

Your Career

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■ Example: Roland Berger

A screenshot of a web browser displaying the Roland Berger website. The browser's address bar shows the URL: <https://www.rolandberger.com/en/Join/All-Jobs/European-Female-Talent-Program-2024-REF32...>. The website header includes the Roland Berger logo and navigation links: Expertise, Insights, About, Locations, and Join. The main content area features a large banner with two smiling women, a large white letter 'B', and the text "Be your best self." Below the banner, the text "Job" is visible, followed by a pink-bordered box containing the text "European Female Talent Program 2024". The browser's taskbar at the bottom shows the date and time as 20:09 on 2024/03/24.



■ Roland Berger – European Female Talent Program 2024

❖ Qualifications

- **Master’s degree** from a university or a doctorate, **with excellent academic performance**;
- **International experience** from an internship or semester abroad.
- Both **qualitative & quantitative analysis methods**;
- **At least 2 years experience** in a **strategic or conceptual field**;
- **Familiarity** with **financial statements** & with the **consulting environment**; &
- **Italian mother tongue & fluent in English** are a prerequisite. The knowledge of **another European language** can be a plus.

❖ Further Information

- The application due date: **April 5th, 2024.**



■ Roland Berger – European Female Talent Program 2024

The screenshot shows a web browser window displaying the Roland Berger website. The address bar contains the URL rolandberger.com/en/Join/Join-Us/Diversity/EmpowHER/, which is highlighted with a pink box and a red arrow. The website header includes the Roland Berger logo and navigation links for Expertise, Insights, About, Locations, and Join. A 'Jobs' button is located in the top right corner of the page content. The main content area features six circular portraits of women, with the first three labeled Claire, Daria, and Emily. The background of the portraits is a colorful geometric pattern. The browser's taskbar at the bottom shows the date 2023/04/17 and the time 9:25.

Exercise 1

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Exercise 1



■ Mental Maths

❖ Answer the following questions within 3 minutes.

1. Write as a decimal. 1% of $27=?$
2. What is the sum of all the prime numbers between 24 and 34?
3. What is the average of 65, 92 and 50?
4. What is 5% of 40?
5. Add 1.9 and 7.06.
6. Write 5% as a fraction in its lowest terms.
7. Carol lost a fifth of her marbles. If she still had 20 left, how many did she have at first?
8. How many degrees are there in 4 right angles?
9. Name a common factor of 28 and 63 (not including 1).
10. Round off 9.09 to the nearest unit (whole number).

Exercise 1



■ Mental Maths

❖ Answer the following questions **within 3 minutes**.

1. Write as a decimal. 1% of $27=?$ **A. 0.27**
2. What is the sum of all the prime numbers between 24 and 34? **A. 60**
3. What is the average of 65, 92 and 50? **A. 69**
4. What is 5% of 40? **A. 2**
5. Add 1.9 and 7.06. **A. 8.96**
6. Write 5% as a fraction in its lowest terms. **A. $\frac{1}{20}$**
7. Carol lost a fifth of her marbles. If she still had 20 left, how many did she have at first? **A. 25**
8. How many degrees are there in 4 right angles? **A. 360 degrees**
9. Name a common factor of 28 and 63 (not including 1). **A. 7**
10. Round off 9.09 to the nearest unit (whole number). **A. 9**

Exercise 2

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Exercise 2



■ **Let's Recall What We have Learnt for the Last 4 Weeks !**

Please answer each quiz within 15 minutes.

Reviewing the Lecture Materials
(From WEEKS 1-4)

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■ What are '3' Drivers of Globalization?

❖ Political Forces

- **The fall of the former Soviet bloc:** The privatization of former Russian state-owned enterprises (*e.g.*, Rosneft, Lukoil, Gazprom etc.).
- **Russian firms** compete in the natural resource & infrastructure industries.
- **The relaxation of trade relations** with many previously closed markets.
- **China's entry in the World Trade Organization in 2001.**
- The formation of the **European Union & the Euro Zone.**

❖ Technological Forces

- **The IT revolution:** (1) Transportation costs (↓) & (2) Product life cycles (↑)

❖ Economic Forces

- **Rising wage costs** of developing nations.
- The rapid growth & globalization of **conglomerates** from developing & emerging countries (*e.g.*, Korea, India, Brazil etc.).



■ '4' Types of State-Owned Enterprises (SOEs)?

- ❖ **Domestic SOEs:** There are at least 150,000 businesses in China where the largest shareholder is either the Chinese government or a local municipality (UNCTAD, 2011).
- ❖ **Emergency SOEs:** GM (US) & Royal Bank of Scotland (UK) who ran into financial problems & were bailed out by the government that injects capital in the form of shareholding.
- ❖ **Privatized SOEs:** Those organizations that were once nationally held, & when privatized the government retained a stake ranging from a minority shareholding (*e.g.*, Volkswagen & Renault).
- ❖ **Expansion Vehicle SOEs:** Those organizations created by the government with the special objective of pursuing the country's prerogatives abroad (*e.g.*, The Chinese campaign "Go Global").

Theories to Internationalization



■ Accelerating Resource Acquisition (“Born Globals”)?

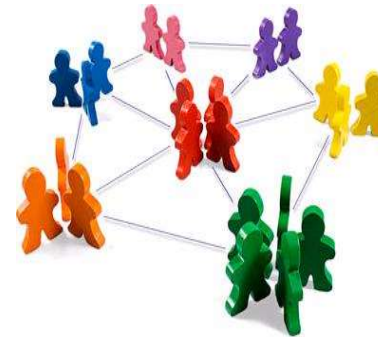
1 Building Entrepreneurial Teams

- > **Personal experience** worked in an international role for a major company.
- > **Studying abroad** provides experience, tacit knowledge & networks.



Working with Foreign Investors 2

- > Most foreign investors are looking for local suppliers & distributors.
- > **Subway:** One Northern Irish bakery for chilled part-bake bread



- > Late entrants can learn by **learning from earlier entrants** successes & failures.
- > **Mimetic behavior** as a means to reduce uncertainty.



3 Observing & Imitating Others

- > International growth by **taking over local firms** to access to the knowledge embedded in teams & organizational structures & to enhance **legitimacy & networks.**



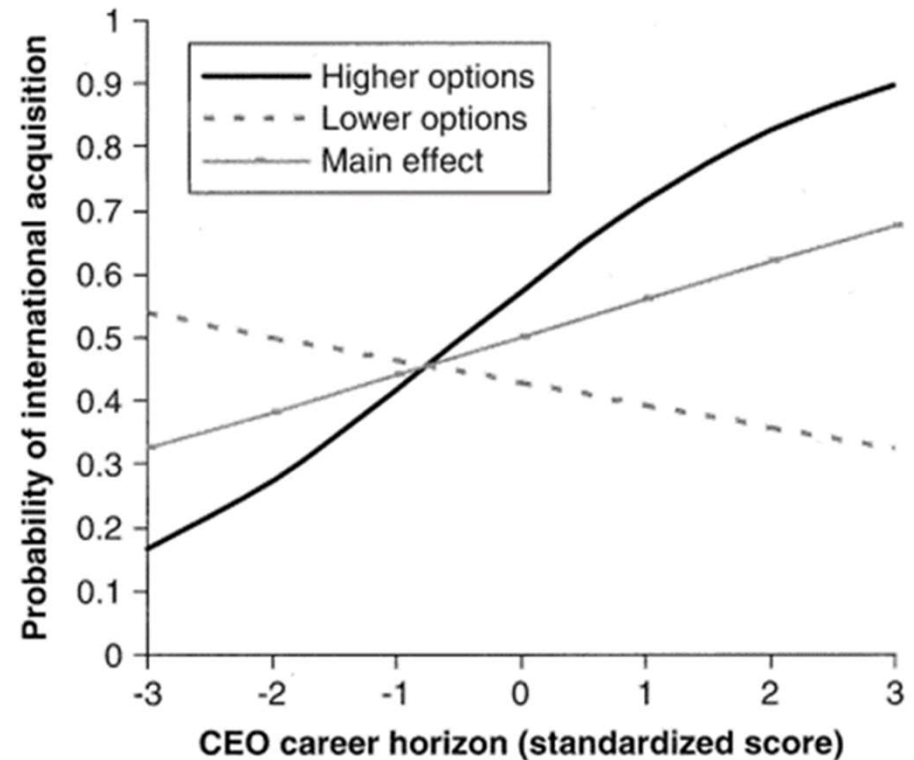
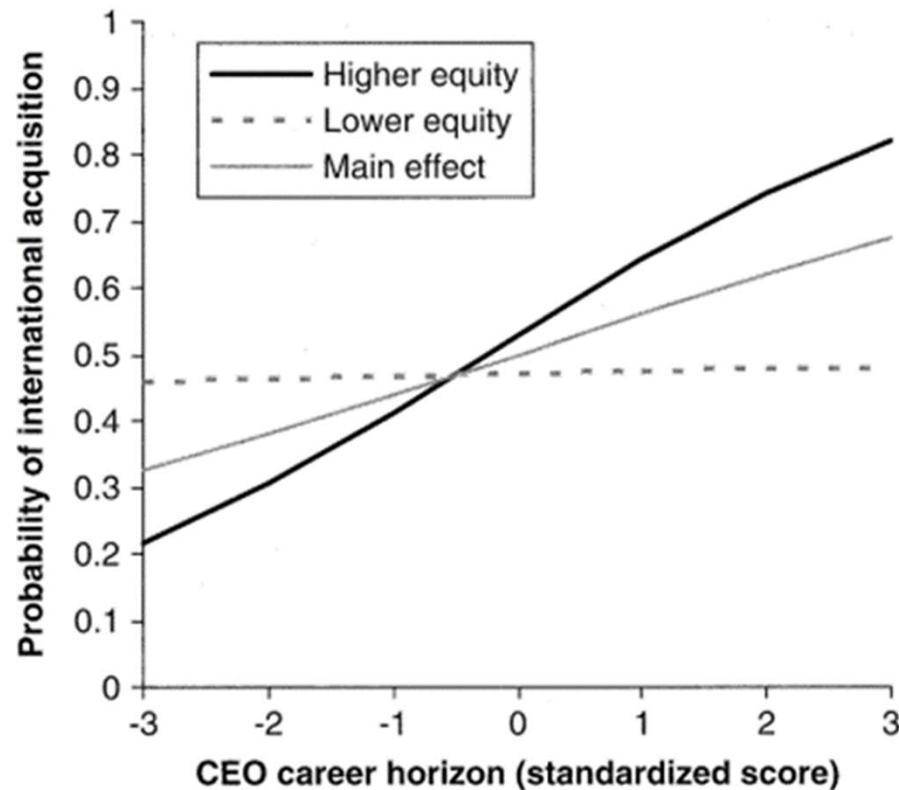
Acquiring Resources Abroad 4

Antecedents & Outcomes of Firm Diversification



■ **Matta & Beamish (2008).**

❖ (1) Equity Holdings & (2) Stock Options



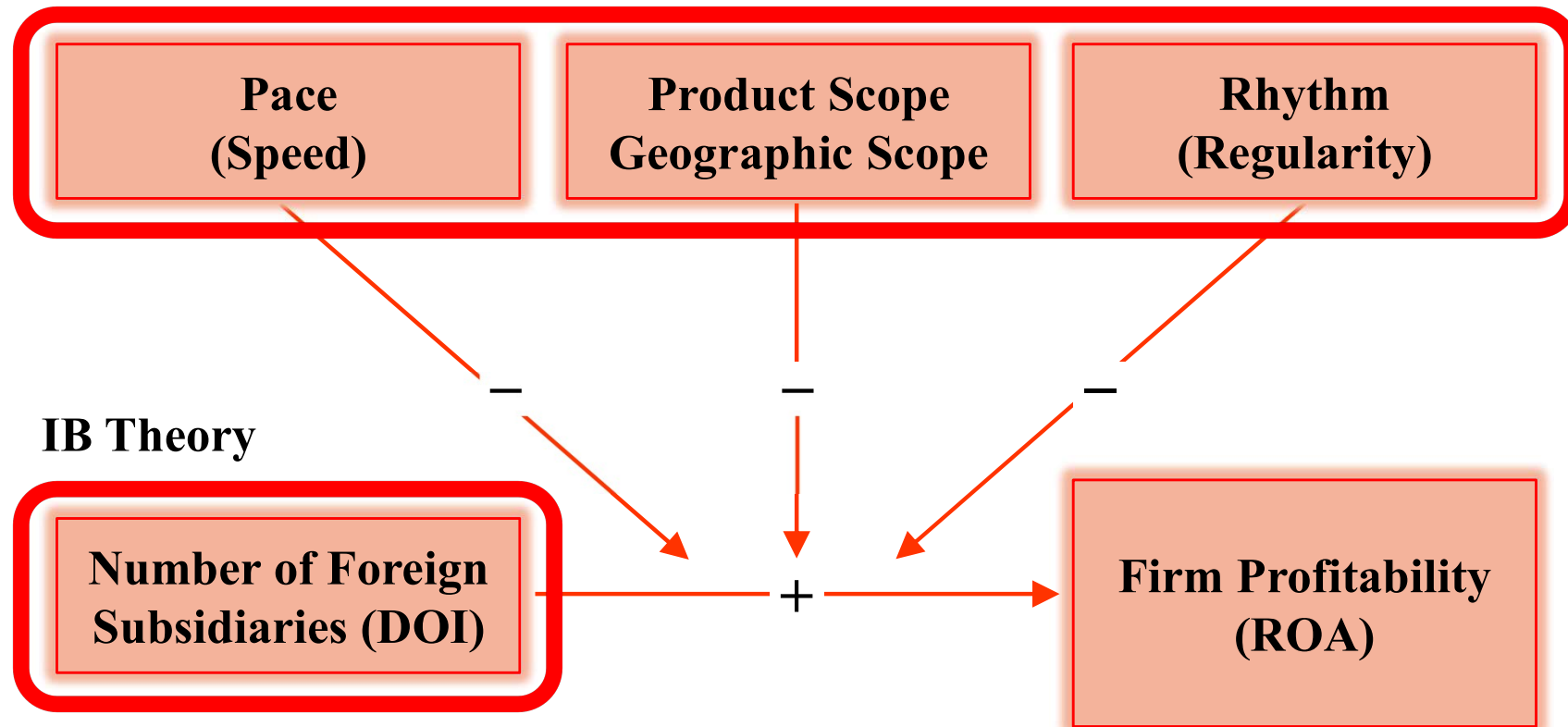
Source: Matta & Beamish (2008: 694).

Antecedents & Outcomes of Firm Diversification



■ Vermeulen & Barkema (2002).

Diseconomies of Time Compression

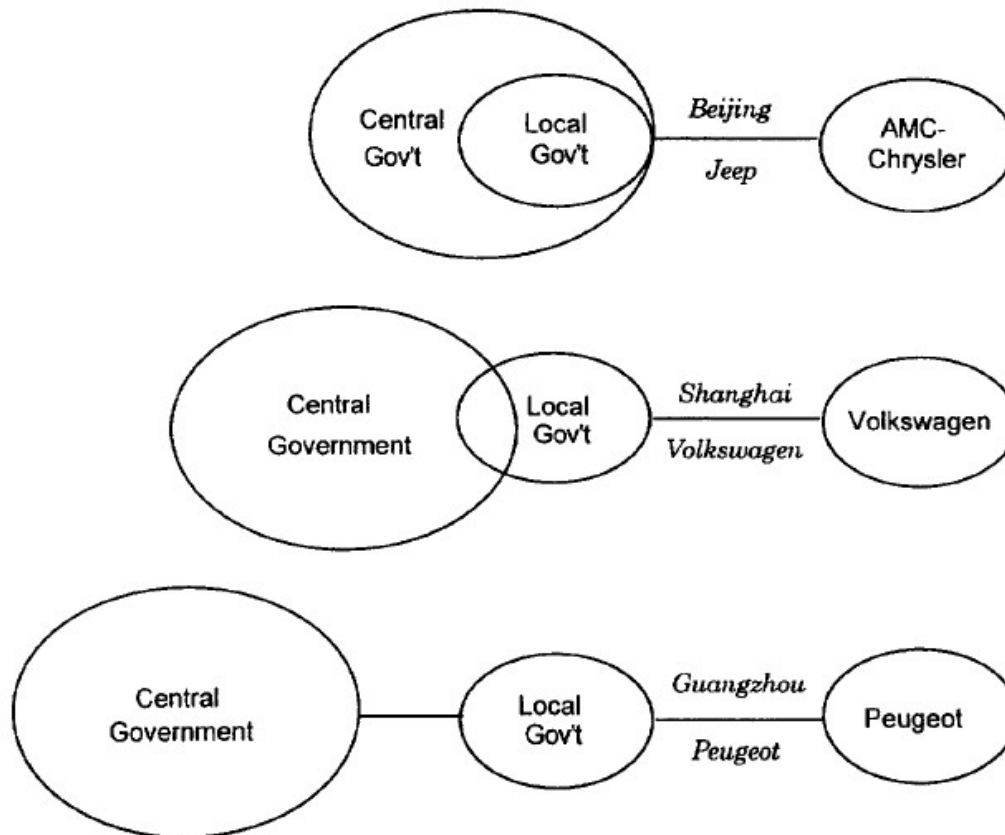


IB Theory

International Joint Ventures in China



■ Peng (2000): Different Government-MNE Relationships



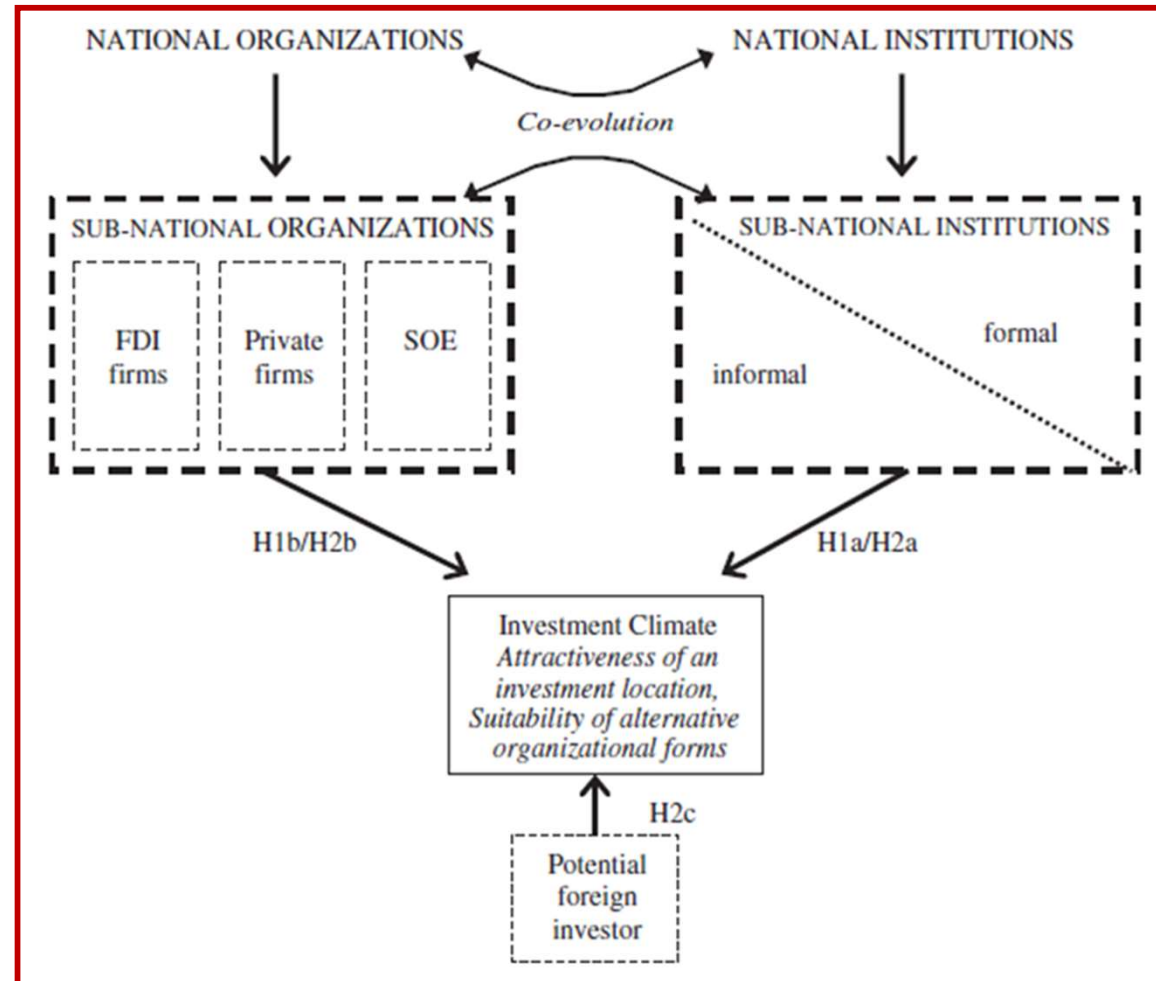
Source: Peng (2000: 160)

KEY POINTS

- > AMC's “**BAIT & SWITCH**” strategy *versus* VW & Peugeot's more **FRANK** approach.
- > In the case of VW & Peugeot, local governments became more **SYMPATHETIC** toward the JVs.
- > During later stages of the JV development, local governments, except in Beijing, tended to actively **LOBBY** for the JVs.
- > Local governments **BARGAINED HARD** with the central government.
- > **DIALOGUE**-based solutions of the conflicts between principals & agents.



■ Sub-National Institutions in Emerging Economies





■ **How Institutions Shape MNCs Strategic Decisions?**

❖ **Location Strategies (Access to Local Resources)**

- > Under the **decentralized administration** in Vietnam, provincial institutions vary by the level of **access to local resources**.
- > The establishment of **industrial zones**: Offer **lower profit tax**, especially **if at least 80% of output is exported**.
- > **Provincial authorities** can **signal their commitment** to create an investor-friendly business climate by providing **real estate for industrial zones**.

❖ **Location Strategies (Incumbents = SOEs)**

- > Incumbents affect informal rules to **protect their market share**.
- > In transition economies, **lobbies** are related to **SOEs** that can draw upon **long-standing personal networks with authorities**.
- > The **SOEs** control **local resources**, including **business networks, distribution channels & labor markets**.



■ **How Institutions Shape MNCs Strategic Decisions?**

❖ **Entry Mode Choice (Access to Local Resources)**

- > **Institutional barriers** inhibit access to local resources, but foreign investors can **overcome** them through a **JV with a local partner**.
- > **Scarce local resources** often relate to **intangibles** (*e.g.*, marketing & technology-related assets, or to business networks)
- > In Vietnam, **access to real estate is a key constraint**.

❖ **Entry Model Choice (Incumbents = SOEs)**

- > Incumbent firms are a **powerful lobby** influencing the local institutional framework.
- > **SOEs** are still **important players** & newcomers may find a partnership an important means to **attain legitimacy**.
- > Where **SOEs are strong**, foreign investors may find it **more difficult to prosper alone**.

The End of Today's Lecture



ご清聴有難う御座いました。

Thank you so much!

Vielen Dank für Ihre Aufmerksamkeit!

Grazie mille !

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