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## Country Report 2010 (25% of total grade)

An important part of the course is the Country Report (CR). Start to work with this as soon as possible. The CR shall be published in Reppu no later than **October 27th, 2010**. The CR must cover the following:

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### **Logistics and Distribution: from production-distribution-retail to customer (B2C).**

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You should focus on what is referred to as Logistics Service Providers (LSP) in the article by Persson and Virum: *“The providers of transportation, warehousing, and other logistic services involved in the collection, consolidation, storage, handling, reloading, tracking and controlling the movement and storage of goods.”*

The actors like those who are mentioned in the case part of the article, are what you should concentrate on.

You may also give some focus to **subcontractors** of the larger LSPs. Examples could be air, sea, rail or road based companies. However, the main focus should definitely be on LSPs offering the whole range of logistic services. Many of them are globalized or at least internationalized and represented in all Nordic-Baltic countries. See the recommended article by Lemoine and Dagnæs in Literature task 1.

The report about the Logistics and distribution of your country and a possible specific area to concentrate on should be **based on the theory you may find in the articles in the list of assignments**.

In addition to the basic articles about Logistics and distribution (assignment 1) in general you should **use elements from the other articles in your analysis** eg. Porter’s diamond model, the 5 forces model, Strategic groups and competitor analysis. The Logistics and Distribution is a well settled industry, but it has dramatically changed due to globalisation and increased technology.

You should be aware of that while writing your reports and perhaps keep in mind Theodore Levitt’s groundbreaking article from 1984, **Marketing Myopia**. Students are free to use other relevant models. It is of course important to discuss further Nordic contributions to Marketing.

**To be able to compare market information in the different countries and making use of the information for the multi-cultural reports – the information in the country report must be divided into 4 parts:**

1. All relevant information about the Logistics and Distribution industry in your country; market concentration, laws pertaining to the industry, basic figures on sales, companies on the market etc. It should have the perspective of the industry as a whole

In addition it is possible, but not mandatory, to have a case of a company presentation from the focused subcontractor area.

2. International position of the firms in logistics and/or distribution incl. Nordic connections.



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3. Network perspectives of the firms; selling-suppliers, buying-customers, etc.
  4. Local and cultural aspects that affect the logistics and distribution industry.

Use the literature (from the literature task) as a framework for the descriptions and give references to the course literature and other literature you find relevant. For information search, research and writing - use the guidelines from your Department.

*Copying information and making it as part of your work (i.e. plagiarism) without giving reference is not allowed and might result in a failing grade.*

Reports from the different countries will be the input for the cross-national analyzes that will take place at ISM University of Management and Economics (ISM). The national teams will be split up and new (multi-cultural) groups will be formed with participants from the different countries with a new task.

The new task at ISM during the intensive week will be decided later. It will be presented to you after your arrival in Lithuania:

EVERY COUNTRY TEAM SHOULD BRING WITH THEM ALL THE RAW MATERIAL USED IN THE COUNTRY REPORT TO ISM. THIS INFORMATION WILL BE NEEDED IN THE MULTICULTURAL REPORT



## Literature tasks 1, 2 and 3 (20% of total grade)

The literature studies go parallel with the work on the Country Report. The report about the Logistics and distribution of your country and a possible specific area to concentrate on should be based on the theory you may find in the articles in the list of assignments. In addition to the basic articles about Logistics and distribution (assignment 1) in general you should use elements from the other articles in your analysis eg. Porter's diamond model, the 5 forces model, Strategic groups and competitor analysis. The Logistics and Distribution is a well-settled industry, but it has dramatically changed due to globalisation and increased technology. You should be aware of that while writing your reports and perhaps keep in mind Theodore Levitt's ground braking article from 1984, Marketing Myopia. Students are free to use other relevant models. It is of course important to discuss further Nordic contributions to Marketing."

### Articles 2010

#### Assignment 1.

Comment the usefulness of the articles below in your Country Report:

Persson, Gøran and Virum, Helge, [Growth Strategies for Logistics Service Providers: A Case Study](#). International Journal of Logistics Management; 2001; 12, 1

Gadde, Lars-Erik and Hulthén, Kajsa, [Improving logistics outsourcing through increasing buyer-provider interaction](#), Industrial Marketing Management, Vol 38, issue 6, August.

To understand better the logistics and distribution industry, you should also read the following paper from Institut for Transportstudier in Denmark:

Lemoine, W and Dagnæs, Lars, [Globalisation strategies and business organisation of a network of logistics service providers](#)

#### Assignment 2.

Comment the usefulness of the articles below in your Country Report:

Porter, M.E. 1998. [Clusters and the New Economic of Competition](#). Harvard Business Review, November-December, pp 77-90. 13 pages

Stabell, Charles B. & Fjeldstad, Oystein D., [Configuring Value for Competitive Advantage](#) : On Chains, Shops and Networks, Strategic Management Journal, Vol. 19, No. 5 ( May 1998), pp. 413-437

#### Assignment 3.

Comment the usefulness of the articles below in your Country Report:

Håkansson, H & Snehota, I, 1997 , ["Relationships in Business" and "Business Relationships - What do we know"](#)

Grönroos, C. "[From Marketing Mix to Relationship Marketing](#): Towards a Paradigm Shift in Marketing. Asia-Australia Marketing Journal, 2 (August), 9-29



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**Reference list (from this list additional literature can be chosen)**

**Books**

- " Grönroos Christian, " Service Management and Marketing" (2000, Wiley) ,chapter 2, "Managing Customer Relationships: an Alternative Paradigm in Management and Marketing", p. 20 - 44.
- " Falkenberg, A., W. Marketing Perspectives. Fagbokforlaget, 1994.
- " Cravens & Percy. Strategic Marketing
- " Porter, M. E., Competitive Strategy, The Free Press 1980, pp. 47-71, 73, 126-141.
- " Porter, M. E. , Competitive Advantage, The Free Press 1985, pp. 1-30.
- " Hollensen, Svend, Global Marketing, Prentice Hall, 2004, pp. 84-103.
- " Images of the neighbour ( Reciprocal national stereotypes in Scandinavia - T.H.Eriksen

**Articles**

- " Gummesson, E. Implementation Requires a Relationship Marketing Paradigm. Journal of the Academy of Marketing Science, 26 (Summer), 242-249.
- " Möller, K., Halinen, A. Relationship Marketing Theory: Its Roots and Direction. Journal of Marketing Management, 2000, 16, pp 29-54.
- " Mattson, L.-G. "Relationship Marketing" and the "Markets-as-Networks" Approach - a Comparative Analysis of Two Evolving Streams of Research. Journal of Marketing Management, 1997, 13 pp. 447-461.
- " Johansson, J & Mattsson, L-G 1994. "The markets-as-Networks tradition in Sweden. Department of Business Studies, Uppsala University, Reprint series 1994/8
- " Laurent, G.,G.L. & Pras, B (eds.).1994. Research Traditions in Marketing. Kluwer Academic Publishers, Boston, 321-336. 15 pages
- " Coyne P.K. & Dye R. 1998. The Competitive Dynamic of Network-Based Business. Harvard Business Review, January - February, pp. 99-109. 10 pages
- " Culture and the workplace (new comments to Hofstede) from the book Profession, Culture and Communication HIBAT, Herning 2003.
- *Palmer, R, Lindgreen, A, Vanhamme Joëlle, Relationship marketing: schools of thought and future research directions. Marketing Intelligence and Planning, Vol 23 No.3, 2005 pp. 313 -330*



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## Culture Assignment (20% of total grade)

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Cultural Assignment has two parts that are

### 1. Cultural report and discussion

Describe the figures and facts about your neighboring country.

Explain the culture using the dimensions (power distance, masculinity - femininity, collectivism - individualism, avoidance of uncertainty) offered by Gert Hofstede. The two other articles should also be used as references where appropriate.

Explain also the oddities and traditions.

Report max 10 pages including all text pages, content page, pictures, references, appendices.

- The Swedish group describes the culture of Iceland
- The Icelandic group describes the culture of Estonia
- The Estonian group describes the culture of Norway
- The Norwegian group describes the culture of Lithuania
- The Lithuanian group describes the culture of Denmark
- The Danish group describes the culture of Finland
- The Finnish group describes the culture of Norway

This is a group work, so there is one description from each country.

### 2. Exam (multiple choice on location in Vilnius – based on the content of the cultural reports handed in by each country)

<b>Assessment:</b> cultural report 70 % and discussion, exam 30 %, both parts have to be passed.
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### Compulsory Literature:

Tixier, Maud 1996, [Cultural adjustments](#) required by expatriate managers working in the Nordic countries, International Journal of Manpower, Vol. 17 No. 6/7, pp. 19 - 42

Hofstede, G, 1984, [Cultural Dimensions](#) in Management and Planning, Asia Pacific Journal of Management, January

Lindell, M & Arvonen, J., 1999, [The Nordic Management Style](#) - An Investigation. In: Jönsson, S., Perspectives of Scandinavian Management, GRI

In addition please find literature describing the culture of the country in question.



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## **Multi Cultural Report** (35% of total grade)

You are a representative for the Chinese logistics company Sinotrans (<http://www.sinotrans.com>). Sinotrans is interested in opening up operations in the Nordic-Baltic region. However, they do not know so much about the logistics market in the region.

As their consultant your task is to analyze the market(s) of the Nordic-Baltic region and develop a market entry strategy for Sinotrans.

You should take into consideration (but are not limited to the following):

- Entry barriers of the local markets (competition, supply/demand etc.)
- Cultural aspects
- The national advantage of each country
- What type of investment strategy should be used?
- Industry structure
- Do Sinotrans have to make local adaptations or can they use a global strategy?
- Should Sinotrans enter all markets or one/two/more?
  - When market(s) is decided upon, where should they locate?
- Should they offer their full service & product package?