



Winning Across Global Markets: Strategies of ICT Leaders

dr Monika Golonka

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How to win across global markets? How to build competitive advantage in global, technology and knowledge intensive industries? The question of firm's competitive advantage building across global markets and industries should be placed in the context of numerous processes influencing changes in the majority of market sectors. One of such processes is vast technological progress and digital convergence as its consequence. ICT Industry by technology and communication development increases the pace of globalisation processes, and, at the same time, it is under their considerable influence. The development of technology leads to increasing requirements of users, who perceive service distribution channels as competitors e.g. nowadays mobile TV competes with traditional TV and online TV. There are also expectations of the availability of the whole packages of services available from various communication devices. Offering integrated solutions requires integration of various systems, products and services, and, as a consequence, firms become the "multiservice providers". It leads to the convergence of services, telecommunication infrastructure, data transfer methods, as well as market sectors. The consequences for ICT and related sectors are, inter alia, changes in relations between enterprises, creation of new co-operation and competition patterns, changes in roles and relations in networks, and creation of new market sectors. Firms, especially multinationals, decide more often to co-operate with their competitors, in particular in the business areas not familiar to them, in order to complete lacking competences, resources, acquire larger market share, gain access to greater number of customers, conduct R&D projects, create new products and services together, or learn something new from their partners. One of the effects of worldwide economic changes is the emergence of global competitors from emerging markets, especially from Asian countries. Concurrently, these countries constitute interesting markets for the development of current economic giants – USA and the Europe. On the one hand, it makes global competition fiercer, on the other, it creates new opportunities and chances in the global perspective. The major problem is determinants of competition in global sectors resulting from co-operation (ties, alliances) between firms. Both, in business practice and management literature, there are numerous unanswered questions concerning competing in global reality. This is the reality of dynamic changes, great uncertainty, as well as new development opportunities waiting for enterprises. The present book constitutes the attempt to answer some of these questions. The most important are the following: - Which factors contribute to the success of a firm in global scale? - What does the global competitive advantage consist in? How to create and maintain it in longer perspective? - What role does co-operation between firms, i.e. alliances and networks of alliances, play in it? - Why and how is co-operation between firms formed? What are their consequences? - How may alliances help in the improvement of the firm's effectiveness, and do they affect the creation of the firm's competitive advantage in the long run? - Do national cultures firms stem from may influence their effectiveness in global scale? Or a strategy they select? Or, are such differences between various parts of the world meaningless in the face of globalisation and technology development? - What factors affect the pace and scope of changes in one of the fastest developing sectors i.e. the ICT Industry? - What strategies do global firms select in the context of aforementioned changes?

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