



Economia e tecnica degli scambi internazionali

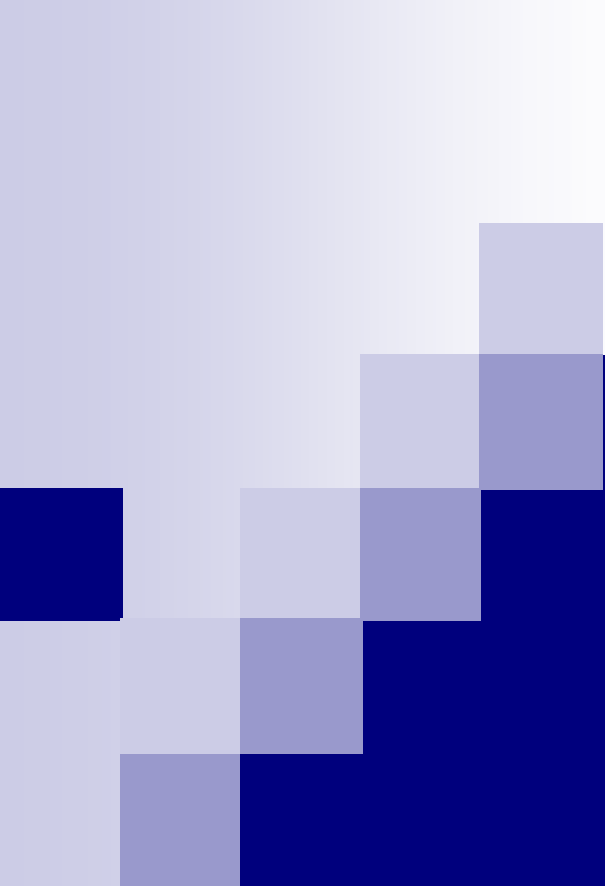
Modulo A (8)

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COOPERATION BETWEEN SMALL AND MEDIUM ENTERPRISES TO BREAK INTO INTERNATIONAL MARKETS. 'ANGELI DELLA MODA' ON THE JAPANESE MARKET

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Collaboration between enterprises is crucial for SMEs to survive and grow

but ...

very few alliances have been planned and implemented, principally because each firm tends to protect:

- ☐ competences,
- ☐ products,
- ☐ ideas,
- ☐ opportunities
- ☐ 'independence'

Cooperation works in two directions

- it helps firms to access and analyse information on markets (micro and macro economics)
- it facilitates negotiation and penetration (division of costs, sharing of competences)

What do enterprises need to collaborate?

What do enterprises need to collaborate?

- common objective;
- effective communication between parties.

Collaboration is easier to achieve if partners do share:

- corporate values (corporate guiding principles, customer-focused approach);
- specific issues relating to finance and solidity of the company;
- personal relationships among entrepreneurs and the existence of reasons to collaborate

Italian SMEs and industrial districts

In industrial districts companies benefit from external economies that increase their competitiveness:

- ⑩ a widespread product culture in the area;
- ⑩ relationships between companies based on a combination of competition and cooperation;
- ⑩ external economies of organisational type.

The need for more formalised and committed cooperation is significantly increasing



The Shoe manufacturing
district of Macerata and
cooperation between
enterprises

A formalised approach to cooperation

The need to set up an export consortium had been identified by a study. Japan immediately appeared to be a profitable market (because of the recovery in consumption, interest in Italian-made goods, and 7.1% rise in imports of shoes from Italy in 2003-2004), but high entry and distribution structure management costs had prevented the company from undertaking an international development strategy by itself.

- Foundation of a consortium for exporting to the Japanese market
- Creation of a trademark
- Realisation of a show room

Ex. Annual cost of a show room in Tokyo (200 mq.)

■ Rental costs	105.600 €
■ Guarantee deposit	86.000 €
■ Agency commission	8.000 €
■ Staffing	40.000 €
■ Furniture and fittings	20.000 €
■ Promotional activities	20.000 €

Total costs	193.600 €
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- it demonstrates that the consortium members are Italian
- it is easily translated into Japanese
- it will have a prime position in Italian and Japanese telephone directories because of the use of the letter 'A' in the first word.



ANGELI della MODA



Industria Italiana Calzature

ANGELA FALCONI

by MYRTO s.r.l.

DGM SPA

LORETTA PETTINARI

Made in Italy

ACTION
TOSI
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In this project, companies were supported by

- *Confindustria Macerata* (the local branch of the Italian Manufacturers' Association)
- *Regione Marche* (the regional government)
- *Istituto per il Commercio Estero* (Foreign Trade Institute)
- *Banca delle Marche*

 Company	Markets served	Product	Consumer target	Brand names
	Italy, Europe, Japan, Australia, USA, Hong Kong, Lebanon, Israel, Canada, Russia, Croatia, Czech Republic, Slovakia, South Africa, New Zealand, Korea, Malaysia, Indonesia, Singapore, Saudi Arabia Iceland and United Arab Emirates	Shoes and leather accessories	Women 20 - 65	Lea Foscati Design
	Italy, European Union (Great Britain, Belgium, Holland, Germany, Austria, Greece, Switzerland), United States and Mexico, Brazil and Argentina, Saudi Arabia, China, Korea, Japan, and Australia	Shoes and leather accessories	Men 22 - 55	Taxto Sign Bait
Industria Italiana Calzature	Italy, United States, Europe, Asia (Japan, Hong Kong, Singapore and Taiwan)	Shoes and leather accessories	Men 20 - 60	Brumas's Nex-Tech
	USA, Canada, Mexico, Europe, Russia, Asia, Japan and Australia	Shoes and leather accessories	Women 20 - 55	Angela Falconi Andrea Falconi
	Italy, Europe, America and Asia	Shoes and leather accessories	Women 20 - 55	Exit Nanà Pepol Femme Publique
	Russia, Ukraine and Japan	Shoes and leather accessories	Women 20 - 55	Loretta Pettinari

The Japanese market is difficult to break into

- It takes a long time to develop and consolidate business relations with foreign firms.
- Additional services are very important.
- Japanese consumers require a lot of information about brands and companies before trusting them.
- In the Japanese market, it is important to establish fruitful and long-lasting relations with:
 - government institutions,
 - public opinion,
 - the members of the supply chain.

The corporate aims of the 'Angeli della Moda' consortium

Separate Aims	Joint Aims
To export products	To manage a Showroom in Japan
To carry out promotional activities	To organise participation in trade fairs and exhibitions in Japan
To import raw materials	To carry out market research directly or on commission
To import semi-finished products	To prepare applications for financing for access to funding from public or private bodies, the Italian government and the European Union in order to achieve the aims of the consortium

'Angeli della moda'. A comparison on the marketing mix

Company	Product	Price	Distribution	Communication
	Standardised	Cost-plus pricing / standardised	Sales agent	Standardised (direct marketing & personal selling)
Industria Italiana Calzature	Standardised	Cost-plus pricing / standardised	Sales agent	Standardised (direct marketing & personal selling)
	Standardised	Cost-plus pricing / standardised	Sales agent	Standardised (direct marketing & personal selling)
	Differentiated	Cost-plus pricing / standardised	Sales agent	Standardised (direct marketing & personal selling)
	Standardised	Cost-plus pricing / standardised	Sales agent	Standardised (direct marketing & personal selling)

In conclusion

- Collaboration between companies, particularly in a formalized structure, helps SMEs to be more effective and more efficient in internationalisation.
- Market awareness and analysis is facilitated, as commercial negotiation and penetration.
- The existence of common corporate values and shared objectives are winning elements that help to display these advantages.
- Companies' previous experience of international markets and established interpersonal relationships between businesspeople are key factors (they facilitate the creation of a group and stimulates a formalised commitment).
- Trust between parties aids the sharing of competences and resources.
- A winning factor in the penetration of the market analysed is the creation of a shared trademark.

The stage model of internationalisation

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STAGE	DESCRIPTION
Stage 1: Domestic Marketing	The firm is only interested in the domestic market and does not export at all. The firm is not interested or willing to experiment with exporting – it is too busy doing other things, or it is not capable of handling an export order. The export/sales ratio is 0.
Stage 2: Pre-Export	The firm searches information and evaluates the feasibility of exporting activities. However, basic information about costs, exchange risks, distribution, etc. is still lacking. The export/sales ratio is at or near 0.
Stage 3: Experimental Involvement	The firm starts exporting on a small basis. Physical and cultural distances are limited. The involvement of an experimental exporter is usually marginal and intermittent. The export/sales ratio varies from 0-9 percent.
Stage 4: Active Involvement	There is a systematic effort to increase sales through export to multiple countries. A suitable organizational structure is in place to support these activities. The export/sales ratio varies from 10-39 percent.
Stage 5: Committed Involvement	The firm depends heavily on foreign markets. Managers are continuously faced with choices for the allocation of limited resources to either domestic or foreign markets. Many firms are engaged in licensing arrangements or direct investments. The export sales ratio is 40 percent or more.



The three major stages:

- a PRELIMINARY STAGE, involving companies operating traditionally on the domestic market that are starting to consider the possibility of undertaking export activity (perhaps stimulated by their first order from abroad);
- an INITIAL STAGE, involving companies that have the potential to operate abroad, but only export sporadically because they still do not possess the productive and organisational structure for meeting foreign demand
- an ADVANCED STAGE, involving companies that export regularly and have a wide experience of foreign markets.

STAGE	DESCRIPTION	FORMS OF COOPERATION
Stage 1: Domestic Marketing	The firm is only interested in the domestic market and does not export at all. The firm is not interested or willing to experiment with exporting – it is too busy doing other things, or it is not capable of handling an export order. The export/sales ratio is 0.	
Stage 2: Pre-Export	The firm searches information and evaluates the feasibility of exporting activities. However, basic information about costs, exchange risks, distribution, etc. is still lacking. The export/sales ratio is at or near 0.	
Stage 3: Experimental Involvement	The firm starts exporting on a small basis. Physical and cultural distances are limited. The involvement of an experimental exporter is usually marginal and intermittent. The export/sales ratios varies from 0-9 percent.	
Stage 4: Active Involvement	There is a systematic effort to increase sales through export to multiples countries. A suitable organizational structure is in place to support these activities. The export/sales ratio varies from 10-39 percent.	The Companies involved implement forms of cooperation to boost this stage on international markets for SMEs.
Stage 5: Committed Involvement	The firm depends heavily on foreign markets. Managers are continuously faced with choices for the allocation of limited resources to either domestic or foreign markets. Many firms are engaged in licensing arrangements or direct investments. The export sales ratio is 40 percent or more.	The form of cooperation for small companies still plays an important role. Some companies can break away from the collaboration format to pursue their business on their own. Stronger enterprises that believe in keeping cooperation can provide support for companies with less strength (e.g.. piggyback)

CONSORZIO “ANGELI DELLA MODA”: LO STATUTO

Il Consorzio “Angeli della Moda”, istituito il 6 luglio 2005, “ha sede legale a Macerata, in via Weiden, 35”. “La durata del Consorzio è fissata al 31 dicembre 2020 ma può essere prorogata, o il Consorzio anticipatamente sciolto, con deliberazione dell'Assemblea straordinaria dei consorziati”

Art. 3 “Il consorzio non ha fini di lucro e la sua gestione non deve portare al conseguimento né tanto meno alla distribuzione degli utili sotto qualsiasi forma. Eventuali sopravvenienze attive ed eventuali plusvalenze patrimoniali costituiranno minor costo di gestione. Scopi sociali esclusivi del Consorzio sono, anche disgiuntamente, **l'esportazione dei prodotti delle imprese consorziate e l'attività promozionale necessaria per realizzarla**; a tali scopi specifici può aggiungersi **l'importazione delle materie prime e dei semilavorati da utilizzarsi da parte delle imprese stesse.**

In particolare, il Consorzio si prefigge di:

- gestire, direttamente o a mezzo di terzi, uno o più Show Room in Giappone;
- organizzare ed attuare, direttamente o a mezzo enti specializzati o commerciali, la partecipazione collettiva dei consorziati alle esposizioni che si tengano in Giappone, fornendo l'assistenza all'uopo necessaria;
- svolgere e conferire incarichi volti alla ricerca e allo studio del mercato in oggetto, al fine di informare i consorziati su tutto quanto sia utile alla diffusione dei loro prodotti;
- provvedere ad elaborare domande di finanziamento per l'accesso ai contributi stanziati da Enti pubblici e privati, dal Governo Italiano, dalla UE e da qualunque altro Governo o Ente sovranazionale, che saranno destinati al raggiungimento degli scopi consortili.



Il Consorzio compie ogni altro atto necessario o utile alla realizzazione dell'oggetto consortile; svolge altresì tutte quelle attività strettamente connesse a quelle sopra indicate e, in generale, utili per lo sviluppo dei rapporti con l'estero delle imprese consorziate, compresa la possibilità di concedere incarichi a terzi, compiere attività formative e di partecipazione ad Enti e Società, anche come socio unico in caso di società di capitali.

Le attività per le quali il Consorzio assume obbligazioni verso i terzi, e particolarmente quelle aventi per oggetto gli acquisti, saranno svolte dal Consorzio per conto di uno o alcuni soltanto dei consorziati secondo che all'operazione siano interessati uno o più consorziati ed a seguito di specifica richiesta che essi di volta in volta avranno rivolto all'ufficio.

Art. 6 “I consorziati sono obbligati a:

- corrispondere mediante versamento nella cassa sociale la quota di partecipazione al fondo consortile...” (il fondo consortile è destinato esclusivamente a garantire le obbligazioni assunte dal Consorzio verso i terzi, in base all'art. 12 del testo stesso) “...e il contributo annuale a fronte delle spese di funzionamento...;
- pagare tutte le spese che il Consorzio sosterrà per loro conto...;
- sottoporsi a tutti i controlli disposti dal Consiglio Direttivo...;
- trasmettere al Consiglio Direttivo tutti i dati e le notizie da questi richieste ed attinenti l'oggetto consortile...;
- osservare lo statuto, l'eventuale regolamento interno e le deliberazioni degli organi del Consorzio;
- comportarsi con assoluta correttezza negli eventuali rapporti contrattuali posti in essere con i terzi;
- non partecipare ad altre forme associative le cui finalità siano in contrasto con gli scopi consortili”.



ANGELI della MODA



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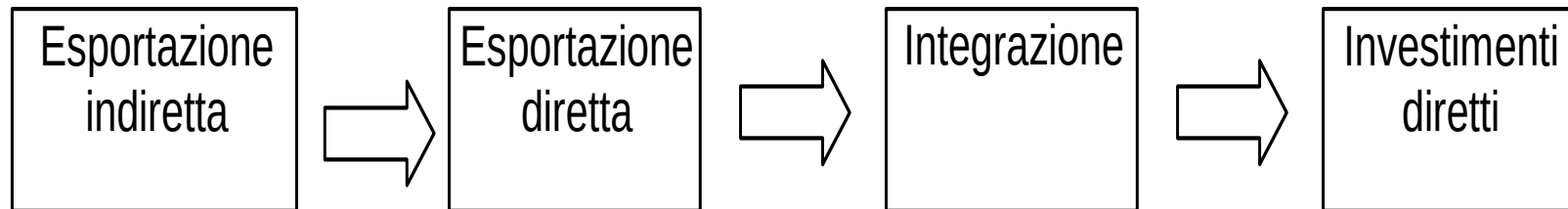
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Le strategie di entrata nei mercati esteri



Entità dell'impegno, dei rischi, del grado di controllo e del potenziale di profitto

Le tipologie di consorzio

- Monosettoriale e plurisetoriale
- Monoterritoriali e pluriterritoriali

Vantaggi del consorzio

- Riduzione dei costi connessi all'attività internazionale
- Attuabilità dei progetti non realizzabili singolarmente
- Maggior accesso a informazioni e risorse
- Maggior potere contrattuale con altri organismi pubblici e privati