# CONTENTS

		page
Acknowledg	gements	xi
Preface. Gl	obal business management	xiii
Silvio M. Br	rondoni	
I.	From marketing to zero defects product and market-driven	
	management	xiv
II.	The global competitive business management	xvi
III.	Global competition, outside-in management and hybrid	
	innovation	xvii
IV.	Market-driven management and web revolution: global	
	management of price, brand and marketing channels	xvii
V.	Competitiveness, corporate governance, ownership and	
	global markets	xviii
	-	

# Part 1: Conceptual Framework

# 1. Competitive business management and global competition. An introduction

Silvio M. Brondoni

1.1.	Globalisation and competition. Emerging issues in global	
	business management	3
1.2.	Market-space competition: competitive landscapes in	
	global firms	5
1.2.1.	Networking and competitive global business management	6
1.3.	Global markets, competitive landscapes and market-driven	
	management	8
1.3.1.	Competitive business management, over-supply and	
	bubble demand	9
1.3.2.	Market-driven management and global economies of scale	10
1.3.3.	From marketing management to market-driven management.	
	Competitive customer value	11
1.4.	Competitive global business, market-driven management,	
	product and corporate intangible assets	14

# 2. The sharing economy. A new strategy to compete in the global market

#### Jean-Jacques Lambin

2.1.	Defining the sharing or collaborative economy	25
2.2.	Spirit of the collaborative economy	26
2.3.	Influence of the open source movement	27
2.4.	Other online economic platforms	28
2.5.	Excess capacity of shareable goods	29
2.6.	Sharing under-used assets	30
2.7.	Lower transaction costs of sharing	30
2.8.	Coverage of the collaborative economy	31
2.9.	The gig economy and freelance workers	32
2.10.	Low rate and simple system in Belgium	33
2.11.	The uberization business model	33
2.12.	Uberization: a capitalism without capital	34
2.13.	Positive impact of the sharing economy	36
2.14.	Environmental impact of the collaborative economy	37
2.15.	Financial impact of the sharing economy	38
2.16.	European participation in the collaborative economy	40
2.17.	Guidelines for regulating the sharing economy	40
2.18.	The EU Commission's views	41
2.19.	Guidelines for regulating the sharing economy	42
2.20.	The recent decision of the European Court of Justice	45
2.21.	Conclusion	46

# 3. Corporate governance, ownership and global markets

#### Daniela M. Salvioni

3.1.	Corporate ownership and capital markets	47
3.2.	Corporate governance and market relations	51
3.3.	Competitive orientation towards the capital market	54
3.4.	Corporate governance in a global perspective	60

# 4. Global management and "economic patriotism"

#### Nicola Bellini

4.1.	The "protectionist turn"	69
4.2.	Making sense of the new scenario: the language of	
	mercantilism	71
4.3.	Economic patriotism and territorial loyalty	73

#### page

# 5. Outside-in open innovation in competitive business management

Elisa Arrigo

-	Introduction Network relations and outside-in perspective in competitive	79
).2.	business management	80
5.2.1.	Outside-in capabilities	82
5.3.	Outside-in open innovation	84
5.4.	Conclusions	87

#### 6. Hybrid innovation in global business management

#### Paolo Rizzi

6.1.	Introduction	93
6.2.	Market structure, enterprise dimension and innovation	94
6.3.	Drivers of innovative product and hybrid innovation	96
6.4.	Social innovation and sharing economy	98
6.5.	Innovation, enterprise and territory	101

#### 7. Global firms and cross-cultural management

# Federica Codignola

7.1.	Global firms and cultural environment	107
7.2.	Cultural environment and cross-cultural management	109
7.3.	The role of Hofstede's organizational culture dimensions on	
	corporate culture	112
7.4.	National culture and corporate culture	115
7.5.	Conclusion	118

# Part 2: Managerial Issues

#### 8. Destructuring of marketing channels and growth of multichannelling. In search of a new model for distribution systems

#### Fabio Musso

8.1.	Introduction	125
8.2.	Overview of marketing channels	126
8.3.	Innovation and changes in marketing channels	127
8.4.	The challenge of multichannelling	128
8.5.	The functional shifting within channels	131
8.6.	Conclusions	133

# 9. Large-scale retailers, marketing channels and competitive customer value

Sabina Riboldazzi

9.1.	Large-scale 1	retailers and	d global markets			137
9.2.	Large-scale	retailers,	market-driven	management	and	
			1			1 1 0

competitive customer value
9.3. Large-scale retailers, marketing channels and competitive customer value
141

## 10. Business coalitions for sustainable global procurement

Mario Risso

10.1.	Introduction	149
10.2.	Sustainability and global procurement	151
10.3.	Business-led coalitions for sustainable procurement	152
10.4.	Two examples of successful business-led coalitions for	
	sustainable global procurement	154
10.5.	Concluding remarks	157

## 11. Competitive pricing and advance selling

Giuseppe Cappiello

11.1.	Introduction	165
11.2.	Competition and pricing policies	166
11.3.	The advantages of advance selling	169
11.4.	Strategies for advance selling	171
11.5.	Conclusions	172

#### 12. Brand strategies and market-driven management

Flavio Gnecchi

12.1.	Corporate communications and market-driven management	177
12.2.	The brand in a competitive market orientation	182
12.3.	Market relations and customer value	184

# 13. Global firms and new standards of Corporate Social Responsibility

Luca Bisio

13.1.	Corporate Social Responsibility as a competitive lever	191
	Costs and benefits of Corporate Social Responsibility	195
13.3.	New standards of Corporate Social Responsibility	197
13.3.1	. The Global Reporting Initiative (GRI)	198
13.3.2	. Accountability 1000 (AA1000)	204