

6. It's Based on Deep Customer Understanding

6.1. A level of effort is required in order to understand customers and their issues.

A value proposition is a promise of expected future value, illustrating that future relevant and distinct benefits will outweigh the total cost of ownership

A value proposition should include:

1. Impact—how it will positively impact the customer organisation
2. Capability—what it is that you can do for the customer to make this impact
3. Spend (Costs)—how much the customer will be expected to pay for the privilege
4. Monetary calculation—of the financial benefits minus costs
5. Unique—things that set you apart from competitors
6. Alignment—to the key needs of the customer (MUSICAL)
7. An emotional dimension, for example relating to the peace of mind the customer can expect (additional)
8. A relational dimension, if the customer and your organisation are looking for benefits that will accrue from an enhanced relationship

Why Are Value Propositions Important?

1. It's Not All About the Product

1.1. Executives overwhelmingly believed that vendors who understood their business problems and could prescribe solutions to them were the ones who won out.

2. Relevant Customer Insight

2.1. So if you bring insights into the sales process and show understanding of the customer's business you're providing the differentiation in the approach.

2.2. Having a value-based conversation with the customer begins with

evaluation of culturally loaded products is stronger in short-term-oriented (versus long-term-oriented) cultures (supported).

H4: The positive effect of advertising spending on product evaluation is stronger in high power distance (versus low power distance) cultures (supported).

Discussion and implication

The meaning of a product depends on the **cultural elements** that it contains (i.e., the message or product content), the **cultural backgrounds** that influence consumers' information processing and decision making (i.e., the cultural background of the message receiver), and **how the communication is facilitated** by other signals (i.e., the strategies of the sender; marketing communications).

Firms can increase the cultural congruence of their products by **localizing** their cultural content, as when production studios collaborate with local studios to customize the content of a film to local tastes

Paying attention to cultural congruence between product content and consumers' cultural background is even more important for firms that market products rich in cultural and artistic meanings.

When firms decide between simultaneous and sequential launch strategies, they should factor in the weaker negative effect of a sequential launch in long-term-oriented cultures.

If the manager needs to select a few countries for an initial product release (e.g., due to limited budgets), they should prioritize **short-term-oriented** countries over otherwise similar, long-term-oriented countries

markets.

Localism facilitates decentralization, decentralized management has consistently served as a superior structure for concentrating management attention.

Apple's current profitability is attributable to the iPod, not the PC.

Strategies that are local in the non-geographic sense improve companies' competitive strength by facilitating cooperation across product boundaries.

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Coopetition: Complexity of cooperation and competition in dyadic and triadic relationships (Kim, 2018)

First, this study aims to expand the concept of coopetition by identifying several ways how cooperation and competition exist simultaneously in triadic as well as dyadic relationships.

Second, this study pays attention to triad and suggests factors that influence the coopetition in triad.

COOPETITION BETWEEN TWO FIRMS IN DYAD (several types of coopetitions)

Cooperation between competitors

1. Competing firms, because they operate in a similar context, generally confront similar issues and, hence, develop overlapping dominant logics.
2. Competitors can be a desirable cooperative partner by providing more specific, relevant knowledge than non-competitor partners.

Competition-based cooperation

1. Mutual forbearance means reducing competitive intensity between rivals through familiarity and deterrence (competition appears in several markets).
2. Moreover, the existence of multi-market contacts increases the opportunity of retaliation when a firm is attacked; the attacked firm may counterattack not only the attacked market but also many other markets where both the attacking firm and counterattacking firm operate.
3. Given this fear of retaliation, rivals competing in multiple markets implicitly cooperate by constraining their competitive behaviors.

to internalise market knowledge.

7. Incubatee firms have been shown to benefit from knowledge accumulation and network building offered by the business incubation process.
8. Business incubation as a method of market entry can reduce a firm or organisation's exposure to liabilities of foreignness in a similar way to how it can in reduce liabilities of newness for start-up firms in domestic scenarios.
9. The internationalisation process is gradual and dependent on the accumulation of knowledge and network relationships.

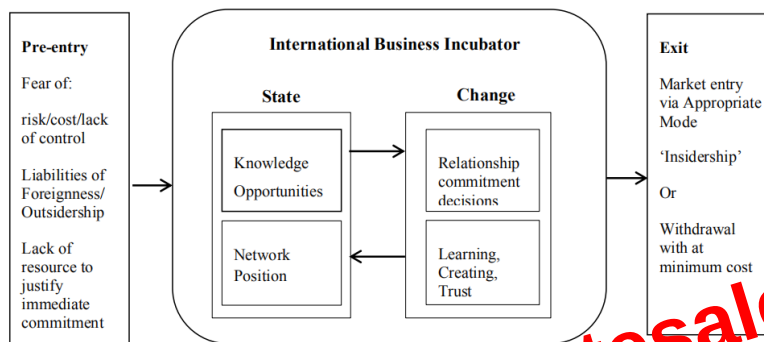


Fig. 5. The international business incubation process, after Robinson and Collinge (2009).

- 10.
11. The decision to switch from business incubation to a fully invested or alternative presence in the market was directly stimulated by an increase in the cost of market servicing, along with an increase in actual sales whilst in the incubator.
- 12.

Achieving global marketing synergies

1. Global marketing resonance occurs when key success factors (KSF) of the global market are met by partial global strategies (given that complete global strategies are not practically achievable); some examples are those of global R&D, global branding, global customers or global accounts.
2. The ultimate goal of global strategy should be to achieve optimal integration and rationalization of operations and decision systems on a global scale.
3. Focus on the unique competitive advantages provided by the multi-country character of operations is thus the key to success in the global marketplace.

Overcoming Market Acceptance Barriers or Overcoming Global Negatives

1. Restrictions and hurdles for going global, and obstacles to successful market acceptance of an emerging market firm's products in an overseas market are negative factors and may be called global negatives.
2. A single global negative could have multiple sources. The source could be the consumer, the government, the channel, and the competition.
3. Identify the resource requirement to address the source, and correspondingly the global negative.
4. Lay out the time period and the processes / procedures required to overcome or meet some of the challenges of the global negative.
5. Establish performance indicators to the process of overcoming global negatives, measure these performance indicators and manage them to achieve desired results.
6. Branding:

Strategic Product Creation: Managing New Interactions of Technology, Markets, and Organizations (Sanchez, 1996)

Abstract and intro.

Concepts of modularity in products and organizations are argued to be the core concepts driving the new kinds of product strategies now emerging in dynamic product markets.

Modularity in product designs allows the decoupling of processes for developing new products, enabling those processes to become concurrent, autonomous, and distributed and making possible the adoption of modular organization designs for product development.

Significant competitive advantages may now be created by developing new kinds of competences in managing flows of knowledge and information between firms and markets.

This article investigates these new competences and the ways they are being used to initiate and drive new interactions of technology, markets, and organizations in product creation processes.

The use of modular product architectures as the driver of product strategies can lead to basic changes in the ways a firm directs new technology development and researches new product opportunities.

Modularity in product designs is essential to achieving the strategic flexibility of modular organization designs.

Competing with modular products and organizations also requires new concepts for strategically managing knowledge in product creation processes,

- 2.2. Specifying interfaces between components to allow for a range of variations in component designs.
- 2.3. Creates a flexible 'platform design' for leveraging variations on a basic product design.
- 2.4. A modular product architecture permits changes in components that are within the range of variations allowed by its specified component interfaces. The ability to 'mix-and-match' components enables leveraging of greater product variety, speeds the introduction of improved products, and lowers overall design, production, and other product costs.

Strategic Uses of Modular Product Architectures

- 1. Greater product variety.
 - 1.1. Leveraging a new product variation by introducing new combinations of components also costs much less and takes much less time than creating another de novo product model by the conventional design process.
 - 2. A firm may also use a superior ability to leverage large numbers of product variations to probe a product space to improve its knowledge of customer preferences and to proliferate product models to saturate product space in the region of most profitable demand.
- 2. Faster introductions of improved products
 - 2.1. The resulting ability to introduce components with improved performance into a modular product design (while reusing other components) enables the rapid introduction of upgraded product models as soon as improved components become available.
 - 2.2. New competitive product strategies based on rapid performance improvement become possible when a firm can create a more robust modular product architecture - i.e., one that can accommodate a greater range of improved components - and can quickly develop

improved components or gain early access to improved new components as soon as they become available from suppliers.

3. Lower design, production, and other costs

3.1. Relative to creating a number of conventional product designs, creating a single modular product that allows leveraging of several product variations reduces design costs in several ways (design, economies of scale, production, service and claim cost).

Changes in New Product Targeting and Marketing Research

1. In essence, creating modular product architectures relieves managers of the need to make risky guesses about specific future market preferences, because modular designs provide managers with the flexibility to respond to a range of future market preferences once development is completed.
2. Real-time market research driven by models leveraged from modular designs may therefore allow a firm to discover and serve many more market segments than competitors not capable of designing modular products.

Modular Product Strategies

Integrating Technology Strategy and Marketing Strategy

1. Modular product design intentionally decouples technology development from product development.
2. Modular product architectures must be based on technologies which are well understood at the time development begins, but as a consequence the specification of component interfaces and the development of new components for a given modular design can then proceed without delays imposed by a need to resolve technological uncertainties.
3. The decomposition of product designs into functional components whose designs are largely independent of other component designs allows a direct linking of marketing strategies to strategies for technology

Marketing Capabilities in International Marketing (Morgan et al, 2018)

From a managerial perspective, managers want to know both what types of marketing capabilities may be appropriate for their firms and how to build, maintain, and leverage them.

- (1) What are the drivers of marketing capability development in international markets?
- (2) Can marketing capabilities help improve firm performance in the international markets, and if so, how?
- (3) What conditions may enhance or weaken the marketing capability–firm performance relationship in international markets?

Firm-level marketing capabilities in international marketing are generally viewed in terms of a firm's ability to use available resources to understand and fulfill foreign market customer needs better than its rivals.

Discussion and Implication

Building marketing capabilities across country markets requires greater resources and may constrain (or enable) movement from one stage of internationalization to the next.

Identifying marketing best practices and processes across different country marketplaces and standardizing these across market-facing organizational units is required to enjoy benefits of scale.

The primary difference between international and domestic marketing capabilities concerns the ability to create, maintain, and leverage the same set of general marketing capabilities in ways that cope with context-based variance across country markets and organizational differences across units