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Introduction

The landscape of the USA is changing and the demand for the products is declining day by day since the Global Economic Recession and they are predicted to remain low for the foreseeable future. In order to approach the changing environment Polaris industries is required to focus on reducing the manufacturing expense by shifting the manufacturing to the low cost countries. ¹ Steve Menneto the vice president incharge ² of the Motorcycle Division at Polaris Industries looked up at the company and thought of redesigning it. The company is well known for being the largest manufacturer, highly profitable ² of snowmobiles and one of the biggest makers of all terrain vehicles. In the year 2013 the company employed nearly seven thousand people at 11 manufacturing units. The advantage of this company is their award winning culture and passion to develop quality products. Over the last few years the concept of organisational culture has been significantly observed as one of the leading norms, values and the behaviours which tailor the total functionality of the firm within the given market. Internationalisation is one of the main thirst of business and corporations across the world. The particular decision has been the proper decision executed ¹ by the firm to make ¹ extension of operation outside the shores of the parent nation. The report will be framed for developing an effective global market ¹ from the viewpoint of the actions of the Polaris industry as provided in the case study.

Overview and Evaluation of

Multidomestic: A corporate strategy known as the multidomestic strategic approach entails tailoring operations, services, and goods to the particular demands and tastes of regional markets. This strategy is predicated on the idea that customer preferences, cultural norms, and legal needs vary greatly between nations or regions, necessitating decentralised decision-making and local autonomy. A multidomestic strategy treats each nation or region as a distinct market, tailoring product development, promotion, and distribution to regional tastes and preferences. Instead of attempting to attain global consistency or economies of scale, the objective is to maximise market share and profitability in each specific area.

Companies that operate in sectors like household goods, retail, and meals and drinks, whereby community demand and cultural preferences play a big impact in customer behaviour, frequently

employ multidomestic strategies. Implementing a multidomestic strategy, however, can also result in an increase in complexity and expenses because it necessitates the use of numerous product versions, regionalized marketing initiatives, and supply chains.

Global

A corporate strategy known as the global strategic approach places an emphasis on the standardisation and integration of goods, services, and activities across various nations and regions. This strategy makes the assumption that customer preferences, cultural norms, and legal requirements across international markets are becoming more comparable and that businesses can gain a competitive edge by utilising economies of scale, scope, and learning.

In a global strategy, businesses aim to develop standardised goods, branding, and marketing initiatives that are simple to duplicate and modify for many local markets. By streamlining operations, unifying supply chains, and minimising effort duplication, the objective is to establish consistent quality and brand recognition across international borders while simultaneously minimising costs.

Companies that operate in sectors like technological advances, motor vehicles and manufacturing in industry, where standardised products and production methods can be easily duplicated and adapted to numerous markets, frequently utilise global strategy. Implementing a worldwide strategy, however, can also present difficulties due to cultural disparities, legal restrictions, and localization requirements. These issues may necessitate substantial expenditures in market investigation and adaptation work. A corporation can develop and differentiate its products and services with the aid of a global strategic strategy, helping it to stand out from rivals and boost sales. The company may create fresh concepts and solutions that spur growth by utilising the varied viewpoints and expertise of its international staff and partners. A company can broaden its market reach beyond its native market and tap into new and emerging markets throughout the world by adopting a global strategy approach. This could support the company's efforts to develop its clientele and revenue. A corporation can get localised market expertise through a global strategic approach, allowing it to customise its goods and services to fit the distinct requirements and preferences of each market. By providing goods and services that local clients want, this can aid

the company in growing its revenue. Strategic alliances with other companies and organisations throughout the world can be formed more easily with the use of a global strategic approach. By doing this, the company may be able to gain access to new markets, technology, and resources that will boost sales.

Transnational

The phrase "transnational strategic approach" often refers to a company strategy that, rather than treating each national market separately, tries to develop a uniform global business model that operates across borders and cultures. With this strategy, businesses create a global strategy that is consistently applied throughout all of the markets in which they compete. The objective is to improve efficiency and scale economies by standardising processes, products, and services while taking into account regional variations and demands.

With an emphasis on sharing best practises and leveraging the benefits of each market, a transnational strategic approach frequently necessitates a significant degree of cross-regional collaboration and communication. Additionally, it necessitates a detailed understanding of local laws, cultural quirks, and consumer preferences in addition to a willingness to adapt and innovate as necessary in order to stay competitive. A transnational corporate strategy often aims to create a business that can successfully compete in a rapidly changing global market while while maintaining strong relationships to local markets and communities.

Polaris can remain agile and responsive to shifting market conditions and client preferences by using **a transnational strategy approach**. This will help the business keep one step ahead of its rivals and respond promptly to new possibilities and difficulties. It includes striking a balance between the necessity for international standardisation and local responsiveness to fulfil the particular requirements of various markets. A multinational corporation called Polaris develops, produces, and sells automobiles and related goods. Polaris has chosen a global strategy to lessen the difficulties of operating in many markets. This strategy enables Polaris to adhere to high

standards of quality and brand consistency while still adjusting to local laws, client preferences, and cultural variances across all territories.

The business employs an international platform strategy, which entails creating products that are easily adaptable to various markets. Polaris is able to efficiently create and distribute goods while also satisfying regional demands and preferences because to this. Polaris' marketing plan is yet another illustration of its global perspective. To advertise its products, the corporation combines local and international marketing strategies. This enables Polaris to handle regional consumer tastes and cultural variances while simultaneously maintaining a consistent brand image.

Recommended strategy for Polaris Inc

After examining the Polaris Inc the top operational facets are offered in the case study it was found that the business is one of the best automakers with a sizable operational stake in the sale and manufacture of motorcycles. With the adoption and acquisition the company has demonstrated a strong ambition to expand internationally. One such transaction was the buying and absorption of the Motorcycle Company in 2001. The company also attained significant success in the operational aspects and success in the US markets. It is advised that the firm must adopt and incorporate the transnational strategy for global and international operations.

It will demonstrate the desire and the capability to internationalise effectively and operate on a worldwide scale. The other vehicle firms have found the transnational approach to be quite vital and advantageous. Polaris Inc will adopt and apply the global strategy. By utilising the framework it assists the business to achieve a balance among the multi domestic and global strategy. As a result the strategy ensures that company intended efficiency and market consumer preferences are effectively balanced. When incorporating this approach it is anticipated that Polaris Inc will place a strong emphasis on finding the best ways to preserve the high standards established in the US while taking into consideration the tastes and preferences of the regional markets.

As analysed in the circumstances Polaris Inc successfully took over and acquired the Indian Motorcycle in 2011. The company should successfully adapt and interpret the features and transactional strategy in order to flourish in the Indian market in the future international markets. Profit and incomes will enhance as the result of the move. Polaris Inc have adopted and applied quality and efficiency in the development and sales over the years in the Indian market. Consequently customers will be eager to make purchases.

Overview and evaluation of cultural web

Gerry Johnson and Kevan Scholes created the Cultural Web Framework as a paradigm to aid organisations in better understanding and managing their cultures. They can use the six factors to pinpoint their areas for development and create plans for enhancing their culture and attaining their objectives.

Since its beginning, Polaris Industries has been operating effectively as one of the leading manufacturers of motorcycles, all terrain vehicles, and snowmobiles based in the USA. The headquarters of the company is Roseau, Minnesota and it is one of the global locations where all the engineering is set up. The company has been functioning well to form an integrated organisational culture which extends from the top of the organisation structure to the operational bottom. As a crucial component of Polaris Industry culture the requirement for integrating and adopting diverse experiences is emphasised and embraced by the company. The primary motivation of the firm is to empower its workforce such that their passions are in line with the main objectives. ¹ For Polaris Inc over the years the important aspect of the company culture is established on receptivity to innovative ideas and cultural changes.

The firm is motivated by the requirement to successfully develop an environment where the employees will possess memorable experiences over the length of their working lives. Polaris inc places an enormous amount of importance on the operation of culture which fosters the deployment of creativity and collaborative development. At the juncture it is necessary to utilise the culture web component as the process to determine the efficient utilisation of the concept from case study.

The structure

The methodical architecture provided has clearly described the operations of the firm towards achieving the goals and objectives of the firm and can be termed as the most appropriate organisational structure of the firm. The creation and execution of strong organisational structure are the various steps which help to steer business in the most effective way. The organisational structure is encompassed by the cultural web.

It is very necessary and effective for Polaris Inc to analyse the details of the structure operated by the firm. The prime leadership is the chief executive officer and there are various notable figures incorporated to make sure that the firm continuously develops and increases sales. ¹ As in the case study, Polaris functions as a well developed and incorporated integrated engineering department who is engaged in integrating the techniques necessary for manufacturing the output of the

company. It was discovered that the Research and Development job and responsibilities are included in the organisational structure. The division is in charge of performing in depth investigations and determining the ways to develop and incorporate innovation with response to shifting needs of the customers.

The stories

By reviewing the facts of the case study, it has been revealed that Polaris Inc. 's past particulars could be utilised by examining the firm's cultural web stories of the firm. Since the development of the business, the business has obtained widespread recognition as one of the largest procedures of snowmobiles and all terrain vehicles. The extent of focus the company places on the elements can be utilised to consider the cultural aspects of its human resource management and details of operation. It was identified in 2013, the firm employed 7000 employees and ran 11 production facilities. In 1992 the company diversified its operations of watercraft and it was later developed as one of the main leaders. The company started manufacturing watercraft in 1992 and went on to remain one of the global leaders in both production of ATV and PWC. It joined the nation's publicly traded firms in 1987 and it joined the company in 1987.

Routines and Rituals

The routine and routine elements are some of the key aspects which influences the behaviours of the company as per the cultural web framework. They are various tasks which the company routinely carries out as part of the operational features. As seen in the case study one of the major aspects of the routines is the adoption and incorporation of research and development. The action is referred to as the primary importance to the overall fusion of the firm. The firm possesses on standby tasked with gathering data to generate new operational and improvements for the organisation. The incorporation of efficient market assessment and continuous examinations of market conditions throughout the time is another significant related to the routines and rituals of Polaris Inc. It was discovered that the management of the corporation has determined that it is one of the best possible ways to enter the motorcycle sector after conducting a research of the market. The business discovered that people accepted and used large motorcycles for both transportation and entertainment purposes. The various categories of large motorcycles are ordinary bikes, sports, bikes, cruisers and touring bikes. In 1993 Polaris segregated over 3000 surveys with the help of company spirit magazine for polaris vehicles to evaluate the interests in the readers to purchase a

extensive variety of products from Polaris. The research reflected that the dealers of Polaris will have on road motorcycles to sell. The businesses will identify that demand for heavyweight motorcycles, particularly the cruiser segment, was high and anticipated to remain high in the upcoming years. It was found through a thorough research of the US market that the cruiser bikes retail sales nearly doubled in the years 1993 and 1997. It was determined successfully by Polaris that nearly 128000 bikes were sold in the United States. In light of this market analysis, Polaris determined that the market was lucrative and worthwhile of investment.

The business routines and rituals include a regular examination of the level of industry competitiveness. The step is taken into consideration to ensure that plans are made to counteract the competitors' action. Additionally as part of the company's routines and rituals, the activities are in an effective place to be alert for potential business acquisitions to enhance the output and the bases of the operation. The acquisition of the Indian motorcycle company in 2001 is a prime illustration of the activity of the company.

Conclusion

The concepts of organisational culture and the creation and implementation of a successful international strategy which emerged as one of the most significant topics of concern. The company's cultural characteristics and dimensions have been viewed as the prime elements of values, beliefs and norms and framework for defining the activities. On the other hand the company's international strategy offers a crucial direction for defining a firm's mode of operation in the global market. It has been demonstrated from the case study examined for this paper that crucial components of the culture web architecture which should be utilised to efficiently analyse the various actions of Polaris INC.

References

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