
Foreword by David A. Murdoch

Market Entry into the USA – Why European Companies Fail and How to Succeed
By: Ralf Drews and Melissa Lamson

In the German and American business worlds, intercultural competence is an indispensable skill that impacts strategy and assures success in the global market place. Without this essential ingredient, most business and marketing strategies will not succeed. In this book, Ralf Drews and Melissa Lamson have hit the mark on what makes a “go-to-market” business strategy succeed.

Their invaluable insights are direct but courteous and easily understandable. With a common sense approach, down-to-earth explanations, and insightful business examples, Ralf and Melissa make the job of eye-opening awareness of self and others entertaining, educational and enabling. Their reader-friendly style artfully equips both the novice and the expert in how to influence business friends and acquaintances in cross-border relationships.

Armed with the wisdom and counsel of this book, market entrepreneurs in Germany and the US will be several steps closer to formulating and implementing business plans that will increase the likelihood of transatlantic success. When differences in culture are fully appreciated and applied, the mutual German and American desires for sound investment, excellent products and services, legal compliance, good practices, strong revenues, and healthy profits combine to provide business success for intercultural business partners on the global stage. With their entertaining stories, excellent interviews, and humorous but sound narrative, Ralf and Melissa vividly demonstrate how world-class business objectives become achievable.

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Foreword by Marc Oliver Opresnik

Most people think that a one-day seminar on cultural differences about a particular country is comprehensive in order to understand how people from different countries view the world. This is simply not the case.

In my PhD research, I found that there are four categories with which USers and Europeans don't align naturally in business: Product, Organization, Culture, and Time. With regards to Product, a value proposition that resonates with the US customer is key. Secondly, a company must consider how an organization is structured to allow for the regions to function autonomously yet with support from headquarters. Thirdly, most business leaders underestimate how different the Culture in the US is compared with Europe and need to take time to create a profound understanding of those cultural differences. And finally, business today unfortunately is rather short-term than long-term oriented – however, it is crucial to have a business model and corporate culture which are flexible and embrace change in order to continuously adapt to the ever changing dynamic environment.

In today's global world, organizations have to streamline and connect local and global objectives, processes and procedures. Controlling the organization through centralization doesn't leverage intercultural intelligence in the respective regions and therefore creates a barrier to understanding local markets. Melissa and Ralf's book *Market Entry into the USA – Why European Companies Fail and How to Succeed*, complements our newly put forth theoretical marketing concepts by advocating that a balanced approach between local autonomy and global alignment should be based on a sound local strategy embedded in the global company's go-to-market approach, grounded in a relationship of respect and trust between all stakeholders involved.

Melissa and Ralf's analysis provides valuable insight into how that balance can be achieved. With almost two decades of experience in Intercultural Training and Consulting, Diversity, and Global Mindset Development, Melissa shares theoretical and practical information on the impact of culture on business strategy. She not only gives the reader important information on how to handle cultural differences with customers, employees, and the US market as a whole, but moreover explains the "Why" behind culture's impact on the business. Ralf, a seasoned executive in global business strategy with extensive experience in the US market, supplies the reader with a very logical, US customer-centric strategy model that doesn't only

help to develop an effective go-to market approach but also presents key success factors when it comes to execution.

Together, with the help of other successful leaders inside global companies, Melissa and Ralf outline a comprehensive blueprint, a go-to-market/don't go-to market decision-making tool, and strategy handbook for the United States. *Market Entry into the USA – Why European Companies Fail and How to Succeed* is of great value for any company planning to enter the United States, or who have already been there and need to transform their business model.

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<http://www.springer.com/978-3-319-17123-4>

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Why European Companies Fail and How to Succeed

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2016, XVIII, 125 p. 33 illus., Hardcover

ISBN: 978-3-319-17123-4