

± 1980s

UK Models

FAMILY OWNED



INTERNATIONAL GROWTH

DOM CONCEPTS =

OPERATIONS DIRECTOR

CONSOLIDATION

EMPLOYEES ↓

ERS-SYSTEM → SAP

INCENTIVE SYSTEM

SPACE ↓

WINE STEEL : CAPS LOCK

MARKET STUDY : PRICE ↑

CHANGE IN DISTRIBUTION
COST SAVING CURVED

INVENTORIES

CENTRAL SALES & MARKETING

2x weekly, must stop

MANAGING D.I.K. → PLANT MANAGER

MANAGING DIRECTOR

LOSS.



CHARLIE CROFFETER

GENERAL MANAGER - KOOPMAN GETH

GERMAN - GORDS

GLOBALIZATION

⊗ CENTRAL MARKETING & SALES
M.D.'s → GLOBAL MANAGER

DOM COMPES

⊗ STANDARDIZATION OF PRODUCT

PRODUCE FAMILIAR

PRICE → ← → EXCHANGE ALL PRICE COMPETITION

WINE STEEL

2x WEEKLY, NEXT DAY DELIVERY

CENTRAL FOCUS

⊗ COMPROMISE PROCESS



PROFIT

Director
Corporate
P&L
Financial
Div.

PRODUCT STANDARDIZATION

(i)

YES

EFFICIENCY ↑

COMPLEXITY ↓

LESS NEED FOR ELABORATE APPROVALS

EFFICIENCY IN BUYING & SELLING

EASIER COMMUNICATION TO MARKET

EASIER AFTER-SALES SERVICE

EASIER TO INNOVATE

QUALITY RELIABILITY ↑

IT PREPARES FOR DEM

(ii)

~~LESS COVERAGE~~

~~MAKING COMPROMISES~~

LOSS OF BRAND RECOGNITION

INCREASED COMPETITION

(LOSS ENGINEERS)



CENTRAL MARKETING & SALES

(3)

EXPOSES BEST PRACTICES
TRANSFER

IT HELPS STANDARDIZATION.

ONE EUROPEAN BRAND?

CONSISTENT MARKET
MESSAGE

CLOSE TO R&D

EASIER TO MANAGE
PRODUCT PORTFOLIO

BETTER FOLLOWUP OF

GLOBAL SALES

EASIER TO GO TO OTHER

COST ↓

Yes

(2)

NO REAL FEELING OF THE FIELD

LOSS OF CONTROL OVER SALES PEOPLE ??

DISTANCE = GAP ??

IVORY TOWER.

MISALIGNMENT SALES

PRODUCTION

← DISTANCE TO MARKET?

ALIGNMENT TO LOCAL MFRS

LOCAL CUSTOMERS SO NO

NETS FOR EUR. SALES.

MORE DIFFICULT TO COMMUNICATE

MESSAGE

COMPONENT CENTER.

(3)

YES

PREPARES FOR OVERTAKING

ECONOMY OF SCALE

IN PURCHASING

↳ COST ↓

CAPITAL INVESTMENT ↓

LINK WITH STANDARDIZATION

EFFICIENCY ↑

QUALITY RELIABILITY ↑

need for quality system

(2)

QUALITY ? NO TRUST

DELIVERY ON TIME ?

TRANSPORTATION COSTS ↑

EXCHANGE RATES $\$/\text{€}$

LANGUAGE BARRIER FEELING

MERIC SYSTEM \neq

NO OVERVIEW OF CHAIN