

Chapter 4 - The Exploration and Pre-Startup Phase

Laying the Foundations

A number of critical steps are involved in the first year of market entry, the exploration and pre-startup phase. These phases allow teams to research, set priorities and strategize in a way that will help build the foundation for the company's success in an emerging market. In this first phase, a company follows these process steps:

- Appoint a champion
- Determine positioning strategy
- Obtain top management commitment
- Establish selection criteria
- Prioritize countries
- Perform country exploration
- Develop strategic recommendations
- The beachhead concept
- A scenario planning case
- Run country awareness programs

Appointing a Champion. The complexity of the task at hand demanded that we appoint a champion who was a high-level, competent, dedicated and recognized executive. To do this, the CEO created the position of Regional Director, whose major responsibilities are governed by the strategic intent of the corporation. His or her duties include:

- Taking a lead in developing a vision, mission, strategies and objectives to make the company a prime supplier of equipment, systems, components and services in the region.

- Driving a coordinated process to meet and exceed the expectations of customers and partners while growing a profitable business.
- Creating a structure that supports a one-voice, one-face approach for our partners, and a climate that promotes team effort, enhances learning and generates added value.

The Regional Director is supported by champions of the corporate support functions including the strategy office, finance, human resources, legal, government relations, communications, intellectual property, facility management, telecommunications services and education.

Our human resources department helped ensure a channeled market entry. H.R.'s mission was to:

- Professionally and proactively advise and support the corporation and its sectors, groups and divisions in developing markets.
- Establish a culture that supports our key beliefs, goals and initiatives and makes the company a premier employer in the region.
- Develop, implement and practice consistent strategies, policies and procedures that blend the company's human resources charter with local labor practices.

Brian Bedford (Human Resources Director, EMEA) recalls that he and his colleagues were positively surprised that the changes happened so quickly. "We spontaneously appointed a Human Resources Director and fixed the organizational integration, budget and headcount afterwards," Brian says. The company's first pilot program in the region was a human resources task force to investigate the labor environment in some of the target countries and its application as a role model.

The Strategic Positioning Process. One of the primary considerations in the pre-startup phase was how the company should position itself in the emerging markets. Similar to other large corporations, Motorola is a complex organization divided into sectors, groups, divisions and numerous operations, all represented at country, regional and global levels and supported by a range of corporate functions, also organized by function and geography.

"We company executives had the opportunity to review this structure for its organizational effectiveness and customer focus. We needed to decide if the company should continue 'business as usual' and end up with individual Motorola businesses in each country or create an organization that would offer 'one-stop shopping'. In order to maximize our internal ef-