Economic Environment

Achieving customer-management excellence in emerging markets

Winners ask four critical questions about market-by-market growth, then tailor their channel-management approaches accordingly.

For producers of consumer packaged goods, the road to sustained growth still passes through emerging markets. Despite some softening of enthusiasm for investment in the so-called BRIC markets—Brazil, Russia, India, and China—over the next 15 years nearly three-quarters of the world’s GDP growth will continue to come from emerging-market countries, including Ethiopia, India, Kenya, Mexico, Nigeria, and Vietnam. Growth in these parts of the world is being driven by forces that don’t show any signs of weakening: steady population expansion, rapid urbanization, a proliferation of technology, and gradual opening up of economies and adoption of market-oriented policies.

1. What are our growth priorities?
2. What is our distinctive value proposition?
3. How will we deliver on our value proposition?
4. How will we enable change?

[ Achieving customer management excellence in emerging markets final ]

Global Trends - Wine Industry Key Elements

Visa regulations already impacting tourism industry – report

The report – a comprehensive review of the impact of the visa regulations and compiled by the Western Cape government’s Red Tape Reduction Unit – was submitted to national government, requesting that it be taken into account by the interministerial committee (IMC) convened to assess the new visa rules.

The analysis outlined the impact of the changes for each visa type; the economic impact in key sectors; comparison with the visa systems of other countries; and recommendations to streamline South Africa’s visa application system.

“Two major international conferences hosted in South Africa recently also reported a 71% and
45% decrease in attendance figures. Taking into account that conference delegates are estimated to spend R3 200 a day during their stay in the country, this drop in attendance is worrying,” Western Cape Minister of Economic Opportunities Alan Winde said.

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**Socio-Cultural Environment**

**Management: Meetings - The Good, the Bad and the Ugly**

They tend to convey all of the information you already knew and none of the things you really wanted to know. Meetings have emerged as one of the most universally despised conventions of work life, and they show no sign of letting up. But if workers and managers alike feel put upon by meetings, experts say it’s not meetings per se that are the culprit. The problem is bad meetings.

People call meetings so they can have people’s mindshare, when it might have been more efficient to work through a problem independently.

"We've accepted mediocrity around our meetings, and that permeates everything,” says Patrick Lencioni, president of the Table Group and author of the books Death by Meeting and The Five Dysfunctions of a Team. “The problem is too often they are boring, and boring in a meeting happens for the same reason as in a book or movie — when there is not enough compelling tension. Meetings should be intense. There should be this sense of angst, that if we don’t make a good decision in this meeting something bad is going to happen to us.”

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