



瓜瓜園
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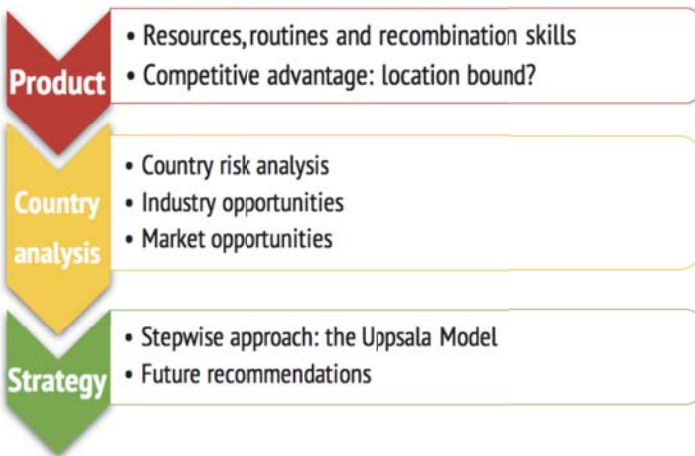
Clément Novak



Global Immersion Course

To which country should we expand and with what level of commitment?

Strategic thinking process



Resources, routines & recombination skills

Tacit knowledge
educating farmers, transferring to the younger generation

Vertical integration
farming, sorting, factory, market

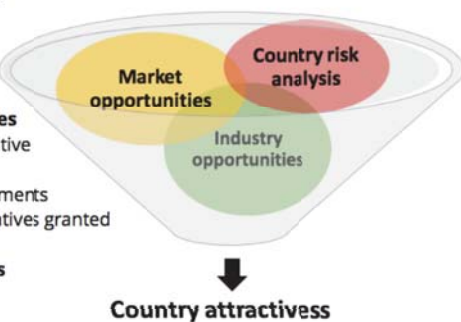
Good reputation
high quality, organic, healthy

Advanced technology
constantly improving: speeding up the process, enhancing quality, minimizing costs



Assessing country attractiveness

- Country risk analysis**
 - Political risk
 - Economic risk
 - Competitive risk
 - Operational risk
- Industry opportunities**
 - Industry competitive structure
 - Resource endowments
 - Investment incentives granted by government
- Market opportunities**
 - Size
 - Growth
 - Quality



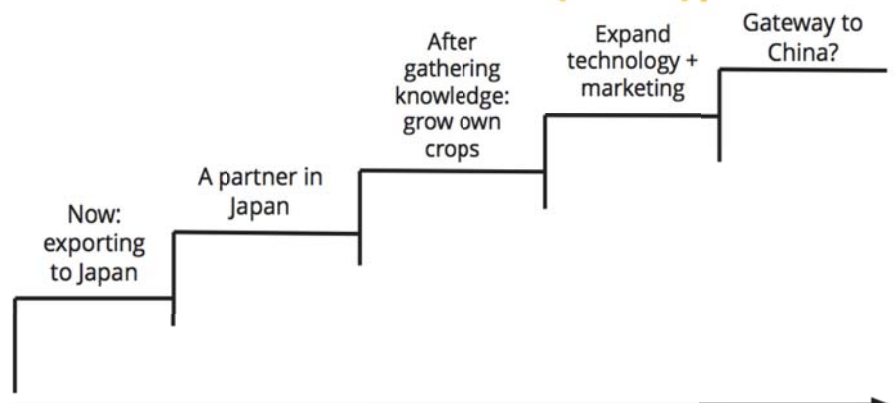
Country/overall score	Country risk	Industry opportunities	Market opportunities
Malaysia	<ul style="list-style-type: none"> Stable economy, political stability, good infrastructure But: corruption, ethnic diversity 	<ul style="list-style-type: none"> Moderate competition Labour shortage/high production costs Government support 	<ul style="list-style-type: none"> Small demand Culture favours spicy food
Japan	<ul style="list-style-type: none"> Good political stability Economic growth, but currency risks Strict food regulations 	<ul style="list-style-type: none"> Lack of proper workforce Good governmental support 	<ul style="list-style-type: none"> Growing export market Steady yield Good quality of the sweet potato
China	<ul style="list-style-type: none"> High risk of expropriation and copycats Higher risk of corruption 	<ul style="list-style-type: none"> Aggressive competition Sufficient land Lack of labour Good government support 	<ul style="list-style-type: none"> High demand Growth in GDP Opportunities in quality

Future recommendations

Increasing commitment: The Uppsala Model



Future recommendations: stepwise approach



Malaysia ●

China ●

Japan ●