Brief Contents

Pre	eface	V
Bri	ef contents	vii
Со	ntents	ix
Lis	t of figures	xvii
	t of insets	
_		
0	Introduction	
Pa	rt I: Internationalization	9
1	Facts and figures about internationalization	11
2	Drivers of internationalization for companies	
Pai	rt II: Strategic planning in general and in the international	
ıaı	context	45
3	Strategic planning in general	47
4	Strategic planning of a domestic company as the starting	
	point for going international	65
5	Introduction to strategic planning in the international	
	context	89
Pa	rt III:Strategies for going international for new markets	97
6	Evaluating new markets	
7	Evaluating market entry modes	
8	Developing an internationalization strategy for new	123
	markets	149

Par	t IV: Strategies for going international for production and sourcing	. 165
9 10 11	Evaluating new production and sourcing locations Evaluating foreign operation modes Developing an internationalization strategy for production	167
• •	and sourcing	. 213
Par	t V: Strategies for being international	. 231
12	Determining the level of integration and responsiveness	235
13	Defining the strategic businesses	
14	Defining the strategic objectives	261
15	Determining the level of standardization and	
	differentiation of market offers	273
16	Configuring the value creation process and determining	
	the operation modes	. 297
17	The process of strategic planning in an international	
	company	. 323
18	Closing remarks	
Inde	ex	349
	liography	

Contents

Pre	face		v		
Brie	ef cont	ents	vii		
Cor	ntents		ix		
		ures			
	_	ets			
0	Intro	duction	1		
•	0.1	Internationalization of society and economy			
	0.2	Aims of the book and its target audience			
	0.3	Framework for going and being international			
	0.4	Overview of the book			
	0.5	Note to readers			
Par	t I: Int	ernationalization	9		
1	Facts	s and figures about internationalization	11		
	1.1	Internationalization in general			
	1.2	Internationalization of the economy			
2	Drivers of internationalization for companies				
	2.1	Framework for the internationalization of			
		companies	27		
	2.2	Drivers of internationalization	28		
	2.3	External conditions for internationalization	34		
	2.4	Explanatory models for the internationalization of			
		companies	39		
		·			
Par	t II: St	rategic planning in general and in the international			
		ontext	45		
3		egic planning in general			
•	3.1	Strategies			
	3.2	Success potentials			
	3.3	Types of strategies and other strategic documents			
	3.4	Process of strategic planning			
4	_	egic planning of a domestic company as the starting			
•	point for going international				
	4.1	Strategic planning as the starting point for going			
		international for new markets	65		
		4.1.1 Preliminary remarks			

		4.1.2		analysis		
		4.1.3	Growth 6	options matrix	68	
	4.2	Strate	gic planniı	ng as the starting point for going		
			ational for	production and sourcing	76	
		4.2.1		ary remarks		
		4.2.2	Value ch	ain analysis	76	
		4.2.3		cost analysis		
		4.2.4		for achieving cost competitiveness	84	
5	Introduction to strategic planning in the international					
	5.1			arks	89	
	5.2 Types of strategies and other strategic documents					
				nal context	89	
	5.3	Strate	gic plannii	ng processes in the international	0.4	
		contex	Œ		94	
Par	t III: S	trategie	s for goin	g international for new markets	97	
6	Evalu	uating n	ew marke	ts	99	
	6.1			arks		
	6.2 Criteria for evaluating new markets					
	6.3	Proces	ss for eva	luating new markets	100	
		6.3.1	Overvie	w of the process	100	
		6.3.2	Step 1:	Producing an initial list of potential		
			new ma	rkets	102	
			6.3.2.1	General considerations	102	
			6.3.2.2	Initial elimination criteria	103	
			6.3.2.3	The resulting initial list	106	
		6.3.3	Step 2:	Eliminating the less attractive		
					107	
			6.3.3.1	Planning and carrying out the		
				market search	107	
			6.3.3.2	Analyzing the data		
			6.3.3.3			
				eliminating the less attractive ones	109	
		6.3.4	Step 3:	Selecting the most attractive		
			•		112	
			6.3.4.1	Planning and carrying out the	114	
				market search	112	
			6.3.4.2	Analyzing the data		

			6.3.4.3	Evaluating the markets and	
				selecting the most attractive ones	120
7	Evaluating market entry modes				
	7.1	Prelim	inary rem	arks and overview of the modes	123
	7.2	Export	t		124
		7.2.1	Overvie	w	124
		7.2.2	Indirect	export	125
		7.2.3	Direct e	xport to the final customer	125
		7.2.4	Direct e	xport via a distributor	126
		7.2.5	Direct e	xport via an agent	128
		7.2.6	Direct e	xport with sales representatives	130
		7.2.7	Direct e	xport with a sales branch or a sales	
			subsidia	ary	131
	7.3	Entry i	modes wi	th production in the host country	132
		7.3.1	Prelimin	ary remarks and overview	132
		7.3.2	Licensin	ng agreements	133
		7.3.3	Wholly o	owned production subsidiary	137
		7.3.4	Product	ion joint venture	139
	7.4				140
	7.5			ons for evaluating market entry	
		modes			
		7.5.1		on criteria	
		7.5.2	Condition	ons influencing the evaluation	144
		7.5.3	Evaluati	on process	145
8	Deve	eloping a	an interna	tionalization strategy for new	
	mark	ets			149
	8.1			process	
	8.2			ng the strategy planning project	151
	8.3			ing potential markets and selecting	
				ive ones	153
	8.4			ning the market entry modes for the	
				ets	154
	8.5			oing feasibility studies for entering	450
	0.0			ountry markets	
	8.6			oing the internationalization strategy.	
	8.7			agreements with partners	
	8.8	Step 6	i. Develop	oing the market entry programs	163

Par	t IV: Si	trategies	s for going international for production and			
	sourc	ing		165		
9		_	ew production and sourcing locations			
3	9.1	Prelimi	nary remarks	167		
	9.2 Criteria for evaluating new production and sourcing					
	٠.ــ	location	ns	167		
		9.2.1	Overview			
		9.2.2	Cost factors			
		9.2.3	Strategic factors			
		9.2.4				
		9.2.5	Other factors			
	9.3		s for evaluating new production and			
	0.0	sourcin	ng locations	180		
		9.3.1	Overview of the process	180		
		9.3.2	Step 1: Producing an initial list of potential			
			country locations	181		
		9.3.3	Step 2: Eliminating the less attractive			
		0.0.0	countries	182		
		9.3.4	Step 3: Selecting the most attractive			
		0.0.1	country locations	184		
10	Evalu	etina fo	reign operation modes			
10	10.1 Preliminary remarks and overview of the operation					
				187		
	10.2	Sourci	ng from a trade company	189		
	10.3		ng from an independent foreign			
			acturer	190		
	10.4	Sourci	ng from a foreign contract manufacturer	192		
		10.4.1	General considerations about contract			
			manufacturers	192		
		10.4.2	Processing trade as a particular form of			
			contract manufacturing	196		
		10.4.3	Business process outsourcing as an			
			extension of process manufacturing	198		
	10.5	Establ	ishing own production abroad			
			Preliminary remarks and overview			
		10.5.2	Establishing a wholly owned foreign			
			production facility	201		
		10.5.3	Establishing an international production			
			joint venture	203		
	10.6	Recon	nmendations for evaluating foreign operation			
	modes			205		

		10.6.1 Evaluation criteria	205
		10.6.2 Conditions influencing the evaluation	206
		10.6.3 Evaluation process	207
11	Deve	loping an internationalization strategy for production	
		sourcing	213
	11.1	-	
	11.2	Step 0: Preparing the strategy planning project	
	11.3		
		countries and operation modes	215
	11.4	Step 2: Determining suitable location - operation	
		mode combinations	216
		11.4.1 Determining country - operation mode	
		combinations	216
		11.4.2 Identifying production and sourcing	
		locations within the prospective countries	217
		11.4.3 Identifying potential partners and suppliers	
		in the prospective countries	219
		11.4.4 Result of Step 2	
	11.5	Step 3: Developing feasibility studies for production	
		and sourcing relocations	221
	11.6	Step 4: Developing the internationalization strategy	
	11.7	Step 5: Signing agreements with partners	
	11.8	Step 6: Developing the production and sourcing	
		relocation programs	228
Parl	· V· St	rategies for being international	231
		- ·	
12	Detei	mining the level of integration and responsiveness	235
	12.1	Preliminary remarks Three strategic orientations in the integration	235
	12.2	responsiveness framework	225
	12.3	Recommendations for determining the level of	233
	12.3	integration and responsiveness	2/13
		12.3.1 Conditions influencing the decision	
		12.3.2 Process for determining the level of	243
		•	0.40
		integration and responsiveness	
13		ing the strategic businesses	249
	13.1	The importance of defining the strategic	0.40
	400	businesses	249
		Understanding strategic businesses	
		Process for defining the strategic businesses	
	13.4	Patterns of businesses in international companies	257

14	Defin	ing the strategic objectives	261
	14.1	Preliminary remarks	261
	14.2	Dimensions of strategic objectives	261
	14.3	Process of defining the strategic objectives	265
15		mining the level of standardization and	
		entiation of market offers	273
	15.1	Preliminary remarks	
	15.2	Particularities of international marketing	
		Basic options for international marketing	
		Benefits of standardization and differentiation	
		Hybrid strategies to combine the advantages of	
		different basic options	281
		15.5.1 Considering different product features	
		15.5.2 Considering different marketing mix	
		elements	282
		15.5.3 Considering the product and brand portfolio	283
		15.5.4 Considering different market segments	
	15.6	Recommendations for determining the level of	
		standardization and differentiation of market offers	292
		15.6.1 Conditions influencing the decision	292
		15.6.2 Process for determining the level of	
		standardization and differentiation of	
		market offers	. 294
16	Confi	guring the value creation process and determining	
		peration modes	. 297
		Preliminary remarks	
		Configuring the value creation process	
		16.2.1 Configuring the value creation process as a	
		two-dimensional problem	. 298
		16.2.2 Basic production configurations	300
		16.2.3 Trends	
	16.3		309
		16.3.1 Basic ontions	
		16.3.2 The operation mode as a dynamic	
		phenomenon	. 312
		16.3.3 Bundles of operation modes to optimally	
		adapt to the specific situation	. 313
		16.3.4 Standardization versus local adaptation in	
		the operation mode decision	.314
	16.4	Recommendations for developing an operations	
		strategy	. 317

		16.4.1	The operations strategy as an approach to	
			configuring the value creation process and	
			determining the operation modes	317
		16.4.2	Conditions influencing the decision	318
			16.4.2.1 Conditions influencing the	
			configuration of the value	
			creation process	318
			16.4.2.2 Conditions influencing the	
			operation mode	320
		16.4.3	Process for developing an operation	
			strategy	320
17	The p	orocess	of strategic planning in an international	
	•			323
	17.1		inary remarks	
	17.2		ew of the process	
	17.3	Step 0	: Preparing the strategy planning project	325
	17.4		: Carrying out strategic analyses	326
	17.5		: Revising or producing the mission	
			ent	328
	17.6		: Developing the corporate strategy	
			Overview	
			Level of integration and responsiveness	
		17.6.3	Strategic businesses	331
		17.6.4	Strategic objectives	334
		17.6.5	Level of standardization and differentiation	
			of market offers	335
		17.6.6	Configuration of the value creation process	
			and determination of the operation modes	336
		17.6.7	Required business strategies and functional	
			strategies	336
	17.7	Step 4	: Developing the business strategies	
			: Developing the functional strategies	
			: Determining the implementation programs	
			: Final assessment of strategies and	
			nentation	343
	17.11	Step 8	: Formulating and approving the strategic	
		docum	ents	344
18	Closi	ng rema	arks	347
Inda	÷Χ			340
الااب	iograp	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		