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Nota di contenuto	The China Factor -- Contents -- Foreword -- Introduction -- Where Is This Book Coming From? -- Macroeconomics and the Interdependency of Nations -- Go Global, Be Global, Know Global -- The Power of Politics in Business -- The Innovation Advantage -- This Book Is About . . . -- About You and Your Challenges -- New Territory Requires a Guide -- A New Era -- Section I: State of Affairs -- Chapter 1: The Art of War . . . and Money -- China Has Risen and Is Here to Stay -- China Has Grown into a Formidable and Undeniable Force -- Societal Shift -- A Wake-Up Call for the West -- A New Global Paradigm of Business -- Chapter 2: East and West: The Current State of Affairs -- The Western World Has Dominated with a Position of Strength -- Bedrock of Innovation -- Entrepreneurial Spirit -- Education System -- Consumerism, Brands, and Differentiation -- Access to Low-Cost

Suppliers Overseas -- Attitude of Growth -- The (Perceived) Role of the East: Areas of Strength and Specialization -- Execution Expertise -- Manufacturing Expertise -- Masterful Replication -- Inherently Driven -- Chapter 3: How China Came Up the Ladder (and So Quickly) -- Factors Contributing to China's Rapid Success and Growth -- Capitalism Became Okay -- Urbanization Impacted the Way the Chinese Do Business -- China's Rise to a Manufacturing Center for the West -- Right Place, Right Time -- Wealth Accumulation through Exchange Rate Management -- Government Assistance -- Acquisition of Know-How -- Emulation of Market and Industry Leaders, Replication of Product Designs -- Liberalization of Financing -- And Then the Shift Began . . . -- Chapter 4: The West No Longer Rules -- Melding of Positions -- China Today -- The West Today: What's Wrong? -- But It's Not Game Over Yet for the West . . . -- China Still Has Some of Its Own Challenges to Overcome.

The United States and the West: Strengths and Key Differentiators -- Will China Stay, Stall, or Fall? -- The Bottom Line Is That It Doesn't Matter . . . -- Chapter 5: Introduction to the Marketing Framework for Our Analysis -- Understanding How to Position Your Market Offering -- Framework for Analysis -- Stage 1: Market Segmentation -- Stage 2: Target Market Selection -- Stage 3: Defining and Applying the New 5Ps of Marketing -- Stage 4: Positioning and the Marketing Mix -- Section II: China -- Chapter 6: How the Chinese Do Business a la the 5Ps: A Brief Summary -- Product (Solution and Innovation) -- Price (Value-Add) -- Place (Partnerships) -- Promotion (Customer Relationships and Culture) -- Politics -- Chapter 7: Market Segmentation and Target Market Selection + China's Market Penetration Approach -- Step 1: Market Segmentation -- Customer/Market Segmentation: Slice It Up! -- Developed Markets versus Emerging Markets -- Step 2: Target Market Selection -- Setting Goals: Looking at the Chinese Target Market Strategy -- OSPF (Open Shortest Path First) -- The Unsatisfied Customer = My Customer -- Customer Profiling: Knowing Your Customer -- Practice Makes Perfect -- Getting to Know Your Future Target Customer: Back to Goals -- General Barriers to Market Entry -- Chapter 8: China: Product => Solution and Innovation: It's Not Just about Product Superiority Anymore -- Product Superiority Does Not Always Win the Deal . . . -- Sometimes It's the Free Fries and Extra Ketchup, Not the Burger: The Solution Approach -- Financing -- Training/Knowledge Transfer -- Support Services and Resources -- Plagiarism Is the Sincerest Form of Flattery -- Pleasing the Customer: Always Say Yes to Customization -- Innovation -- Can China Innovate without a Free and Open Society? -- Chapter 9: China: Price => Value-Add -- Free! (Try to Beat That!).

Loss-Leader Approach as Part of Market Penetration Strategy: Discounting Till Death -- Emerging Entrants Will Often Try to Win on Price First -- Price Discrimination at Factories -- A Deal Is Not a Deal -- Hidden Price Lists, Holistic Pricing -- Strategic Accounts: Must-Win Battles . . . or Buy Them -- Try-and-Buy and Pay-as-You-Grow Arrangements -- Flexible Commercial Terms -- New Business Models -- Chickens for Routers: The Barter System Is Alive and Well -- Financing: Can't Afford It? No Problem! -- Loans/Subsidies from the Chinese Government-China Development Bank -- Chapter 10: China: Place => Partnerships -- How They Sell: Selling Direct versus via Partners -- Selling Direct -- Selling with Partners -- Partnerships and Alliances: Coopetition -- Partnerships -- Local Presence -- Partnering with Customers -- Market Access Exchange -- Alliances -- Challenges -- Chapter 11: China: Promotion => Customer Relationships and Culture -- Customer Relationships -- Customer Reference Accounts

Are Key -- High-Touch Customer Relationship Model -- Attaining High Customer Satisfaction -- Invest in Customers -- Influence at All Levels -- Relationships with Greater Intentions (Ulterior Motives) -- Partnerships to Aid in Market Penetration -- Communications -- Marketing and Conferences -- Associations and Standards Bodies -- Brands -- Chapter 12: China: Politics => The 5th P-The Geopolitical Dimension -- Politics: The Geopolitical Dimension -- Nationalistic Philosophy-Venturing Out with Team China -- A Partnership Approach -- Countries with Resources -- Ethics and Boundaries: Unfair Trade Practices -- Security Concerns -- Why Do You All Hate Me?! -- Actions to Appease Concerns -- Section III: The West -- Chapter 13: Recommendations for the West and Application of the 5Ps -- Recommendations for the West -- The 5Ps of Global Marketing. Chapter 14: The West: Product => Solution and Innovation: Modifying the Western Way Based on Your New Market Goals -- Product Superiority Doesn't Always Win -- One Size Does Not Fit All -- Evolve Your Offers into Solutions: Free Fries and Extra Ketchup (Remember?) -- Develop Targeted, Market-Appropriate Products -- Rapid Time-to-Market -- Product-Specific Example -- Product Development Efficiencies -- Made in the USA -- Positioning of Your Product and the Message You Send -- Compete Hard -- Chapter 15: The West: Price => Value-Add: Be Strategic, Think Scenarios -- The Discounting Game (Don't Go There-Compete on Value) -- Learn How to Position Your Premium Pricing -- Think Big Picture and Longer Term -- Defend Your Value-Add -- Sell Like a Company, Not Like a Business Unit -- Get Creative and Think Holistically Early in the Negotiation -- Price According to Customer's Propensity to Pay -- Offer Financing Options as Differentiators -- Creative Financing Models -- The World Bank Group and Other Development Bodies -- Combat Unfair Pricing -- Chapter 16: The West: Place => Partnerships -- Selling Direct versus through Partners-Know Your Customer's Preference -- Partners Are Key and So Is Your Involvement -- Engage with Channel Partners -- Educate Your Channel Partner -- Partner with Your Customer -- Form Public-Private Partnerships -- Partner with the Competition: Coopetition -- Place and Presence -- Chapter 17: The West: Promotion => Customer Relationships and Culture: Recommendations for the West -- (Really) Know Your Customer by Knowing Their Culture -- Cultural Dimensions -- Trust -- Know Your Competition -- Know Yourself -- Analyze Using the Customer Profile -- Build Relationships at All Levels -- Influence at All Organizational Levels -- Go Outside the Organization -- Help Your Customer Get to Yes More Quickly -- Be Flexible and Adapt -- Be Nice. More Than "Free Fries"-Crispy Too? Going Above and Beyond -- Articulate All That You Bring to the Table -- Always Deliver, Do Not Overcommit -- Practice High-Touch Customer Relations -- Adopt a Longer-Term View and Approach -- Invest and Commit beyond the Signing of the Purchase Order -- Example -- Embrace a Long-Term Approach and Philosophy within Your Organization -- Understand How Sales Compensation and Customer Intimacy Are Related -- Chapter 18: The West: Politics => The Geopolitical Dimension: Get Your Government Involved, Get Involved with Your Government -- Using the Corporate Government Affairs (GA) Group in Your Company -- Getting the Corporate Government Affairs (GA) Group on Board -- Creating a GA Initiative to Support Emerging Markets -- Know Your Priorities, Budgets -- Government Regulatory Barriers That Hinder Competitiveness Overseas -- The Export License Process: A Bottleneck for International Business -- Taking Action as a Company -- Escalating Challenges to Government -- The U.S. Department of Commerce (or

Your Country's Equivalent) Is There to Help You -- Fair Trade Is in the Emerging Entrants' Best Interest, Too -- Be Proactive before the Situation Is Critical -- Remind Your Customers of Their Own Rules -- Remember That Unfair Practices Go Both Ways -- Chapter 19: Innovation Models: West and East -- Introduction -- Is the United States Losing Its Innovation Edge? -- Being Strategic about Innovation -- Innovation Models -- Traditional/Sustaining Innovation -- Disruptive Innovation -- Disruptive Innovation as Part of a Competitive Revectoring Strategy: Nokia -- Disruptive Innovation as Part of a Survival Strategy: BlackBerry and HTC -- Disruptive Innovation as Part of a Long-Term Strategy and Vision: Facebook, Safaricom, and Tata Motors -- How Do You Discover a Disruptive Innovation? -- How to Maximize Your Disruption Success. Market-Targeted Innovation for Emerging Markets (Reverse Innovation).

Sommario/riassunto

The Innovation of Globalization – proven strategies to succeed and out-compete emerging competition Does your company know how to compete effectively in the evolving global business arena? What tactics must your company use to overcome price discounting wars that cut into your margins? What are the strategies your new rivals incorporate that may prove more valuable to customers than the superior products you offer? The China Factor equips Western businesses with a practical framework for competing successfully in today's ever-changing global markets. Written by an expert in competitive strategy and global market expansion, this book is packed with insights gained through first-hand experience leading competitive programs at a high-tech multinational corporation and extensive research. When it comes to globalization, the rules have changed—what was once nice-to-know is now need-to-know, and this book lays it out in a clear, no-nonsense style. Based on cases with over 50 countries, you will learn why a premium product, though domestically successful, may not be well received in foreign markets. You'll also discover the critical factors that contribute to success in both emerging and established markets. Disruptive competitors are transformed from threats to examples as you learn to recognize opportunities for re-evaluation, and shift your strategy to stay ahead of the curve. The economic rise of China and other new entrants is challenging Western companies in new ways. This book explains why, and provides actionable strategies for success in any market. Grow and maintain an Innovation Advantage using 5 models Learn from disruptors how to win your emerging markets customers Understand the power of politics in business Develop a deeper Culture IQ to expand your customer base Use a 5-part Strategic Framework to formulate new sales tactics You're already well-aware of the global threat to Western business, and endless analysis only goes so far toward a solution. You need to know how to respond, survive, and thrive, and just how to regain the competitive edge. The truth is that Western companies must change the way they do business, and push innovation beyond the product and into every aspect of every operation – they need to be innovative in how they do business abroad. The China Factor provides a clear action plan, and case studies from global leaders like Cisco, Xiaomi, and Apple with insightful strategies for changing and winning the game. Endor...
