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Employers in the global marketplace look for which one of the following?

Container Ship Learning Results Explain how companies use import and export to access global markets Explain how companies use licenses and franchises to access global markets Explain how companies use foreign direct investment (FDI) to access global markets Explain how companies use foreign joint venture and strategic alliances to access global markets In today's economy, once a country or business has developed an advantage - either comparable or absolute - it is likely to look beyond its own borders or stores in search of greater economic opportunity. But how do you enter a global market? It's definitely not as simple as uploading your product in a truck, driving to the next town, and knocking on doors. Here are some common strategies that companies and countries use to bring their goods and services into the global market. Exporting/importing exports is the easiest and easiest way to engage with the global market. Export is to take goods produced in the country of one company and transport them to another country. The good sender is called an exporter. It is impossible to discuss exports without mentioning its supplements or imports. Import is the process by which a good is put into an authority, especially across a national border, from an external source. The bring-in party is well known as an importer. Simply put, one country's exports become imports of another. Examples of U.S. imports are everywhere: Look at the labels in your clothes or the contents of your backpack. From our favorable point of view, U.S. exports may be a little harder to see, but they exist the same and are very much visible in other countries. According to the world's top exports, the following export product groups represent the highest dollar value among U.S. global shipments in 2015. In parentheses is the percentage of each export portfolio representing the total export turnover of the United States: Machinery, engines, pumps: \$ 205.8 billion (13.7% of total exports) Electronics: \$ 169.8 billion (11.3%) Aircraft, spacecraft: \$131.1 billion (8.7%) Vehicles: \$127.1 billion (8.4%) Oil: \$106.1 billion (7.1%) Medical and technical equipment: \$83.4 billion (5.5%) Plastics: \$60.3 billion (4%) Gems, precious metals, coins: \$58.7 billion (3.9%) Pharmaceuticals: \$47.3 billion (3.1%) Organic chemicals: \$38.8 billion (2.6%) Advantages and disadvantages Because exports do not require a company to produce its products in the target country, the company does not have to invest in factories, equipment or other production facilities located halfway around the world. Most export-related costs are related to finding a buyer or distributor in the destination market. For these reasons, exports are considered the fastest and least expensive means of entering the global market. However, is the downside, too. Once the products reach the target market, the business loses control of them, which can lead to products being misrepresented, copied by other manufacturers or even sold on the black market. Also, since the business is not active in the new market, it cannot get insight or experience with the interests and needs of local consumers. The lack of this information can create uncertainty and potentially cause the company's opportunities to be lost. As you will learn later in this chapter, businesses operating in other countries may find themselves subject to taxes, regulations and/or restrictions that can significantly affect the profitability of the entire export joint venture. Garment Factory, Jiaying, Chinese Industrial Software/Offshoring And Offshoring are two additional strategies that a business can use to take advantage of the global market. Process the contract out of a business process for another party and may include either or both foreign and domestic contracts. You may be familiar with outsourcing if your university has outsourced bookstores to a national chain like Barnes & Noble, or food services offered by a company like Starbucks or Aramark. Although the employees work on your college campus, they are not college employees. Offshoring, on the other hand, is the actual relocation of a business process from one country to another— typically it is an operational process, such as manufacturing, or sometimes a support process, such as accounting. In the case of labor, the employees still work for the company that is renewing operations, but instead of working in a facility in the United States, they are located abroad. In general, software outings and outings are strategies that companies use to try to reduce their costs. If a business chooses mastworking as a way to engage with the global market, it may have a single component component produced in, say, Tibetan and then shipped back to Iowa, where factory workers in Iowa will use an external part in assembling the final product. The business will have a contract with the company making a component at an agreed price, but it won't have an employer-employee relationship with workers in Tibet. The following video is an example of how a small business is making its production software for China. Especially for small startups, using established manufacturing facilities located outside the U.S. allows them to participating in the global market. Cost, logistics, finance and speed are just some of the things that this kind of arrangement can bring to businesses to capitalize on the growing global demand for U.S. branded products. Favorable and unfavorable offshoring and software outings are both the subject of hotly contested public debate— both in the U.S. and other countries. Supporters assert that these strategies benefit both sides of the agreement: Free trade is strengthened, destination countries gain jobs, and countries of origin receive cheaper goods and services. Some advocates go further and assert that software ma outings and offshoring raise domestic product (GDP) and increase the total number of domestic jobs, too. The statement is based on the idea that workers who lose their jobs will move to higher-paying jobs in industries where the country of origin has a comparative advantage. On the other side, job loss and wage erosion at home have caused opposition to offshoring and software making. Many argue that jobs shipped abroad are not replaced by better, higher-paid jobs. And it's not just low-skilled workers who are feeling the pain. Increasingly, critics say, even highly trained workers (such as software engineers) with highly paid jobs are finding themselves replaced by cheaper workers in India and China. Some companies, while making financial profits from reducing their production costs, are finding that offshoring and making are very expensive in terms of lack of product quality control, working conditions, and industrial relations. For example, companies like Nike and Apple have been fired by human rights organizations and consumers for reports of labor abuse, dangerous working conditions, and ridiculously low wages. It has been reported recently that garment workers in Bangladesh are sometimes paid as little as \$0.21 per hour. We will explore some ethical issues raised by offshoring and software outings later in the course in the business ethics chapter. Star Wars Cookbook Licensing and The Growing Franchise, businesses are bringing their products and services into the global market through licensing and franchise agreements. Under the license agreement, the licensee agrees to let another person (the licensee) use the licensee's property in exchange for a fee. Licensing agreements typically include invisible assets, such as trademarks, images, patents or manufacturing techniques. Since its launch in the late 1970s, Star Wars has remained the most lucrative licensing source in the entertainment business, generating more than \$42 billion from the sale of licensed goods. A more long-term and comprehensive way to access global markets is through franchises. Under the terms of a franchise agreement, a party (franchisee) may access to the knowledge, processes and branding of a business (franchisee) to sell a product or service in the name of the business (franchise). In exchange for franchises, franchisees, usually pay the franchisee both the initial fee and the annual fee. McDonald's, Holiday Inn, Hertz Car Rental, and Dunkin' Donuts have all expanded into overseas markets through the franchise. Advantages and disadvantages Licensing and franchisee both bring advantages to stakeholders: Licensees and franchisees all have competitive advantages in the market. The licensee/franchisee immediately recognizes the trademark and can quickly overtake the competitor by providing a product or service whose current needs have not been met. For example, a local sandwich shop may have difficulty competing when the Subway franchise opens because the brand is so popular. Also, because franchises are often the key to operating in which processes, supply chains, training, and products are already available, new businesses can quickly start operating efficiently and profitably. For franchisees, this agreement allows them to access the new market inexpensively, as the initial cost of the franchise is bearable by the franchisee. Under the licensing agreement, all costs of production, sales and distribution are the responsibility of the licensee. If financial capital is scarce, both approaches allow companies to have a global presence without heavy investment. However, these methods contain a number of risks and disadvantages. They are often the least profitable way to enter the foreign market, since profits are transferred to the franchisee or licensee. Although the licensee or franchisee receives up payment and/or a small percentage of future sales, the majority of revenue remains in the destination country with the licensee or franchisee. The franchise requires a long-term commitment on the franchise side to provide ongoing support in the form of training, logistics, product development and brand marketing. Once a business begins to establish a global franchise presence, the pressure to maintain brand integrity and financial responsibility becomes more intense as the franchise's failure now has global consequences. For companies that sell licensing rights, there is a risk that their intellectual property may be misrepresented or used in a way that could worsen the brand's image. In addition, once a license to use images or other intellectual property has been granted to a company in another country, the probability that knock-off products will enter the market increases. For both the franchisee and the licensee, maintaining quality standards on a global scale is a big commitment, and for this reason many companies are choosing to implement a higher level of control over their products, brands and intellectual property than before. Honey Nut Joint Venture/Strategic Alliance There are times when businesses with opportunities in the global market are better done with a partner. Sometimes sometimes projects that are extremely large and capital-intensive or inclusive to the point of being inclusive of many businesses or even governments. These large-scale, global projects often take one of two forms: strategic alliances or joint venture. A joint venture establishes a new business co-owned by two or more other independent businesses. The most common joint venture involves two companies that are equal partners in the new company, investing money and resources while sharing control of the newly formed company. Typically, foreign partners provide expertise in new markets, business connections and networks, and access to other domestic aspects of the business such as real estate and regulatory compliance. For example, in 2015 Fiat Chrysler entered into a joint venture with Tata Motors of India to expand production of Jeeps in India. The company founded in this joint venture is Fiat India Automobiles Private Limited. Joint venture requires a greater commitment from companies than other global strategies, because they are riskier and less flexible. Joint venture companies can have tax advantages in many countries, especially when foreign-invested enterprises are taxed at a higher rate than domestic-owned enterprises. Some countries require all business joint venture to be owned at least in part by domestic business partners. A less permanent, but equally effective way to enter the global market is through a strategic alliance. A strategic alliance is formed between two or more corporations, each based in their country, over a certain period of time. Unlike a joint venture, a new company is not formed. In general, strategic alliances are pursued when businesses see that they have achieved all they can from exporting and want to expand into a new geographic market or a related business. This approach can be especially useful when the government bans imports to protect domestic industry. The cost of a strategic alliance is often fairly shared among related corporations, and it is often the least expensive way for all stakeholders to form a partnership. An example of this is the alliance between General Mills and Nestlé: Honey Nut Cheerios which was produced in large quantities by General Mills in the United States and then shipped to Nestlé Europe, where they were packaged and shipped to France, Spain and Portugal. Advantages and disadvantages The biggest advantage of joint venture and strategic alliances is the knowledge and experience of the market offered by local partners - on everything from consumer preferences to cultural, linguistic and political/economic system differences. Another advantage is the risk of entering the market with a new product shared by more than one company, thereby reducing each company's exposure to potential losses. However, these types of partnerships may also When companies share their technological and industrial know-how, they risk that the partner company will take that technology or innovation and use it to become a competitor in the future. This was a major concern when Boeing partnered with Mitsubishi (it was eventually settled in the legal details of the cooperation agreement, which both companies signed). Conflicts over control of these partnerships may also arise if the owners of partner companies disagree on important business decisions. BMW Usa Manufacturing Company, South Carolina Foreign Direct Investment (FDI) In all ways that a business can access the global market, the most intensive approach is through foreign direct investment or FDI. Foreign direct investment is an investment in the form of ownership control in a business enterprise in one country by an organization based in another country. FDI can take one of two forms: Greenfield Joint Venture or Merger/Acquisition. In a greenfield joint venture, the company entered an overseas market and established a new subsidiary as a startup. A good example of this is BMW Manufacturing USA, a vehicle assembly facility located in Greer, South Carolina, which is part of the BMW Group. Although it is BMW's only assembly plant in the United States, it represents a direct investment within the United States by the German manufacturer, and it is one of the most successful Greenfield joint venture in U.S. businesses not yet ready to face the challenge of establishing a new facility or subsidiary abroad that will often choose to merge or acquire as a means to expand their global reach. Mergers and acquisitions represent the majority of FDI and range from 50 percent to 80 percent of all FDI in some industries. According to Forbes, U.S. companies completed 116 emerging market acquisitions in the first half of 2013, up from 110 in the second half of 2012. . . . The most common geographical targets for U.S. companies in the first half of 2013 were Brazil (25 agreements), India (18 agreements), South American countries excluding Brazil (15), South and East Asia (15) and Central America and the Caribbean (14). The merger and acquisition is carried out not only by U.S. companies, but also as an extremely popular global business strategy and ownership of many well-known products and brands that have long been separated from the country of origin. For example, The Chinese have just bought Smithfield Foods, Stolichnaya (Stoli) Russian vodka is actually owned by a company in the United Kingdom, Anheuser-Busch is owned by Belgian-Brazilian conglomerate InBev, and 7-Eleven is owned by the Japanese. With With With joint venture, the amount of time it takes to build an overseas presence is significant. If a business has not been established in other global locations and is inexperienced with FDI, it can be in a series of unpleasant surprises in the form of regulations, licensing, taxes and other red tape - the majority of which we will consider later in this chapter. Mergers and acquisitions, on the other hand, are faster to implement than Greenfield's joint venture, and by merging or re-buying an existing offshore company in the market, external companies can quickly take advantage of that presence. Another benefit is that the merger or acquisition involves the purchase of assets such as assets, factories and equipment that have produced a product with a known source of revenue. The key to a successful merger or acquisition is to pay the right price for the company, because, regardless of how successful the business was before it was acquired (or merged), overs paying can turn a previously profitable operation into a money pit. Check out your understanding Answering the question(s) below to see how well you understand the topics mentioned above. This short test does not count on your grades in class, and you can do it again unlimited number of times. Use this test to test your understanding and decide whether to (1) further study the previous section or (2) move on to the next section. Part.

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