



Expansion to Italy

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Mission
statement:

Our vision is to be earth's most **customer**-centric company; to build a place where people can come to find and discover anything they might want to buy online

amazon


Guiding Principles:

- Customer Obsession
- Ownership
- Invent and Simplify
- Are Right, A Lot
- Learn and Be Curious
- Hire and Develop the Best
- Insist on the Highest Standards
- Think Big
- Bias for Action
- Frugality
- Earn Trust
- Dive Deep
- Have Backbone; Disagree and Commit
- Deliver Results



Leadership values

We use our Leadership Principles every day, whether we're discussing ideas for new projects or deciding on the best approach to solving a problem. It is just one of the things that makes Amazon peculiar.



Executive Summary

The "Why"?:

- The traditional brick & mortar retail shopping experience needs to be reinvented

Next Steps:

- Determine approach to in country hiring
- Develop leadership plan
- Gain understanding of Italian culture and values
- Identify new markets and strategy for growth
- Discuss supply chain opportunities and further expansion



Characteristics and Actions to drive into management team



Managerial Cultural Intelligence:

- Gain basic insights about where you're going to infuse knowledge into leadership and workforce
- Find Cultural guides
- Connect a cross cultural project with other interests to drive diversity and understanding within leadership and workforce

Competitive Cultural Intelligence:

- **Be globally informed to ensure understanding across cultures**
- **"Why, Why, Why?" strategy deployed within leadership team**
- Learn practices and taboos in key regions as actions for workforce

Structural Cultural Intelligence:

- Live for something bigger
- Engage in active planning to ensure leadership team is aligned
- Look for consistent feedback from leadership team to workforce

Competitive Cultural Intelligence:

Be globally
informed



- The city has remained an important cultural, economic, political, and artistic force into the modern era, setting trends in political administration. The city itself is far more dependent on tourism though it also has developed newer sectors such as information technology. Florence's key role as a market center is reinforced by its location at the nexus of transport lines connecting northern and southern Italy.
- Thousands of Florentines work in industrial suburbs, where they are engaged in the production of furniture, rubber goods, chemicals, and food. Yet the city lives primarily from tourism and the money brought in by foreign (mainly American) students. Traditional handicrafts—glassware and ceramics, leatherwork, wares of precious metals, art reproductions, and the like—are still of some importance, along with some high-fashion clothing and shoe production.
- Things about working culturally in Italy
- Courtesy is a quality that is very much appreciated in Italy, so ensure your conduct is always polished. There are specific etiquettes and protocols for individual social and business situations, however, you should remember that Italian codes of behavior are less important than consideration.
- Punctuality is not a priority for Italians. Be patient and be prepared for some delay when you start working with a new Italian partner. In particular, do not take a small delay as a sign of lack of respect.

Competitive Cultural Intelligence:

Be globally
informed



- As a general guideline, work plans are often not taken too strictly, so that some flexibility can be built into a deadline. Where a deadline must be firmly met, be sure to make it very clear to your Italian partners.
- Italians tend to “multitask”, since they like to do many things at once, shifting their priorities as new demands arise but being unruffled by interruptions. As a consequence, you might experience differing reaction times from your Italian contact as he/she is probably following several other projects at once
- Dress and presentation play an important role in Italian culture. Fashionable style is considered a sign of wealthy social status and success. Milan is one of the World’s four main centers of fashion and Italian design and craftsmanship is valued, respected and coveted the world over. Anything that is ‘made in Italy’ has a tremendous cachet and respect. Prada, Marni, Max Mara, Armani, Dolce and Gabbana. Missoni and Gucci are just some high fashion Italian brands.
- In general, the characteristics of elegance are quality fabric dresses, such as lightweight wools and silk. Quite often, great attention is given to fashion brand clothing and accessories.
- Formal attire is generally expected like in the US for business meetings, for the most part, dark colors for businessmen. Businesswomen tend to wear elegant and modest pant or skirt suits, accessorized with simple jewelry and makeup

Competitive Cultural Intelligence:

“Why, Why,
Why?”



- In Italy, they value the strong relationship and once they are made business is often long-term and substantial. As with the majority of southern European countries, business is based on relationship and human interactions.
- Being patient is key. Contracts are rarely signed in the first meeting. Meetings are essentially icebreaking sessions during which future partners can get to know one another. Reciprocal trust between future business partners is essential here. Respect and mutual affection must always be established before proposals come into play.
- This means that negotiations are often lengthy, particularly when the final decision is centralized and the hierarchy is inflexible. Many family-run businesses in Italy are a prime example of this.
- We encourage you to develop strong relationships with your future partners. It's recommended to meet them in a relaxed, informal setting, away from the office environment. Chat about your family and hobbies, as the Italians value personal relationships and shared understanding. This is a different way of doing business from the US which is often very formal, slightly static and often won't include building direct and real relationships.

Actions

The European Union's fourth-largest economy comes last in the EU for Internet usage, with barely half of the Italian households subscribing to fixed-line broadband.

However, online shopping is growing and will have almost doubled between 2011 and the end of this year when transactions are estimated to reach around 19 billion euros, according to national e-commerce association Netcomm.

Online Amazon is set to announce on Friday investments worth at least 150 million euros in Italy, a bet on the government's plan to go from laggard to leader in digital commerce, sources said.



References

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