

<Title>

Toward Building a Business Model for Exploitation of Emerging Markets

Yoshiharu KUWANA

Professor, Graduate School of Business Administration

J.F. Oberlin University

<Abstract>

With the rapid economic growth and expansion of markets in emerging countries in recent years, many multinational corporations (MNCs) have entered emerging markets and begun doing business. Thus, competition among MNCs is becoming more and more intense. However, because the business environments in emerging markets are greatly different from those in advanced countries, it is becoming necessary for MNCs to build a new business model to exploit those markets. MNCs must build a new business model that will be suitable for emerging markets as they take into account not only the present needs of consumers in those markets but also various global issues such as the rapid increase in the population, global warming, and the enormous number of people living in poverty. In this paper, we present the argument that a business model will be necessary for the exploitation of emerging markets by examining the issue from the viewpoint of developing a management vision, formulating a strategy, building the organization, and managing human resources. In particular, we stress the importance of the building of the organization and human resource management.

<Keyword>

Emerging markets, Multinational corporation, Business model,  
Building of organization, Human resource management