



l'umanesimo che innova



Corso di Fondamenti di marketing internazionale a.a. 2022-2023

Lezione 18 - Marketing in Cina

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DIPARTIMENTO DI
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SMEs operate successfully in international markets but they can improve and make it sustainable in long term with:

- **new models** of business that improve tangible resources, but especially **intangible** ones
- **networks** that give to firms the opportunity to **share research** and **competencies**
- **alliances, consortiums**
- **an intercultural approach** : language, time, private/public space, concept of the self and others



Research Method

Quantitative Research

- Why and how SMEs decide to operate internationally, which international marketing strategy (marketing mix and operative instruments), results achieved and future perspectives
- Structured Questionnaire; Respondent 904 SMEs; About 10% redemption;

Qualitative Research

- In-depth personal interviews to managers (best practices) to understand significant and innovative aspects outlined in the quantitative phase
- Open questions questionnaire

Main goal

- To define interpretative models or sustainable paths for SMEs willing to manage successfully their international presence
- To define models that should absorb operative, organisational and cultural specific characteristics of SMEs



Scheme of the quantitative questionnaire

- Motivation and information to internationalize
- Strategic and operative behavior
- Results: benefits and problems
- Future perspectives

Scheme of the qualitative questionnaire

- Company profile
- Internationalization process
- Business model
 - Why and how they operate abroad
 - Where do they operate
 - Main focus of business (design, quality, price, service, customization)
- Supply chain management
- Business networks
- Cultural differences and required skills to operate successfully abroad

Sample characteristics

Respondents by Region

Abruzzo	14
Basilicata	3
Campania	20
Emilia Romagna	81
Friuli Venezia Giulia	8
Lazio	5
Liguria	3
Lombardia	364
Marche	149
Molise	1
Piemonte	51
Puglia	17
Sardegna	15
Sicilia	15
Toscana	60
Trentino Alto Adige	7
Umbria	10
Veneto	81
	904

Respondents by industry

Food	73
Furniture	75
Footwear	83
Chemistry	32
Commerce	13
Mechanics	393
Services	32
Textiles - Clothing	132
Others	71
	904

Respondents by number of employees

1-14	237
15-49	319
50-99	125
100-249	113
>250	110
	904

Findings ⁽¹⁾

- Italian SMEs have a stable and wide presence in international markets
- They have been operating abroad for more than 10 years (75%), and in term of size they are both micro and medium sized enterprises

They promote themselves widely with:

- specialised trade exhibitions (67%)
- internet (65%)
- specialised magazines (42%)
- They sell in many Countries at the same time, independently from the geography closeness and the reduced cultural distance

Findings ⁽²⁾

- Italian SMEs mainly privilege an active approach: in fact they “search new destinations for they products” (90%) or “reply to foreign requests” (72%)
- 30% of the sample internationalize because of strategic partnerships (46% of firms in the range of 100-249 employees, as well as 80% of firms operating with Asian markets)
- They do not consider collaboration and alliances as stimuli to the expansion (53%). Suspicion and lack of trust limit the networking
- 47% of the samples collaborate with:
 - Firms in the same sector (14%)
 - Firms associates in a consortium (13%)
 - Firms of other sectors in the same Country (1%)
 - Other international players (5%)

Entry Mode to the foreign markets

Export	91,0%
- domestic exporters	15,0%
- international exporters	17,0%
- trading companies	8,0%
- cooperatives	1,0%
- buyers, representatives	70,0%
- export managers	11,0%
- representative officers	15,0%
- direct contact	11,0%
Licensing	2,0%
Franchising	1,0%
Production contracts	4,0%
Internet	6,0%
Service Contracts	1,0%
Construction Contracts	1,0%
Joint Venture	7,0%
Acquisition of a foreign firm	3,0%
Green field	6,0%



Focus elements per industry (some examples):

- Food : focus on quality;
- Furniture: focus on quality, design and image;
- Mechanics: focus on quality (well done), innovation and service;
- Chemistry and Plastics: focus on quality, flexibility and price.

But firms need to enhance both their approach to new markets and their operative and relational way to conduct business in foreign markets

	Flexibility	Innovation	Product Quality	Design and product	Price	pre/post sales services
Food	25%	27%	89%	22%	29%	14%
Furniture	44%	39%	79%	81%	24%	40%
Footwear	23%	41%	83%	66%	24%	28%
Chemistry	41%	53%	78%	19%	41%	31%
Commerce	15%	23%	46%	23%	23%	23%
Mechanics	36%	48%	76%	16%	36%	42%
Services	19%	13%	59%	19%	44%	25%
Textiles - Clothing	42%	51%	77%	56%	30%	26%
Others	41%	56%	76%	31%	24%	34%
	35%	44%	77%	34%	32%	34%



La ricetta del business

1°

**Operatività
individualista**

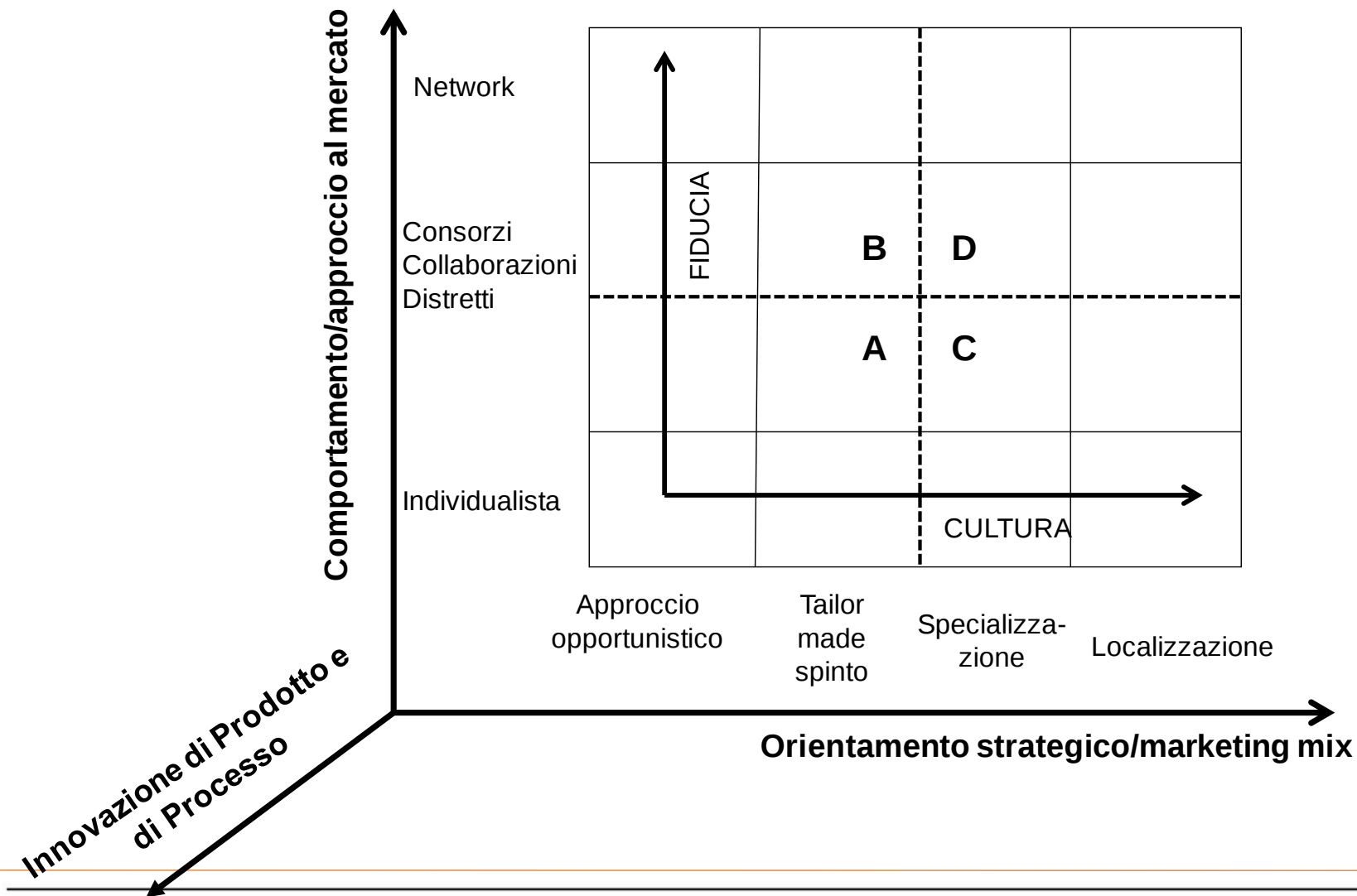
**Operatività
collaborativa o
in partnership**

2°

**Operatività
standardizzata**

**Operatività
localizzata**

Un modello per l'internazionalizzazione sostenibile



ELENA CEDROLA

LORETTA BATTAGLIA

**STORIA, ECONOMIA, CULTURA,
MODELLI DI BUSINESS E DI MARKETING
PER OPERARE CON SUCCESSO IN CINA**

La via verso la Terra di Mezzo

CEDAM



Una sintesi del Paese: Yin e Yang

Yin rappresenta gli elementi femminili: la luna, l'acqua, la debolezza, l'oscurità, la delicatezza e la passività.

Yang simboleggia gli elementi maschili: il sole, il fuoco, la forza, la luminosità, la durezza e l'attività.

Insieme, **Yin e Yang rappresentano le qualità presenti in tutti i fenomeni dell'universo.**

Come si vede dalla figura, il puntino nero nella parte bianca, così come il puntino bianco nell'area nera, rappresentano il fatto che quando il lato femminile ha raggiunto il proprio culmine dà origine alla parte nera, e viceversa. **Gli opposti contengono, al loro interno, il seme dell'altra parte e insieme costituiscono un'unità dinamica.** Non ci sarebbe nulla di completamente bianco o completamente nero (Chen, 2002).

