

Structuring & Organizing Your Presentation

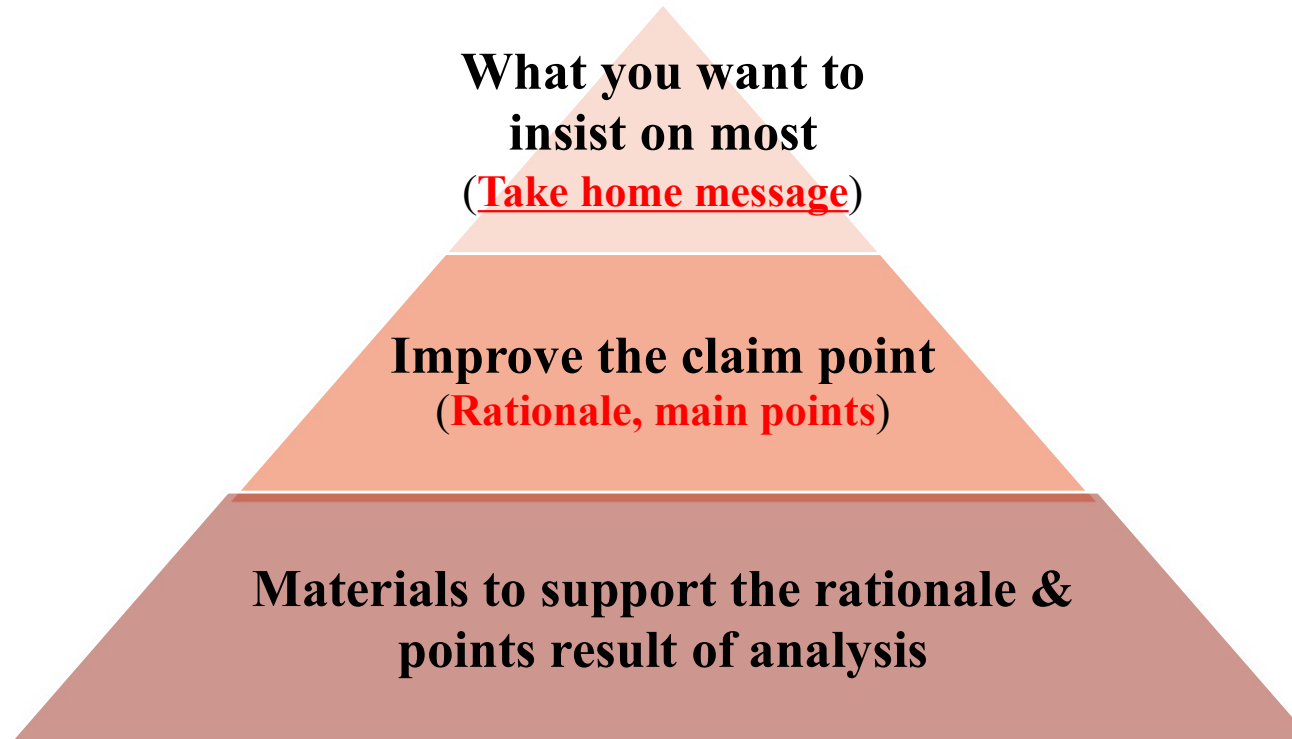
PROF. DR. NORIFUMI KAWAI, MPIA (Pittsburgh)

International Business & Trade
Università degli Studi di Bergamo
Dipartimento di Scienze Aziendali
Bergamo, ITALY

Structuring & Organizing Your Presentation



■ Think about Your Presentation Hierarchically!



❖ If you want your listeners to hear you, it's best to focus on one thing you want to convey & say it at the beginning of your talk!

Source: Ito & Nakajima (2019)

Exercises

PROF. DR. NORIFUMI KAWAI, MPIA (Pittsburgh)

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Bergamo, ITALY

Exercise 1



■ Household Question

How many **garden hoses** were sold in **the US** last year?

- ✓ The population of the US is **300 million people**.
- ✓ The average US household is made up of **3 people**, so we are talking about **100 million households**.
- ✓ We estimate that **50%** of the households are **either suburban or rural**.
- ✓ That makes **50 million households**.
- ✓ We assume that **20%** of those homes are **apartments or condos** => This narrows down to **40 million houses**.
- ✓ Garden hoses are relatively **inexpensive**, so people have **a hose in the front and a hose in the backyard**. This makes **80 million hoses**.
- ✓ We may add in another **10 million hoses**, which can be used in **nurseries, zoos ...**
- ✓ We are now up to **90 million garden hoses**.
- ✓ They are replaced **every 3 years** => $90/3 =$ **30 million hoses a year**

Exercise 2



■ The Industry Competition

- ❖ Look at this chart. Your company is a securities company. The majority of its revenue comes from a **stock broker's business**. It achieved a **10% growth rate** last year (**Year 1**) & was ranked **6th** in the industry. In **Year 2** it fell to **7th**. The company wants to **get back its 6th place ranking**. **How much** will it have to grow to maintain that **6th place ranking in Year 3**, given the rate of growth of its competitors?

Company	Industry Ranking	Current Size in Year 1 (Revenue)	Growth Rate	Year 2	Industry Ranking
A	1	US\$1000m	1%	1010	1
B	2	US\$900m	2%	918	2
C	3	US\$800m	0%	800	4
D	4	US\$800m	5%	840	3
E	5	US\$700m	5%	735	5
F	6	US\$600m	10%	660	7
G	7	US\$600m	20%	720	6
H	8	US\$500m	20%	600	8
I	9	US\$500m	10%	550	9
J	10	US\$400m	30%	520	10
K	11	US\$300m	20%	360	11
L	12	US\$300m	30%	390	12

Source: Cosentino (2011). Case in Point: Complete Case Interview Preparation.

Exercise 2



The Industry Competition

❖ $660X=772$, $X=1.17$, A minimum 17%.

Company	Industry Ranking	Current Size in Year 1 (Revenue)	Growth Rate	Year 2	Industry Ranking	Year 3	Industry Ranking
A	1	US\$1000m	1%	1010	1	1,020.10	1
B	2	US\$900m	2%	918	2	936.36	2
C	3	US\$800m	0%	800	4	800	5
D	4	US\$800m	5%	840	3	882	3
E	5	US\$700m	5%	735	5	771.75	6
F	6	US\$600m	10%	660	7	726	7
G	7	US\$600m	20%	720	6	864	4
H	8	US\$500m	20%	600	8	720	8
I	9	US\$500m	10%	550	9	605	10
J	10	US\$400m	30%	520	10	676	9
K	11	US\$300m	20%	360	11	432	12
L	12	US\$300m	30%	390	12	507	11

Source: Cosentino (2011). Case in Point: Complete Case Interview Preparation.

Global Wine War 2015: New World Versus Old

PROF. DR. NORIFUMI KAWAI, MPIA (Pittsburgh)

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Università degli Studi di Bergamo
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Bergamo, ITALY

Global Wine War 2015: New World Versus Old



Make one unique question based on this case.



■ Discussion Points

- ❖ **Why is this case meaningful from a practical standpoint?**
- ❖ **Evaluate key points** deriving from **Exhibits 1a, 3 & 4**.
- ❖ What are **critical impediments** to Old World wine producers?
- ❖ Explain **how New World producers differentiate** themselves from their **traditional counterparts**.
- ❖ Discuss what **difficulties & complexities** foreign wine producers need to overcome when entering **China** in general.
- ❖ Articulate **Exhibits 9a & 9b** & clarify **how France & Australia** pursued to **build their position in China**.



■ How to Measure ‘Competition’?

❖ Herfindahl-Hirschman Index (HHI)

- The **more competition** intensifies, the **closer** it gets to **0**.
- **Case A:** Only 2 companies are competing against each other in a given market. The market share is 50% for each company. $2 \times 0.5^2 = 0.5$
- **Case B:** When the market share of all 100 companies is 1% for each company. $100 \times 0.01^2 = 0.01$

❖ Entry & Exit Rates

- ... are the most commonly used **dynamic** measure.
- **The entry rate:** The number of new firms in each year / the total number of active firms in that year.
- **The exit rate:** The number of exiting firms each year / the total number of active firms in that year.
- From the view point of **Schumpeter’s creative destruction**, high entry & exit would be a prerequisite for innovative & competitive markets.

Source: OECD (2021). Methodologies to measure market competition, OECD Competition Committee Issues Paper (Accessed on 01.05.2024).



■ How to Measure ‘Competition’?

❖ Profits

- **High profits above the normal level** might indicate that the market is characterized by **low intensity of competition**.
- **HOWEVER**, there are several possible reasons as to why **profits above the normal level** might **NOT** be indicative of **weak competition**.
 - **Internal factors:** One firm may have higher profits than others due to **(1) a higher level of strategic & operational efficiency, (2) benefits from past innovation** or **(3) successful risk taking**.
 - **External factors:** At a market level, **unexpected increases in demand** or **falls in costs** can yield a **temporary rise in profits**.

❖ Survey Measures

- **Useful indirect evidence** on whether competition is working well **(+)**
- Answers may suffer from **common method variance (-)**

Source: OECD (2021). Methodologies to measure market competition, OECD Competition Committee Issues Paper (Accessed on 01.05.2024).

Quiz

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■ Yes/No Questions: Are these sentences correct or wrong?

1. Stakeholder management means the principles, standards & norms of conduct governing individual & firm behavior.
2. Liberal CEOs preserve traditional values & resist change & believe that property rights are more important.
3. Ghosn selected employees who promoted his change vision & were able to execute his plan to address a lack of accountability & organizational silos.
4. Weak institutions lead to a lack of transparent financial data & a shortage of specialized financial intermediaries.
5. Personal bases of power are (1) referent & (2) reward.
6. Entry by subcontracting or JVs takes the form of pooling resources between a foreign entrant & a local firm.



■ Yes/No Questions: Are these sentences correct or wrong?

1. **Ethics** means the principles, standards & norms of conduct governing individual & firm behavior. ✗
2. **Conservative CEOs** preserve traditional values & resist change & believe that property rights are more important. ✗
3. Ghosn selected employees who promoted his change vision & were able to execute his plan to address a lack of accountability & organizational silos. ◎
4. Weak institutions lead to a lack of transparent financial data & a shortage of specialized financial intermediaries. ◎
5. Personal bases of power are (1) referent & (2) **expert**. ✗
6. Entry by **acquisitions** or JVs takes the form of pooling resources between a foreign entrant & a local firm. ✗

Imax: Expansion in BRIC Economies

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Imax: Expansion in BRIC Economies



Make one unique question based on this case.

Imax: Expansion in BRIC Economies



■ Discussion Points

- ❖ **Explain the central debate of this case concisely & clearly.**
- ❖ **Discuss Imax's breakthrough & its business model?**
- ❖ **Assess Exhibits 2 & 3 in depth.**
- ❖ **What are major sources of Imax's competitive advantage?**
- ❖ **Analyze both opportunities & threats facing Imax in BRICs.**
- ❖ **If you are Imax's next CEO, what strategy would you design & execute for the next 5 years in terms of consolidating the market presence in BRICs?**

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!

Merci beaucoup!

【Contact Address】

ADDRESS: 208 in Via dei Caniana 2, 24127 Bergamo, ITALY

E-mail: norifumi.kawai@unibg.it