging Markets Keep Pace?	8
Emerging Markets Come and Go	10
Which Are the Present Emerging Markets?	10
Cellular Communications in a Global World	10
Chapter 3 - An Unprecedented Market Scenario	15
The Early Outpost Years	15
A Powerful People Message	15
A Region on the Move	16
Through Thick and Thin	16
Through the Deep Valley of Reforms	17
Market "Exceleration" by a Total Systems Approach	21
The Need for a Plan	22
Applying the Team Approach to All Market Phases	22
Platforms for Steering Team Activities	23
The Four Phase Approach	24

Chapter 4 - The Exploration and Pre-Startup Phase	27
Laying the Foundations	27
Appointing a Champion	27
The Strategic Positioning Process	28
The Shared Office Concept	30
The Country Manager	31
The Business Development Manager	33
Other Forms of Country Leadership	33
Top Management Commitment	34
The Senior Executive Program (SEP)	34
Establishing Selection Criteria	35
Scenario Option Development	36
Country Prioritization	37
Country Exploration	38
The Desk Survey	38
The Field Survey	39
The Information Analysis	39
The Overview Matrix	39
Market Selection	40
Core Competencies	41
Strategic Planning Recommendation	43
The Beachhead Concept	44
A Scenario Planning Case	45
Doing Business in Latin America	46
Country Awareness Programs	48
Chapter 5 - The Startup Phase	51
<b>Building Local Presence</b>	51
Selecting a Legal Structure	51
Which Leadership Level Is Appropriate?	54
Designing the Organizational Structure	55
Company Registration	56
The Selection and Facilitation of Offices	57
Establishing a More Complex Operation	61
The Origin of Present Infrastructures	62
Staff Recruitment	62
The Corporate Support Functions	64
Orientation Training	64
Setting Up the Policies and Procedures	65
The Office Grand Opening	65
Building a Country Relations Network	66

	Table of Contents	ΧV
The Asian Diasporas		67
The Hapsburg Dynasty		67
Involve Your Distributor		67
<b>Chapter 6 - The Consolidation Phase</b>		69
Upgrading the Local Presence		69
The Country Council		69
The Memorandum of Understanding		70
Human Resources Development		72
Organizational Integration		73
<b>Chapter 7 - The Maintenance and Expansion</b>	Phase	75
<b>Enlarging the Local Platform</b>		75
Expanding the Organization		75
Upgrade Support Infrastructure		75
Adjust Policies and Procedures		76
Regionalize		76
Provide Job Enrichment		76
Re-integrate		76
The Effects of Unstable Markets		78
Ups and Downs in Latin America		78
The Long Walk in China		79
Chapter 8 - Added Value of Market Entry Str	rategies	83
The Strategic Fields		83
Leverage Our Strengths		84
Shift Resources into the Country		85
Enhance Premier Employer and Good Citizen Role		85
Promote Synergy and Corporate Identity		85
The Emerging Market Development Fund		86
The Tailwind of Aid Programs		87
Added Value Programs		87
How to Identify Possibilities for Added Value Progra	ıms	92
The New Dimension		93
Chapter 9 - Field Experiences in Virgin Mark	ets	95
Gaining Footholds in the Market Place		95
Building Infrastructure in No Man's Land		95
Entrust Local Markets to Local People		96
Double Your Time Frame and Halve Your Expectation	ons	97
Business Development Needs Creativity		98

	on 11	~ ~	
XV1	Inhia	A+ ( '	ontents
AVI	Lanc		3111/2/11/2

Sales Are Strategic Survival Consumer Behavior - Pure Psychology A Defect 500 Miles Away From Garage Assembly to Manufacturing Excellence New Partnerships Through Local Sourcing Uncut Diamonds: The R&D Potential  Chapter 10 - The Crucial Role of Corporate Functions Supporting the Local Business Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames		
Survival Consumer Behavior - Pure Psychology A Defect 500 Miles Away From Garage Assembly to Manufacturing Excellence New Partnerships Through Local Sourcing Uncut Diamonds: The R&D Potential  Chapter 10 - The Crucial Role of Corporate Functions Supporting the Local Business Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	We Are With You	99
Consumer Behavior - Pure Psychology A Defect 500 Miles Away From Garage Assembly to Manufacturing Excellence New Partnerships Through Local Sourcing Uncut Diamonds: The R&D Potential  Chapter 10 - The Crucial Role of Corporate Functions Supporting the Local Business Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Usion as a Premier Employer Wonore Woney Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	Sales Are Strategic	100
A Defect 500 Miles Away From Garage Assembly to Manufacturing Excellence New Partnerships Through Local Sourcing Uncut Diamonds: The R&D Potential  Chapter 10 - The Crucial Role of Corporate Functions Supporting the Local Business Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	Survival	101
From Garage Assembly to Manufacturing Excellence New Partnerships Through Local Sourcing Uncut Diamonds: The R&D Potential  Chapter 10 - The Crucial Role of Corporate Functions Supporting the Local Business Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	Consumer Behavior - Pure Psychology	101
New Partnerships Through Local Sourcing Uncut Diamonds: The R&D Potential  Chapter 10 - The Crucial Role of Corporate Functions Supporting the Local Business Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	A Defect 500 Miles Away	102
Uncut Diamonds: The R&D Potential  Chapter 10 - The Crucial Role of Corporate Functions Supporting the Local Business Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	From Garage Assembly to Manufacturing Excellence	103
Chapter 10 - The Crucial Role of Corporate Functions Supporting the Local Business Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Turning Barriers into Opportunities Mapping of Time Frames	New Partnerships Through Local Sourcing	104
Supporting the Local Business Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	Uncut Diamonds: The R&D Potential	105
Starting from a Zero Baseline A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	<b>Chapter 10 - The Crucial Role of Corporate Functions</b>	111
A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	Supporting the Local Business	111
A Roll-Out Plan for Finance Compliance in an Arbitrary Environment How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	Starting from a Zero Baseline	111
How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	A Roll-Out Plan for Finance	112
How to Protect and Generate Intellectual Property Communications in a Changing Environment  Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	Compliance in an Arbitrary Environment	114
Chapter 11 - A New Challenge for Human Resources The Initial Scenario Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	- ·	115
The Initial Scenario  Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	Communications in a Changing Environment	118
The Initial Scenario  Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities Mapping of Time Frames	Chapter 11 - A New Challenge for Human Resources	123
Ten Key HR Issues Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Turning Barriers into Opportunities Mapping of Time Frames	The Initial Scenario	123
Organization Vision as a Premier Employer Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Turning Barriers into Opportunities Mapping of Time Frames	Ten Key HR Issues	125
Vision as a Premier Employer  Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Turning Barriers into Opportunities Mapping of Time Frames		126
Money Security, Safety and Health Management of Our Expatriates Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Turning Barriers into Opportunities Mapping of Time Frames		127
Security, Safety and Health  Management of Our Expatriates  Employee Welfare  Education: Asset or Shortfall?  Equal Employment Opportunities and Affirmative Action  Change Management  Cultural Diversity  The Bird in a Cage  Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward  What Have We Done Right and Wrong?  Dedicated Resource  Business Migration  Added Value Strategy  Turning Barriers into Opportunities  Mapping of Time Frames	. · ·	127
Management of Our Expatriates  Employee Welfare  Education: Asset or Shortfall?  Equal Employment Opportunities and Affirmative Action  Change Management  Cultural Diversity  The Bird in a Cage  Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward  What Have We Done Right and Wrong?  Dedicated Resource  Business Migration  Added Value Strategy  Turning Barriers into Opportunities  Mapping of Time Frames	•	127
Employee Welfare Education: Asset or Shortfall? Equal Employment Opportunities and Affirmative Action Change Management Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong? Dedicated Resource Business Migration Added Value Strategy Turning Barriers into Opportunities Mapping of Time Frames		130
Education: Asset or Shortfall?  Equal Employment Opportunities and Affirmative Action  Change Management  Cultural Diversity  The Bird in a Cage  Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward  What Have We Done Right and Wrong?  Dedicated Resource  Business Migration  Added Value Strategy  Turning Barriers into Opportunities  Mapping of Time Frames		
Equal Employment Opportunities and Affirmative Action  Change Management  Cultural Diversity  The Bird in a Cage  Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward  What Have We Done Right and Wrong?  Dedicated Resource  Business Migration  Added Value Strategy  Turning Barriers into Opportunities  Mapping of Time Frames	* *	
Change Management  Cultural Diversity  The Bird in a Cage  Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward  What Have We Done Right and Wrong?  Dedicated Resource  Business Migration  Added Value Strategy  Turning Barriers into Opportunities  Mapping of Time Frames		
Cultural Diversity The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong?  Dedicated Resource Business Migration Added Value Strategy Turning Barriers into Opportunities  Mapping of Time Frames		133
The Bird in a Cage Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong?  Dedicated Resource Business Migration Added Value Strategy Turning Barriers into Opportunities  Mapping of Time Frames		135
Walk as You Talk  Chapter 12 - Looking Backward and Looking Forward What Have We Done Right and Wrong?  Dedicated Resource Business Migration Added Value Strategy Furning Barriers into Opportunities  Mapping of Time Frames		136
What Have We Done Right and Wrong?  Dedicated Resource  Business Migration  Added Value Strategy  Furning Barriers into Opportunities  Mapping of Time Frames  139  140  140  140	Walk as You Talk	137
What Have We Done Right and Wrong?  Dedicated Resource  Business Migration  Added Value Strategy  Furning Barriers into Opportunities  Mapping of Time Frames  139  140  140  140	Chapter 12 - Looking Backward and Looking Forward	139
Dedicated Resource 139 Business Migration 139 Added Value Strategy 140 Furning Barriers into Opportunities 140 Mapping of Time Frames 142	-	
Business Migration 139 Added Value Strategy 140 Furning Barriers into Opportunities 140 Mapping of Time Frames 142	Dedicated Resource	139
Added Value Strategy 140 Furning Barriers into Opportunities 140 Mapping of Time Frames 142		139
Furning Barriers into Opportunities 140 Mapping of Time Frames 142		
Mapping of Time Frames 142	••	
	The Appropriate Legal Form	142

Ta	able of Contents	xvii
Which Office Size?		142
Timing of Awareness Programs		143
The Critical Stand-Alone Period		143
When to Invest in Local Support		144
Up-Front Policies and Procedures		144
What Is the Conclusion?		144
No Blueprint for the Future		144
Many Events Are Unpredictable		144
Latin America in the New Millennium		145
From Old to New Europe		146
Growing the Growing Corporation		146
A Regional Update		148
Chapter 13 - Different Regions - One Mission		151
A Comprehensive Approach		151
El Dorado, a Key Initiative in Latin America		152
A Destiny Shared		155
Chapter 14 – The Price for Freedom and Prosp	perity	159
A Wake-Up Call	v	159
Appendix		163
A Business Plan		163
Process Flow Chart		166
Country Information Gathering		172
Regional Aid Programs		182
Regional Organizations and Institutions		185
About Motorola		187
About the Author		188