

**Don't compromise your culture
and learning process**

Principles for Any Geographical Market

- “You should have a different strategy in each country, but you need to have the same culture globally” ([Don Valentine, Sequoia Capital](#))
- “Everyone had to figure out their model and what drives market share in a particular market. Only after that can they figure out their plan of attack” ([Dan Warmenhoven, former CEO of NetApp](#))

Who to Hire?

Company



KFC



McDonald's
Toys "R" us



Expedia



NetApp



Procter & Gamble

P&G

Country Manager



Loy Weston



Den Fujita



Eric Feigenbaum



Ty McConney



Durk Jager

Resume

Serial entrepreneur, founding airline leasing, coffee machine sales, sandpaper wholesaling businesses

Entrepreneur, founding Fujita & Company to import luxurious goods

Startup experience at Yahoo, Expedia etc.

Startup experience. International working experience in over 20 different countries

Later became P&G CEO

Case - NetApp

Japanese Country Managers

Ty McConney

1998

2009

2012



2X Sales Growth

Harmony



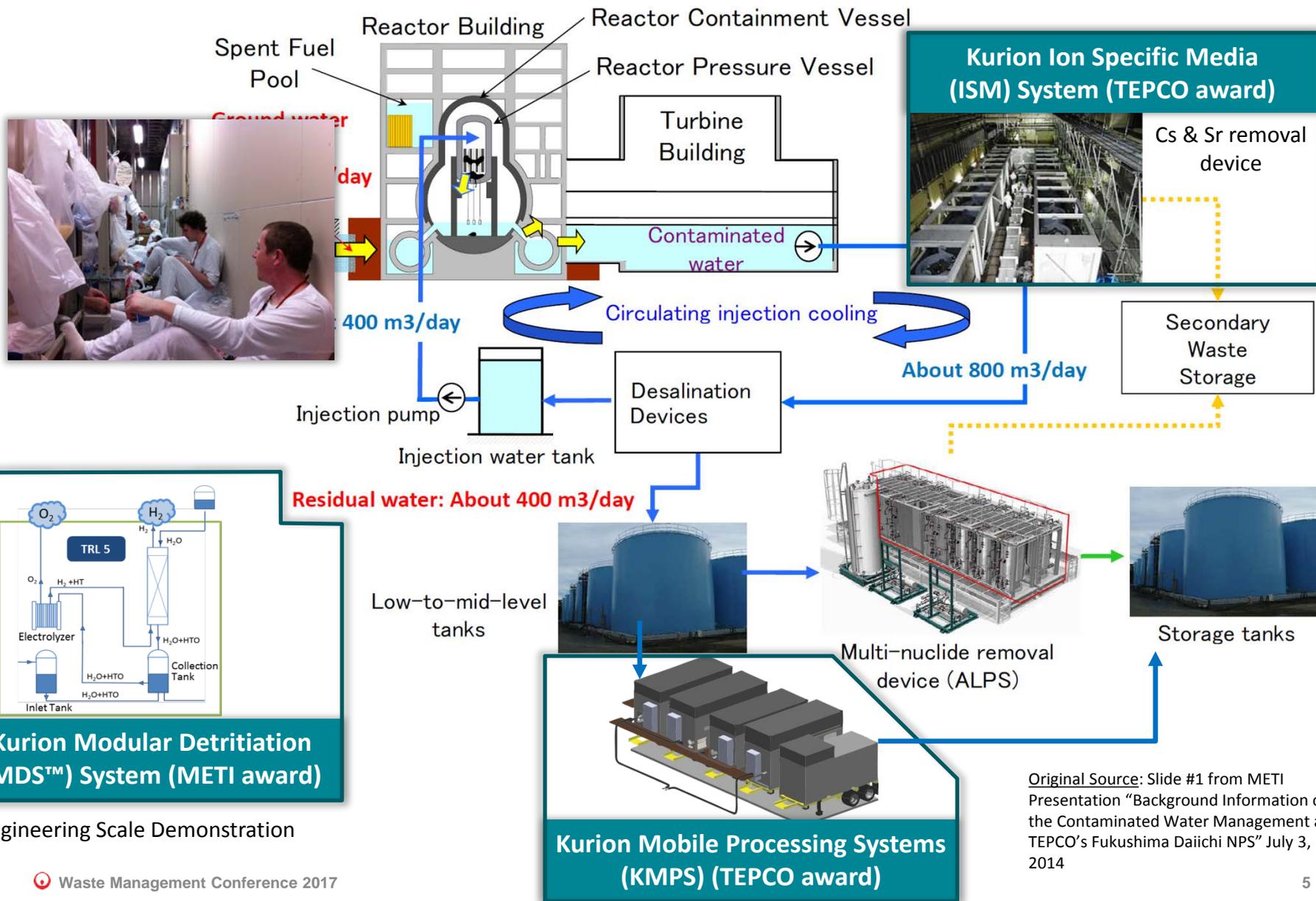
Flat organization

“High Touch” model

Get out of building

End users meetings for learning

Case - Kurion



Original Source: Slide #1 from METI Presentation "Background Information of the Contaminated Water Management at TEPCO's Fukushima Daiichi NPS" July 3, 2014

Conclusion - How Fast Can You Answer Many Questions?



Set Strategy to Maximize Speed of Learning and Not for Perfect Cultural Adaptation