

## **Strategic Plan for Genesi: Germany**

As a citizen of Germany the customer is in need of a mobile device that can provide innovative technology for a low-cost. After establishing a relationship with E-Plus that allows for Genesi products to be sold in the German market through its distribution channels this will be easily achieved for the consumer. E-Plus will be able to penetrate the vast majority of the German market immediately with readily available low-cost products from Genesi. The customer will then proceed through the available channels to commence purchasing Genesi products. Ordering through E-Plus website, stores, and other accessible methods will be easy and shipping from local manufacturing sites will allow for quick response to bigger purchase orders. In the initial stages Genesi products will be basically unknown to the consumer, but after the surge of customers that respond to the advantages Genesi products provide other consumers will follow suit. The majority of the German nation values education for their children and this low-cost simple to use technology provides a platform for parents and professors to teach whichever trade they deem important. The value is replacement costs which would be minimal with Genesi products because of the quality, extended useful life, and low-cost. After the customer pursues the product and spread the word Genesi will be a desirable for of low-cost technology for the masses looking forward.

## **Strategic Business Plan**

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## II. Executive Summary

Genesi's implementation into Germany a developed market is based on low-cost, energy efficient, and technology for the masses. However, because Germany is a developed market it may make marketing to lower income families and getting the Genesi brand to become a household name difficult. The first step that needs to be taken in Germany is to establish a strategic alliance with E-Plus the third largest telemarketing provider in the country. After making this connection and creating a common goal between the two enterprises E-Plus will be able to help market and distribute Genesi's products throughout the nation much easier than Genesi because of their larger capital reserves. E-Plus is already has a reputable presence and brand in Germany and this needs to be implemented into the strategy by Genesi.

E-Plus can provide the marketing expertise and the distribution channels for the products to be able to be sold to local customers in Germany. Using the capital necessary to make the market presence aware of the product advantages being offered is the key for growth in sales for both companies looking forward. Once E-Plus has its core competencies being utilized Genesi will be able to differentiate themselves from any future competitors by continuing to innovative and create newly wanted technology. Using the low-cost technology in Germany should spur awareness for the product in the down economy as of late causing people to desire lower priced products that have fewer functions. With these competencies being combined the future expansion and market penetration could potentially be the 62 million mobile subscribers in Germany. Maintaining the relationships throughout the process of obtaining market share with the strategic alliance is crucial for furthering success into the distant future. Genesi will need to

continue to care for the relationship established with E-Plus and remind them of the advantages Genesi offers in its products and the advantages it offers E-Plus.

### **III. Vision & Mission**

#### Vision and Mission Genesi-Germany

Our main customers are the part of the German population that is below the poverty line because our products cost less than our competitors and use less energy and therefore cost less to run. Genesi's Cloud City internet application platform would also appeal to the German market because approximately 65 million people in Germany use the internet which ranks 5<sup>th</sup> in the world. Genesi fulfills the need of providing a low cost internet device whether it be the smartop, smartbook, or tablet to people in a well developed country that do not have enough money to purchase the high end products offered in their country. Genesi adds value because they provide energy efficient products and with Germany looking to reduce energy consumption, Genesi seems like a perfect fit.

What is the proposed Vision?

Vision: Genesi Germany's vision is to provide low cost and energy efficient products to the German Market.

What is the proposed Mission?

Mission: Genesi Germany's mission is to provide a safe and fun place for our employees to explore new ideas and to display as much care and compassion to our products and customers as we show to members of the Genesi family.

## IV. External Analysis

### General Environment:

1) **Demographic**- The German population is aging too much and too fast. Within the next 15 years, the population will shift the work force and cause too many social security payments. The overall shift in population to an older generation will allow Genesi's products to be leveraged well by E-Plus. Although the Linux operating system is not quite as user friendly as Windows, it will save costs on antivirus software. The ethnic mix of Germany is continually changing. There are currently a significant number of Turkish and Vietnamese immigrants invading the work force and shifting the number of jobs available for Germans. E-Plus should emphasize the Ubuntu operating system used by Genesi to these different segments in the market.

2) **Economic**- Exports have been down in Germany since April, which will put more emphasis on internal efficiency for telecommunication companies like E-Plus. 15.5 percent of the German population is below the poverty line, and the Genesi products should serve this segment well. The electrical efficiency of their products will allow even poverty stricken citizens to enjoy internet use.

3) **Physical**- Energy efficiency is a key determinant of which telecommunication provider a customer chooses in Germany. Germany is seeking to find more renewable resource providers for power. Solar power is projected to be one of the fastest-rising growth engines in the Germany over the next generation. This green movement seeks to leave a smaller ecological footprint, and is perfectly in line with Genesi's products.

4) **Sociocultural**- German culture puts a heavy emphasis on literacy and education plans for their society. They believe that the continual improvement of their economy will be seen if they further learning of the youth. All this being considered and a gradual necessity for youth to be familiar with computers will only help Genesi's goal to move into the telecommunications industry. With that in mind, E-plus can sell Genesi computers and their data packages to government-funded education programs. This will propel new opportunities for school systems, and create a positive public mindset toward E-Plus and Genesi.

5) **Global**- Germany recently has agreed to partner with China to settle hot global issues, and this constructive coordination between the two countries will only allow continues technological

development for the future. Since China is currently the world leader in technological advances and has more internet users than any other country, Genesi and E-Plus could develop many solutions to facilitate the Chinese population.

6) **Technological**- Samsung presented a new high-quality solar cell technology at a convention in Munich two days ago. This could lead to more market share for Samsung in the technology segment of Germany. Berlin is becoming the new silicon valley of Europe. There are 4 major universities in the area that spur young talent to form creative technological ideas. With low rent and the presence of Google and Microsoft, new technological entrepreneurs travel to the city like never before. 60 start up technological companies sprung up last year alone, and a quarter of the Swiss-based European Tech Tour's top 25 tech startups from German-speaking countries are based in Berlin. Since Genesi's Linux system is primarily used by the technologically sophisticated population, Germany will be a pivotal area to gain market share in the telecommunications industry.

7) **Political/Legal**- Germany seeks to reduce Nuclear Energy emissions by 2022. They also want to lower CO2 emissions by 40%. This caused a supportive rally of the Green political group in Germany to support certain political parties. Certain political parties may or may not be as inclined to allow United States integration into the telecommunication industry, but if Genesi seeks to partner with E-Plus the government should push for the alliance. Especially since their products are parallel to the green movement.

## **5 Forces model of Industry Intensity:**

**Define the Industry:** Genesi is in the technology industry and specializes in software development, software services, and computers. This industry deals with competitors that develop, maintain, and use publication for computer software. They then will consult companies, train developing businesses, or facilitate individual buyers.

1) **Threats of new Entrants**- There are constantly new technology solutions being developed by small and large companies around the world. The barriers to entry are low into this industry since it only takes a kid in his garage to make new software. The design of technology is not the difficult aspect, but the capital to compete with larger companies like Microsoft and Google is unlikely. These companies will undoubtedly seek to retaliate if their market share is taken in this industry. Partnering with a telecommunication provider such as E-Plus will allow Genesi easy



access into the market, but should not provoke hostility from competitors since Genesi is just providing the technology and not selling the final product.

2) **Bargaining power of suppliers**- Suppliers like Microsoft and Google can exert their power of supplying by reducing quality and raising prices to put a stronghold on the market. They also have bargaining power over smaller companies like Genesi due to their products being significantly more marketed and advertised.

3) **Bargaining power of buyers**-There is high bargaining power in the mainstream technology industry because companies are competing to sell virtually the same products. The tablets being sold by four or five different companies provides customers with the ability to judge service, quality, and pricing. The key for Genesi is to distinguish their products and future tablets by being extremely energy efficient and allowing lower prices to customers.

4) **Threat of substitute products**-There are limited services outside the technology industry that provide the same quality for the customer. Most companies don't have the capability to provide these software and computer solutions because they don't have the capital that is necessary from large investors. As a value-added reseller, E-Plus will have a competitive advantage by selling Genesi's affordable Smartpads and Smartbooks.

5) **Rivalry among competing firms**-Actions taken in the technology industry by competing firms are usually seen on a large scale through product development. The intensity of computer companies causes rapid price shifts, price and product bundling, and mudslinging between commercial campaigns.

### **Competitor Analysis (figure 2.3):**

**Future objectives**-The goal of Genesi is to provide developing nations, government, school programs, and the everyday consumer with inexpensive computers, mobile devices, and internet capabilities. The majority of the industry competitors seek to sell higher end computers with possibly specialized capabilities. The no-frill approach of Genesi is also not the way of Microsoft or Google. Apple recently developed a cloud solution for their customers, and continually seeks to grow their presence in the music industry. Since only two or three major computer based companies control the industry, new products are constantly being developed and risks do not cripple companies usually. Big names like Apple can afford to take risks by introducing new technologies like the iPad because they have extremely loyal customers who only use Macintosh

products. Other competitors will then test the waters by introducing similar products with different add-ons or reduced price incentives to attract a different segment of the market.

**Current Strategy**-Currently, Genesi is not particularly competing with anyone in the industry. They are not seeking to take a large portion of the market, but just want to start their company by specialization. Genesi intends to do that by selling their products to underprivileged individuals and developing nations. Genesi's current strategy will not support growth in the telecommunication industry, but if they seek to partner with E-Plus then they could stimulate sales.

**Assumptions:** The future for Genesi does not seem to be volatile. They do not pose an immediate threat to any major corporations, and will not be attacked or threatened due to their initiative to provide products that are energy efficient, help education, and facilitate the less wealthy customer. Genesi is not operating under a financial status quo at the particular moment, but a moral status quo seems to drive their business venture. The company stated that they wished to eventually operate by selling the products for free to impoverished individuals. Since this is a technology-based industry, advances and changes in the industry occur year to year. The main assumption of competitors in the industry is that customers are always trying to seek their information in faster, new ways. They question of how to facilitate the growing needs of the customer is what separates the individual computer giants.

**Capabilities:** Genesi will make money by operating efficiently. They have strengths that customers will respond to in the low-end segment of the market. Genesi has inexpensive products that use energy-efficient technology, and use a Linux software system that is revered by computer junkies. Linux is not as a familiar operating system as Windows, which could cause some user denial of their products. Also, the screen size of the Smartpads and Smartbooks is extremely smaller than most regular computers sold by competing companies. Genesi's computers also do not provide the media possibilities of Macintosh computers.

**Conclusion of the Competitiveness of the industry**-Since Genesi tends to deal with a niche of the software and technology industries then a lot of their big competitors don't seem to affect their business or market share. They try to serve underdeveloped countries, schools, and governments that don't particularly appeal to larger companies like Microsoft and Google because of the lack of capital in these areas. Genesi does not have to millions of dollars in advertising and marketing that big companies have, and gives them less bargaining power as a

supplier. Bargaining power of Genesi's customer is low though because Genesi is providing a specialized solution with a software system and laptops that save mass amounts of energy. This also shows that there are not product substitutes in or out of the technology industry to compete with Genesi's software solutions. Until they go more mainstream and deal with a different target market, Genesi will have product differentiation over competitors. Genesi is luckily not seen as a threat among competitors yet, but if they continue to take more of the software solution market share then they will need to tread lightly with Google and Microsoft.

## V. Internal Analysis

Being a relatively new company, Genesi must be able to sustain the advantages it does have in order to be a player in the market. Being a smaller company, this may be harder to do.

One of the main things of value that Genesi possesses is people. Human capital is one of the most valuable assets that a company can possess. Genesi's variety of employees makes it a great company to expand overseas. Having employees from different parts of the country that can specialize in each country provide more support and room for customization for the customer. Each employee gives Genesi the insight into what the customer from that country may desire in products that Genesi has to offer. These varied personalities in the Genesi community allow the core competencies that Genesi has to be spread across multiple markets. Although human capital is something that other companies may possess, that coupled with Genesi's product line make for a great advantage.

Genesi products are designed to run on little power. With its products using no more than 12W, this enables even developing countries to utilize what Genesi has to offer. Something that is implied about being in the market that involves electronics such as laptops, computers, etc. is high cost and high energy. Genesi has a way to combat both of those and allow a wider base of users the ability to have a connection through internet using a quality piece of equipment.

A quality product is something that Genesi has developed a reputation for having a low maintenance product that uses little power. The fact that they have products out in the market that have not been turned off or in need of servicing in over a year is a great accomplishment. The quality paired with the low-cost of the product make for a great way to introduce the Genesi line to developing and even developed countries. This coupled with Genesi's resources as far as research and development make for a bright future and only an improved product in the future. With the demand for new technology at its peak, the need for constant innovation is at an all-time high and without it, you can't compete in the fast cycle market such as this one.

Innovation cannot be achieved without a solid research and development team in place. Bplan enables Genesi to design and develop their products. Their facility is located in Germany which is known for their excellent technology training system. The facility coupled with the human capital that Germany has to offer make for endless possibilities. In order to improve you must have a grasp on your strengths, but also your weaknesses.

Genesi is still a relatively new company that has not established a name for itself quite yet. They have a customer base with a engineers, techies, and other groups of people that are interested in manipulating electronic equipment, and Genesi's products are great for that because right now they provide a basic product that has so much potential. In order to reach their full potential and develop a product that Genesi can really benefit from will require money, and lots of it.

Money makes the world go around, especially in the world of electronics where the research, development, advancement and innovation processes are such a huge investment. Genesi has established relationships with customers that have enabled it to produce enough to maintain and advance at a steady pace, but in this market, product life cycles are relatively short and in order to keep up with the competition, Genesi must find a way to have enough capital to be able to develop core competencies which will in turn create a great product.

## VI. Business-Level Strategy

### **Who are your customers, in as much detail as possible, including second tier... customer of customer.**

E-Plus is our first customer, and we will sell them our products to sell, rent, or lease to their own customers. Customers will seek out Genesi's products and services through E-Plus' platform. That platform through E-Plus could include store purchases, online buying, or outside marketing. The demographic for customers will be low-income citizens or computer users who wish to use a specialized operating system like Linux. Governmental and educational programs could also benefit from the value-added solutions of Genesi.

### **What will you be selling exactly? Hardware, software, systems, solutions, etc.**

All of Genesi's products will be distributed to E-plus to use at their disposal. These products and services include Smarttab, Smartbook, and Cloud City. We are selling a value-added service or product to E-Plus, because they will distribute and market these to their customers.

### **How will you get the product to the consumer? Manufacture and Distribution**

Future electronics and Free Scale manufacture and distribute the Genesi products, and then in turn will send them along the distribution channel through Genesi to E-Plus. E-Plus will be the final channel partner and the value-added reseller to the customer.

### **How Much (Pricing and Structure such as lease vs. purchase, rolled or individual)**

The final purchase price sold to the customer by E-Plus is the typical retail price of the Genesi computers. Depending upon the bulk of the purchase by E-Plus, Genesi could give them a discount to help relations. If customers decide to subscribe to an E-Plus data package or internet plan, then Genesi will receive 5% of the plan cost. These computers should differentiate themselves from other mobile devices sold due to their low cost and energy efficiency.

### **How will you support and manage Customer Relationships?**

Since the products and services of Genesi will be sold through E-Plus, there will be little interaction between customers directly. There may be technical problems or software issues with the computers, and the customers will then be directed to Genesi's technical support help line. The main relationship to manage is the business-to-business relationship with E-Plus. Once the strategic alliance is formed, there must be standards set, core competencies met, and coordination

between distribution channels. This collaboration will create a beneficial relationship between the two companies for the future.

**How will you promote? Remember, if this is B2B, promotion will look much different than B2C.**

Promotional efforts made from Genesi should be consistently emphasized with E-Plus through phone calls and relationship building meetings whenever deemed necessary. Genesi needs to establish and maintain the strategic alliance with E-Plus because this is vital for Genesi to increase sales volume in Germany. After making the initial connection with E-Plus Genesi should continue to progress the alliance to optimize each other's core competencies.

## VII. Competitive Dynamics

### The Market

Internet usage is rapidly increasing in Germany. The population of Germany has remained at about 82 million people since the year 2000. However, since 2000 the number of internet users has jumped from approximately 24 million to over 64 million people. The demand for internet capable devices is quickly increasing and with high unemployment rates in some regions (eastern Germany); inexpensive products are being sought after.

### Competitor analysis

Genesi faces stiff competition from other companies in the German market. The “German iPad killer” or WeTab is an open source Linux driven tablet that initially sold well upon its release last year in Germany. Genesi also faces competition from companies Asus and Acer that produce inexpensive netbooks such as Asus’s EEE PC series and the Acer’s Aspire series. Apple’s iPad and iCloud are also considered a threat to Genesi. Asus and Acer show that they both have the highest market commonality with Genesi. Both firms are attempting to appeal to small businesses and lower income customers with their affordable netbooks. Cost is what sets Genesi apart from its competitors. Although Genesi’s products lack the computing power of its competitors, Genesi makes up for it by producing products that are much cheaper. This makes Genesi a much more logical choice for small businesses that need simple easy to use machines.

Being the small company that Genesi is, Genesi will have to overcome the low resource similarity it has with its competitors. Genesi simply does not have anywhere near the intangible or tangible resources that Apple or Acer has.

### Rivalry – Likelihood of Attack or Response

It is reasonable to believe that if Genesi does well in Germany then competitors will be quick to respond. Germany is the fifth largest economy in the world and the numbers of internet users are steadily rising. Germany is also known for its highly skilled labor force and manufacturing abilities. It is important for Genesi to be aware of its competitors and to avoid competitive blind spots. Genesi must also realize that eventually technology will be extremely



energy efficient and produced at a very low cost. Genesi will inevitably have to find another way to differentiate itself from its competitors.

### VIII. Corporate-Level Strategy

Currently, Genesi seems to be using a single-business diversification strategy. Most of its profit comes from the production and sale of their products and software in the electronics industry. Because there is such a low level of diversity within Genesi, most of their profit comes from this business. With Genesi's current position in the market and current financial position, a "hail mary" approach may be most beneficial. Genesi's competitive advantages are great for the company, but other companies will eventually catch on and might imitate things that Genesi is doing and be able to penetrate developed markets faster because of the capital reserves large companies have. This goes back to the topic of capital and innovation.

If Genesi does not establish a relationship with a larger corporation that will purchase their product either for a long period of time (i.e. a contract) or in a large quantity, their first-mover advantage might not last very long. On its own, Genesi might not be able to introduce a new product, and develop an improved product before the competition. If Genesi alone relies on smaller orders, they may find themselves with a few sales and a product made obsolete by the competition, but in cooperation with a larger company, they may be able to sell a large number of products to them and in turn establish and develop core competencies using resources gained through the relationship. Establishing these competencies will enable Genesi to excel have the ability to produce at a rate and with a quality that is equivalent to, if not exceeding, the competition.

## IX. International Considerations

**Opportunity Incentives** - Genesi moving into Germany would offer increased market size if there was a strategic alliance formed with E-Plus. Genesi's R&D department is already based in Germany, because of the centralized location in Europe and the booming technological development in Berlin. This centralized location within Europe will cut down on transportation costs and allow easy transition into other countries. The strength of science in Germany also is a positive for Genesi. Germany is a worldwide leader in medical research, renewable energy development, and the automobile industry. Most R&D-intensive industries like electronics are international, because ROI can be increased due to lower costs on plant and capital equipment. If the industry conditions are currently positive for E-Plus and there is potential for knowledge transfer, then Genesi will have an incentive to move to Germany. Since they currently only have several products in their product line, Genesi could create economies of scale by producing similar products and coordinating critical resources. Genesi can also exploit core competencies by working with a network partner in E-Plus.

**Liability of Foreignness** - The past global strategies are not as prevalent as they once were and still pose problems for companies. For Genesi to implement their web-based strategies and telecommunication solutions, it needs to locally adapt to each market. There may be regulations and barriers to entry for individual eastern European countries that have not occurred to Genesi. One liability of foreignness for Genesi is the difficulty of competing in an international market when a domestic competitor already has a prominent market share. Creating a strategic alliance with E-Plus should alleviate some of these concerns since they fully understand the culture of the telecommunications market in Germany.

**Entry Modes** - The international entry mode of choice for Genesi in Germany will be a strategic alliance. E-Plus is the third biggest telecommunication provider in Germany behind T-Mobile and Vodaphone. They will serve as a valuable partner with Genesi because they will be able to share risk and responsibility for product sales. Once the companies develop their core competencies they can create a competitive edge. E-Plus knows the legal ramifications of partnering the two companies, and the cultural idiosyncrasies of Germany to allow easy integration. Partnering with E-Plus will also allow Genesi to avoid many financial risks. The most important factor of this strategic alliance is the management and compatibility of the

partners. There must be a positive development of the relationship in order for the partner interactions to prosper.

**Competitive Outcomes** – The importance of implementation of this strategic plan is key to the success of the alliance. International diversification and innovation of new products should be the competitive advantage of these two organizations. Developing new products in Germany will be necessary in a technology-based industry, because there are always new forms of communication. Once the relationship is formed, the companies will benefit by seeking new European markets. With diversification, Research & Development will be able to sustain a large-scale operation.

**Risks-** Genesi has less potential risk by moving into a growing technological market like Germany. There are other eastern European companies that have greater risk due to less population density in major cities, transportation costs. Making sure the relationship is coercive between E-Plus and Genesi is a key attribute to successful operations. The global strategy must be similar between the two companies so that there are no distribution follies. If Genesi is using distribution channels and channel partners with E-Plus, then they must make sure their core competencies are align. Standards must be presented and set when the alliance is formed to properly maintain ethics and avoid confusion of delivery schedules.

## X. Project Wrap

### Simple Financial Plan

Implementation Plan					
	Qrt 1	Qrt 2	Qrt 3	Qrt 4	Annually
Estimated Revenue	\$ 31,000,000	\$ 31,000,000	\$ 31,000,000	\$ 31,000,000	\$ 124,000,000
Manufacturing Costs	\$ 15,500,000	\$ 15,500,000	\$ 15,500,000	\$ 15,500,000	\$ 62,000,000
Gross Margin	\$ 15,500,000	\$ 15,500,000	\$ 15,500,000	\$ 15,500,000	\$ 62,000,000
S, G, & A Expenses	\$ 10,625,000	\$ 10,625,000	\$ 10,625,000	\$ 10,625,000	\$ 42,500,000
Net Income	\$ 4,875,000	\$ 4,875,000	\$ 4,875,000	\$ 4,875,000	\$ 19,500,000
Long-term ROI	5 yrs	57%			
Break-Even Point	3 year 2 months				
<p>Estimated Revenue= number of estimated units sold during an average quarter from value-added strategy of pairing with E-Plus. Determined by taking total people with a media/phone subscription and estimating a 1-2% market penetration over the course of the first year remaining at these levels for several years. (62,000,000*.01= 620,000 annually, 155,000 quarterly)</p> <p>Manufacturing Costs= 40-50% estimated margins or gross profit for Genesi. Ex. Netbook Retail \$200 Cost \$80-\$100</p> <p>S, G, &amp; A Expense= expenses for employees, operational costs, and any other necessary expense deemed important by Genesi. (50 employee at 50,000 annually plus additional 10,000,000 per quarter for expense)</p>					

### Risks and Mitigation Plans

The biggest risk to Genesi would be failing to establish a successful relationship with E-Plus our main partner in trying to penetrate the German market for Genesi. This can be mitigated by taking the necessary means to convince or persuade E-Plus that this is an advantageous opportunity for the company and they would be missing out on added revenue for minimal costs. Genesi must display the benefits and product value for potential German customers and the need that will be met by supplying the industry with energy efficient low-cost technology. This industry is almost completely unsaturated and with the gloomy economy simple technology for cheap prices will be a highly pursued commodity.

Another risk is the chance that the product will not sell in Germany because the consumer will be looking for different functions. The cost structure should provide opportunities for the masses to purchase the products, but because of the limited functionality the consumer may be interested in existing or future products that suffice those needs better. Continuing to discuss improvements

with customers and E-Plus during the period or markets and sales strategies in Germany needs to be consistent to avoid losing market presence and product awareness in the industry. Genesi's advantage in this market is being the first mover and getting the product on the shelves first may be the bigger opportunity for Genesi to establish consistent units sold each year. With the 62 million potential subscribers the growth potential is large.

### **Measurement of Success**

The threshold that would constitute a successful venture for Genesi would be if the strategic alliance with E-Plus flourished into high growth for both companies. If the relationship is maintained at a high level then the process of getting Genesi's products into the hand of the customers if they desire the products should be with little resistance. Genesi must also continue to adapt their products to socio-cultural needs in Germany to continue to produce products that are desirable by the market.

The industry is unsaturated at the moment and after Genesi penetrated the market more competition would be inevitable. The market would quickly become more competitive and cause existing companies to improve the quality of products offered and potentially reduce costs further. Both companies' social objectives will be being accomplished if they can maintain a respectful and helpful alliance with each other to synergize each other's core competencies for financial growth.

With the human resources available at Genesi and E-Plus capital resources and distributing channels the goals set out by the strategic alliance can be achieved with little trouble. Adapting to customer needs and offering affordable quality products will be key to helping the relationship continue into the future.

## **XI. Appendices**

### **Sources**

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