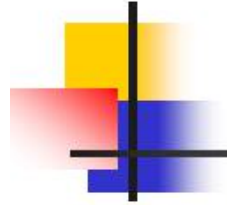


Capitalism Against Capitalism

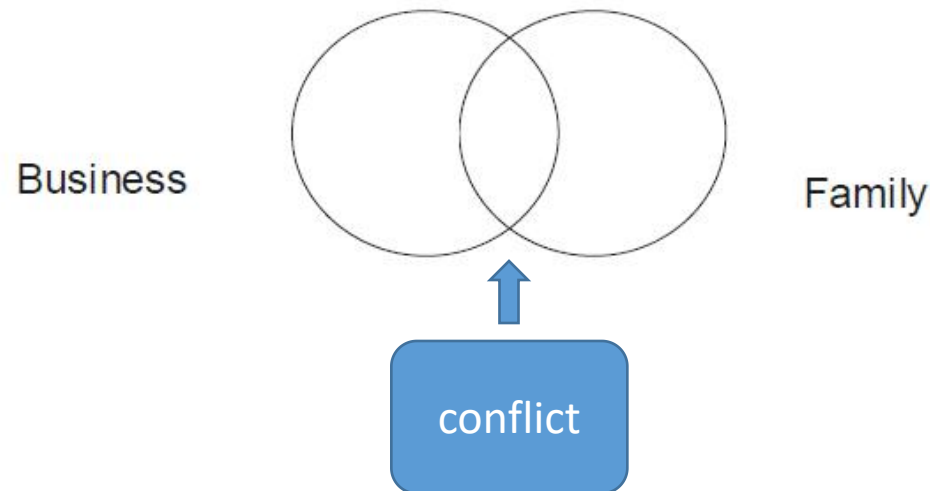
Western Family Business Management. Case Two

ALDI



The Early Years... Systems

- First family business articles written in the late 70's and early 80's
- Focus on a dualistic approach (two systems with separate rationalities)





Family and business system goals (1)

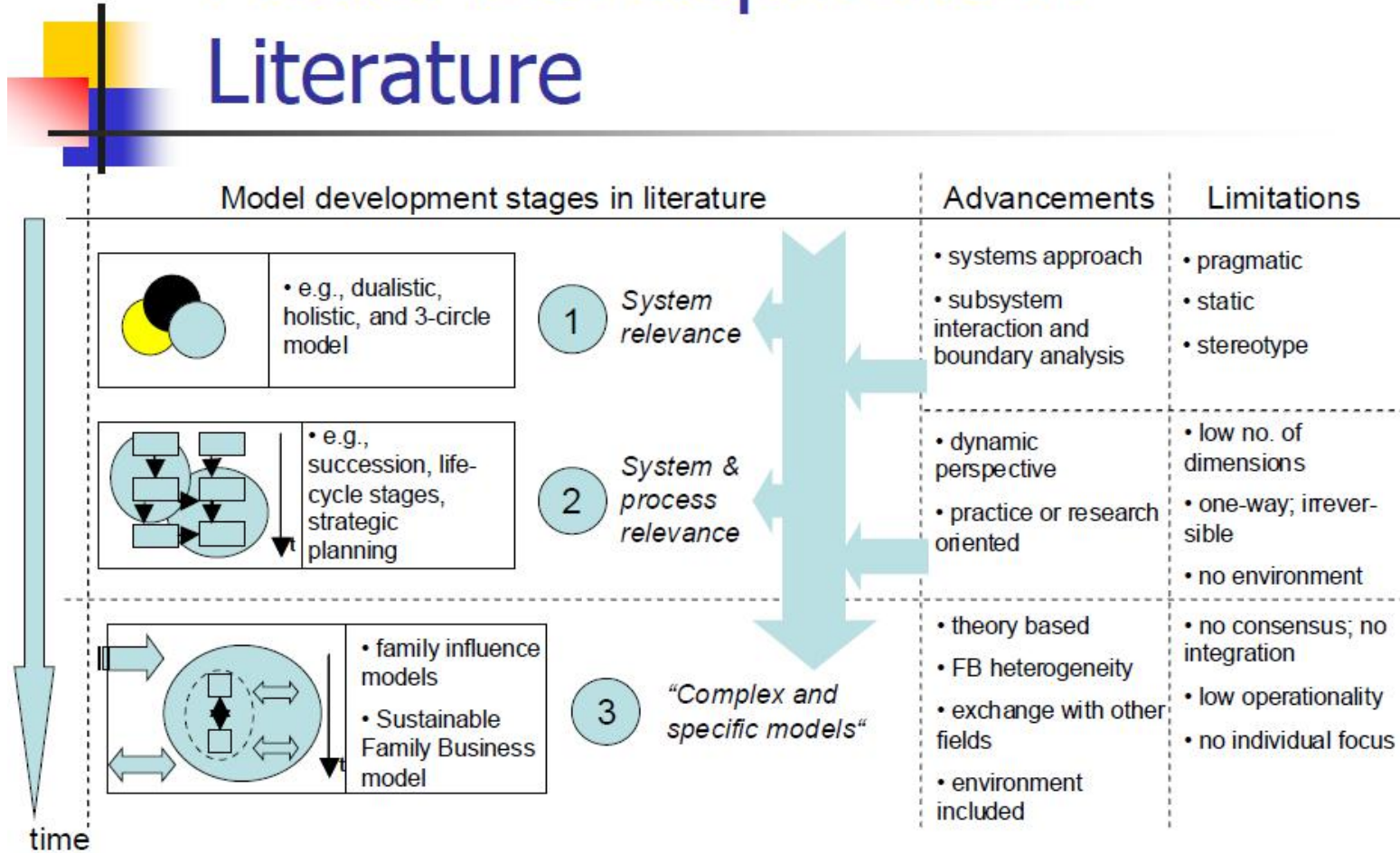
<u>Areas of conflict</u>	<u>Family system</u>	<u>Business system</u>
1 Goals	development and support of family members	
2 Relationships	deeply personal, of primary importance	
3 Rules	informal expectations	
4 Evaluation	members rewarded for who they are; effort counts; unconditional love	
5 Succession	caused by death or divorce	

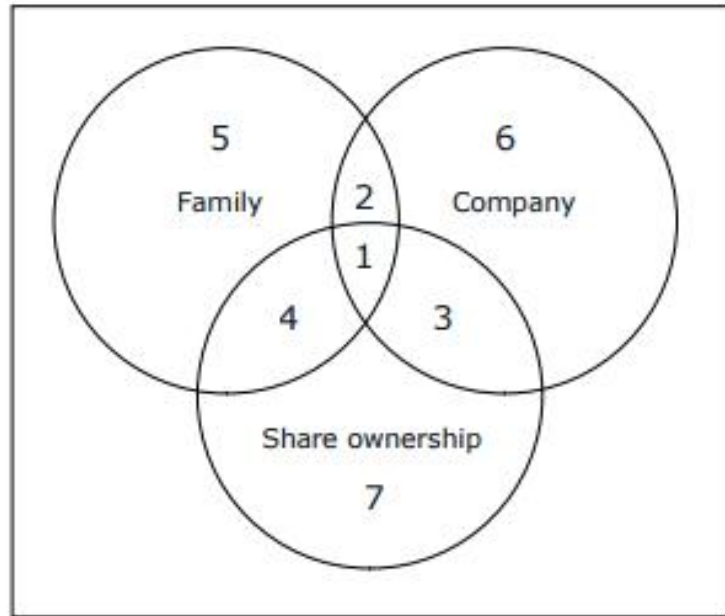


Family and business system goals (2)

<u>Areas of conflict</u>	<u>Family system</u>	<u>Business system</u>
1 Goals	development and support of family members	profits, revenues, efficiency growth
2 Relationships	deeply personal, of primary importance	semipersonal or impersonal, of secondary importance
3 Rules	informal expectations	written and formal rules; often with rewards and punishment spelled out
4 Evaluation	members rewarded for who they are; effort counts; unconditional love	support conditional on results; employees can be promoted or fired
5 Succession	caused by death or divorce	caused by retirement, promotion or leaving

Model Development in Literature





Source: Taguiri and Davis (1996).

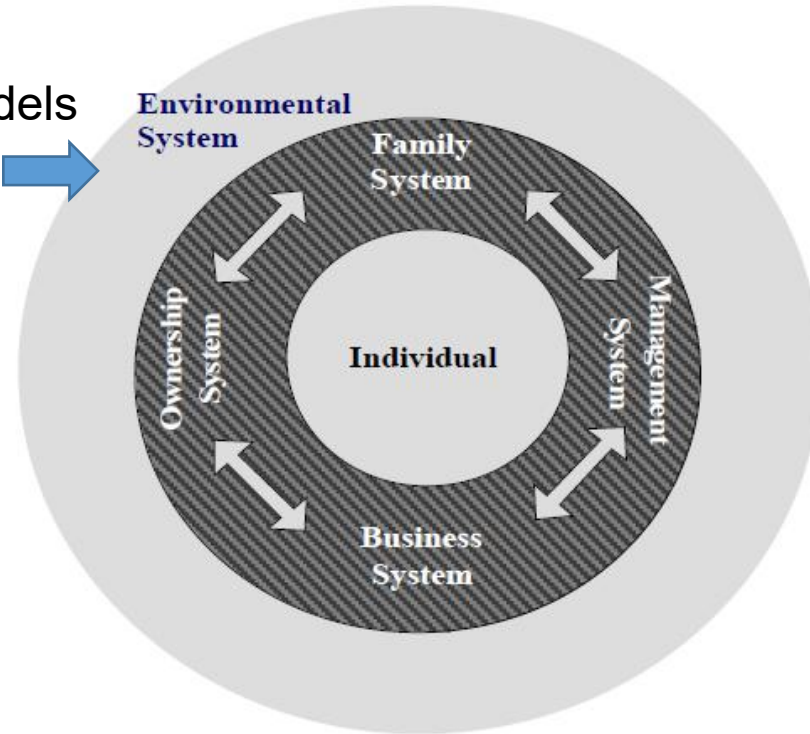
The interdependence of the three entities becomes more evident when the people within each circle are identified. It quickly becomes clear that the three circles overlap. For example, at the intersection of the three circles (zone 1) you find people who are at the same time members of the family, company employees, and company shareholders. At the intersection of family-company (zone 2), you find people who are family members and employees of the company at the same time, but do not own shares of the company. Continuing in this vein, seven different zones are distinguished into which each person linked to the family business, whether closely or not, can be placed.



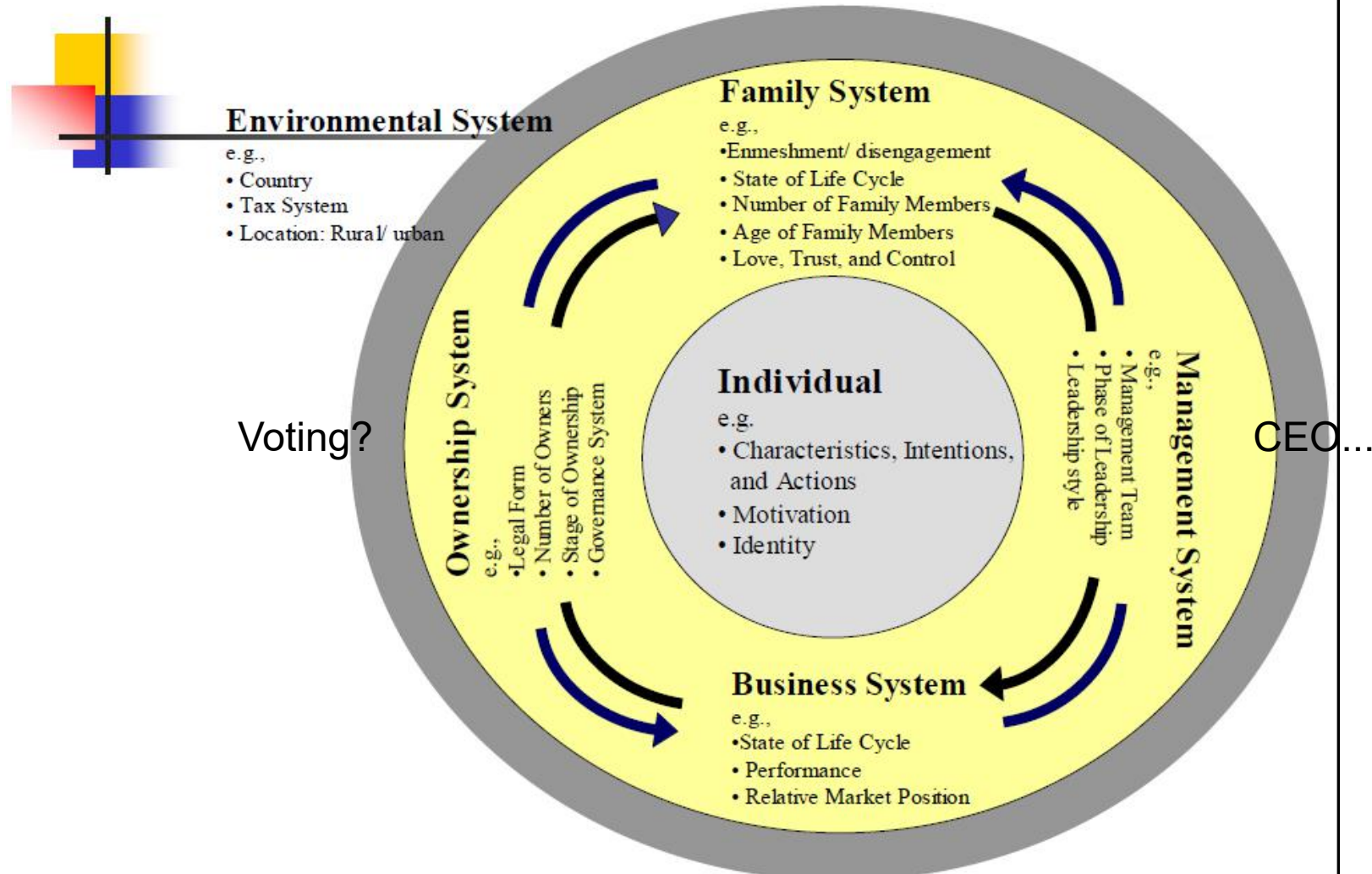
The Integrated Family Business Model (1)



two models



The Integrated FB Model (2)



coles
LEADING BRANDS

the fresh food people
woolworths
LEADING BRANDS

\$162.56
Average basket (inc. specials)

\$172.16
Average basket (inc. specials)

PRIVATE LABEL
ALDI

\$87.57
Average basket (inc. specials)





1928
Electric Cleaner
GE



1931
国産初掃除機
TOSHIBA



1908
Thor
Hurley Machine Co.



1931
国産初洗濯機
TOSHIBA



1927
Monitor Top
Refrigerator
GE



1930
国産初冷蔵庫
TOSHIBA



1983
Motorola
DynaTAC 8000x



1987
国産初携帯電話
NTT TZ-802





1951



1954

Western

Japan



Mini Cooper



Mira Gino



1936



1954

Western

Japan



Lancia Fulvia



Nissan Sylvia



淘宝网
Taobao.com

PK eBay

全球科技公司市值100强

排名	公司简称	最新市值 (亿元人民币)	2018年以 来市值增长	所属国家
1	苹果	55861	-1.61%	美国
2	谷歌	52082	9.27%	美国
3	微软	46031	6.75%	美国
4	亚马逊	42858	16.39%	美国
5	腾讯控股	36320	12.66%	中国
6	FACEBOOK	35023	4.53%	美国
7	阿里巴巴	32928	15.54%	中国
8	三星	19362	-3.46%	韩国
9	SAP SE	17676	-1.19%	德国
10	VISA	16601	7.56%	美国

NBE-National Brand Equivalent

The deletion of brand as a shopping variable is something that ALDI has perfected like no other store label program in the U.S. They accomplish this by simulating the color scheme and front panel symbolism of their NBE-equivalent UPCs in very exacting detail. In doing so, they trigger near instant equivalency between a name-brand, iconic, UPC and the one they are selling as a replacement.

Examples of ALDI's Classic Product Design Approach



- ALDI NBE 17oz: \$1.59 (limited-time pricing)
- Frosted Flakes at Walmart 19oz: \$3.38 (www.walmart.com)
- Frosted Flakes at Stop & Shop 19oz: \$5.69 (www.peapod.com)

ALDI is not simply focused on yesterday's products. It is vigorously chasing emerging products and foods as its network expands. In the following case, they have knocked off a Nature Valley granola SKU that is quite recent:



- ALDI NBE: \$2.99
- Nature Valley at Walmart: \$3.98 (www.walmart.com)
- Nature Valley at Stop and Shop: \$4.49 (www.peapod.com)

Deletion of service

ALDI's retail strategy has combined a control label National Brand Equivalent (NBE) portfolio with an equally impressive deletion of conventional supermarket services:

- There are no counter service departments; everything is packaged and everything is self-service.
- No shelving means no stockboys to hire; product is wheeled in on pallets by forklift, unwrapped and quickly signed.
- Carts must be paid for by deposit (25 cents) and returned by the shopper to eliminate staff needed to wrangle shopping carts.
- There are no baskets to manage.
- The only staff in an ALDI store are: forklift operators bringing in new pallets, a cashier (or two) and possibly a third-party loss-prevention agent.



德国的《纯净法》（*Reinheitsgebot* 德语）现在一般说的都是1516年的版本，这部法律并不是世界上第一部对食品饮料进行规定的法律。

为什么说1516年版本的最出名，因为它首先把啤酒的原料规定了下来，规定酿造啤酒的原料只能使用大麦、啤酒花还有水，（当时并没有发现酵母的存在所以酵母的添加是在后来）并对啤酒的价格和利润进行了规定。

但是最早制订《纯净法》的原因不是什么德国人严谨，德国人要求高，而是要防止其他谷物原料用来酿酒，比如小麦燕麦等，为了保证这些谷物乖乖的去做面包而不是去做成啤酒，尤其是在收成不好的年份里；而且德国北部的啤酒经常会有一些添加物，出于保护主义也是《纯净法》出现的原因。还有一些枝枝节节的原因，比如，抑制一些异教徒使用谷物进行仪式等等。

《纯净法》的实行确实让啤酒的纯正性得以保证，但是它却扼杀了德国啤酒的多样性，德国北部的樱桃啤酒就是这个原因而消失的，皮尔森成为了德国啤酒市场的统治者。即使在现行的版本下，很多条款也不适合啤酒多样性的发展。

1987年欧洲法院裁定《纯净法》是拥有贸易保护主义的特性，所以规定了《纯净法》只对在德国国内销售的啤酒有效，所以那些捧着“德国啤酒”并高喊纯净法的人可以歇着了。1990年德国统一后，德国法院判定原东德的一家叫做Neuzeller Kloster Brewery生产的啤酒违规，因为原料中含有酒厂自制的糖（制糖工艺在比利时啤酒中十分常见），经过协商酒厂可以继续销售但是不能叫做“啤酒”（对德国人就是这么严谨）。经过了十年的法律纠纷酒厂才争取到了生产“啤酒”的权利。这个事件叫做“勃兰登堡啤酒战争”。

Government ensures the quality

We hereby proclaim and decree, by Authority of our Province, that henceforth in the Duchy of Bavaria, in the country as well as in the cities and marketplaces, the following rules apply to the sale of beer:

From Michaelmas to Georgi, the price for one Mass [Bavarian Liter 1,069] or one Kopf [bowl-shaped container for fluids, not quite one Mass], is not to exceed one Pfennig Munich value, and

From Georgi to Michaelmas, the Mass shall not be sold for more than two Pfennig of the same value, the Kopf not more than three Heller [Heller usually one-half Pfennig].

If this not be adhered to, the punishment stated below shall be administered.

Should any person brew, or otherwise have, other beer than March beer, it is not to be sold any higher than one Pfennig per Mass.

Furthermore, we wish to emphasize that in future in all cities, markets and in the country, **the only ingredients used for the brewing of beer must be Barley, Hops and Water.** Whosoever knowingly disregards or transgresses upon this ordinance, shall be punished by the Court authorities' confiscating such barrels of beer, without fail.

Should, however, an innkeeper in the country, city or markets buy two or three pails of beer (containing 60 Mass) and sell it again to the common peasantry, he alone shall be permitted to charge one Heller more for the Mass of the Kopf, than mentioned above. Furthermore, should there arise a scarcity and subsequent price increase of the barley (also considering that the times of harvest differ, due to location), WE, the Bavarian Duchy, shall have the right to order curtailments for the good of all concerned.

Aldi: **minimum standards to have business as government regulations**

- Business partner must respect the workers right/no discrimination/suppliers must comply with wage protection/
- Suppliers must follow the standard of health and safety/business partners has to provide certain conditions to the employees/
- No child labor/no night working for young persons/no servitude/waste management/standard of management of partners/no corruption/
- Many of its products are own brands, government is ensuring the quality of the product .

CUT the price and KEEP the quality?

- Inside Aldi: NBE and Deletion of service
- Outside Aldi : minimum standards to have business as government regulations

价格

高

中

低

质量低
价格高

质量中等
价格高

质量好
价格高

质量低
价格中等

质量中等
价格中等

质量好
价格中等

质量低
价格低

质量中等
价格低

质量好
价格低

低

中

高

质量

people expect good quality, low price, but how does Aldi reduce the cost?

satisfaction

价格

高

性价比低

性价比低

性价比适中

中

性价比低

性价比适中

性价比高

低

性价比适中

性价比高

性价比高

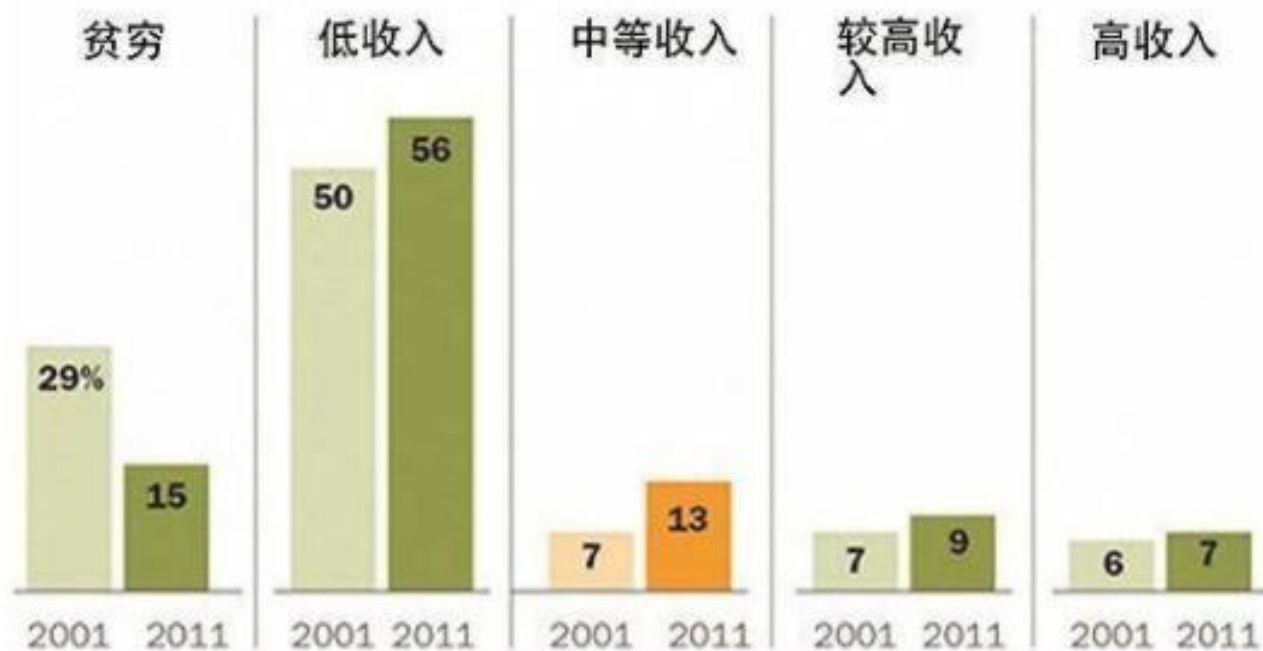
低

中

高

质量

全球人口经济收入%



统计标准为每人每天生活消费:

贫困者2美元或以下 / 低收入者2-10美元 / 中等收入者10-20美元
/ 较高收入者20-50美元 / 高收入者50美元以上;

数据参照2011年购买力平价标准;

按照每人每天家庭收入或消费水平;

统计数据基础来源于各国统计。

皮尤研究中心采用世行PovcalNet数据 (全球发展中心GDC数据库, 该版本在哈佛大学Dataverse网络可查阅) 及“卢森堡收入研究中心”数据库资讯。

劣币驱逐良币。

- In economics, Gresham's law is a monetary principle stating that "bad money drives out good". For example, if there are two forms of commodity money in circulation, which are accepted by law as having similar face value, the more valuable commodity will gradually disappear from circulation.



VOVO IX21
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新品首发

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¥ 398 已拼6451件

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品牌直销



乡镇可到 全国联保 上门服务

4K超清 液晶电视机22寸32寸42寸

¥388 已拼7267件

你好

你好 在的，能拍都是可以发货的。

电视是三星的吗？

原装正品：三星视听科技，保证全新原装机器全新配置，全国联保 保修5年，3年包换新，质量保证的带上门服务 30天无理由退换。

跟正品三星有什么区别？

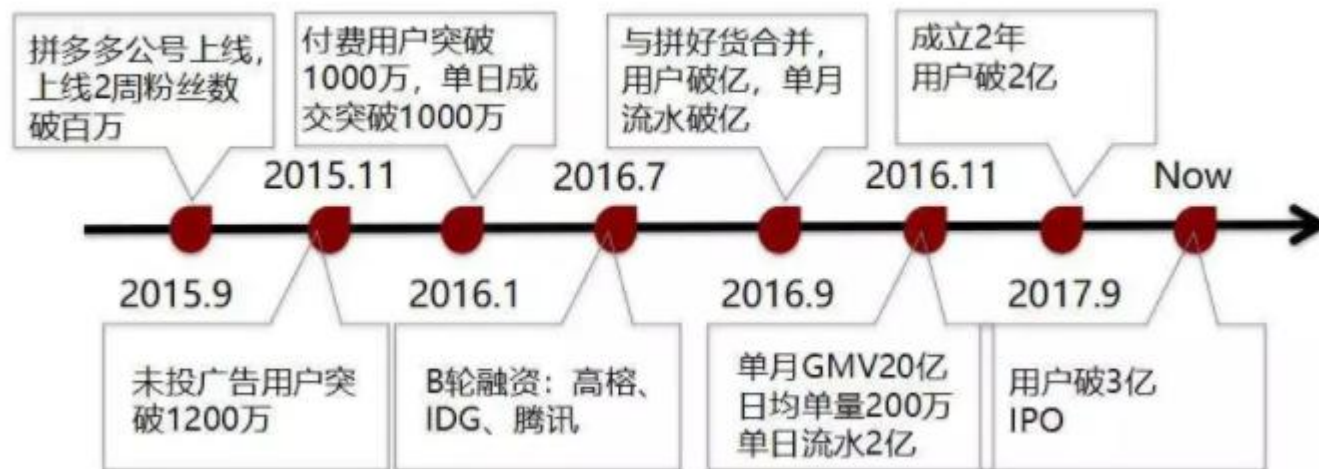
亲我们是不同厂家的喔.非韩国进口过来的 质量都是一样的.只是我们厂家直销的价格相对更优惠 性价比更高

四川三鑫星彩贸易有限公司 存续 (在营、开业、在业)

统一社会信用代码: 91510112MA62MM2Y0W
法定代表人: 谢维雄
登记机关: 成都市龙泉驿区市场和监督管理局
成立日期: 2016年11月22日

营业执照信息

统一社会信用代码: 91510112MA62MM2Y0W	企业名称: 四川三鑫星彩贸易有限公司
类型: 有限责任公司(自然人独资)	法定代表人: 谢维雄
注册资本: 100.000000万人民币	成立日期: 2016年11月22日
营业期限: 2016年11月22日	营业期限: 3999年01月01日
登记机关: 成都市龙泉驿区市场和监督管理局	核准日期: 2017年11月21日
登记状态: 存续 (在营、开业、在业)	
住所: 四川省成都市龙泉驿区十陵街道来龙村15组300号附113号	
经营范围: 销售、安装、维修: 家用电器及家用电器零配件; 销售: 家具、制冷设备、电子元器件、机电设备、机械设备、机械零部件、建材、五金交电、电子产品、金属材料 (不含稀贵金属)、化工产品 (不含危险化学品)、服装鞋帽; 仓储服务 (不含危险品); 旅游信息咨询; 汽车租赁 (依法须经批准的项目, 经相关部门批准后方可开展经营活动; 未取得相关行政许可 (审批), 不得开展经营活动)。	



Conan

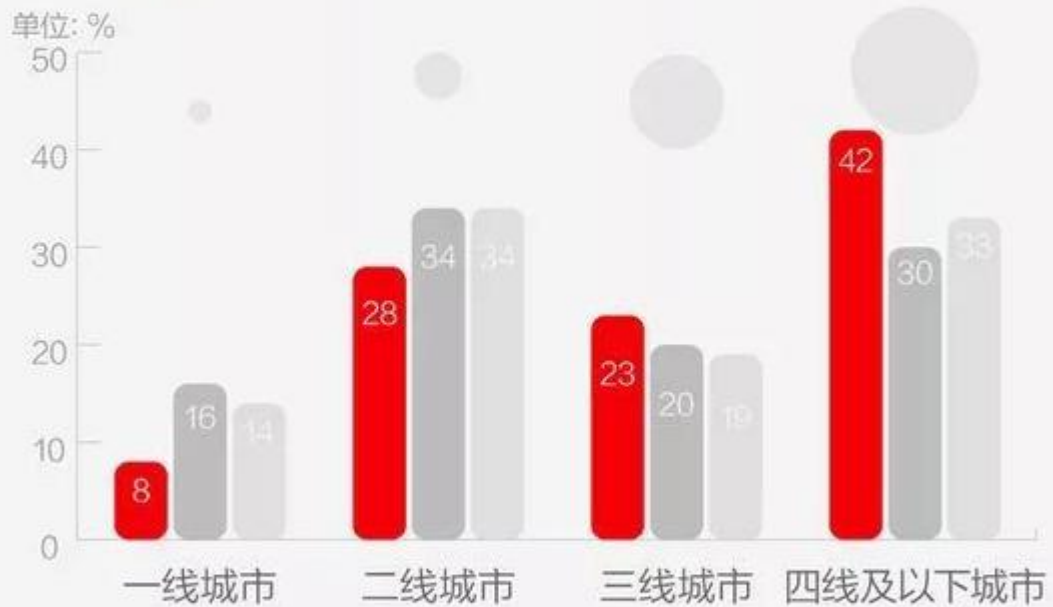


追评：电视几天就到家了，，快递真的很快速，服务还可以电视色彩清晰，价钱很实惠，希望下次多介绍老乡买此产品。。

用户分布 拼多多vs京东vs全体移动网民

图例 ■ 拼多多 (2017:11) ■ 京东 (2017:11) ■ 全体移动网民 (2017:12)

单位: %



数据来源：极光大数据、Questmobile、天风证券研究所

NBD
NATIONAL BUSINESS DAILY
每日经济新闻

NBD 图数馆
NBD Data Visualization

每日经济新闻 | 图数馆

出品

Low Salary, but also low education.



还可以非常满意

Environmental system

A free market is a market economy based on supply and demand with little or **no government control**. A completely free market is an idealized form of a market economy where buyers and sellers are allowed to transact freely (i.e. buy/sell/trade) based on a mutual agreement on price without state intervention in the form of taxes, subsidies or regulation.

Institution 1: Proponents of the term "Anglo-Saxon economy" argue that the economies of these countries currently are so closely related in **their liberalist and free market orientation** that they can be regarded as sharing a specific macroeconomic model.

Institution 2: The Rhine Model (German: Soziale Marktwirtschaft) is a social and economic system combining free market capitalism which supports private enterprise, alongside social policies **which establish both fair competition within the market and a welfare state**.

ALDI Q&A:

- 1. what is Aldi's NBE?
- 2. what is Aldi's Deletion of service ?
- 3. what German's **minimum standards to have business?**
- 4. how can Aldi CUT the price and KEEP the quality?
- 5. what are the differences between family and business, in terms of : Goals, Relationships, Rules, Evaluation and Succession?