

SILVIO NAPOLI AT SCHINDLER INDIA (A): Study Report



In 1874, the Schindler dynasty had been established in Switzerland by Robert Schindler. Fifteen years later, they were manufacturing elevators and escalators. The current successor was a fourth generation Schindler who had chosen to change the company's cultural orientation from an engineering - based manufacturing model to a customer - centric service company. With its 120 years of history, Schindler was a formal Swiss company where the hierarchy was clear, politeness important and first name rarely used. It was highly formalized and had a functional structure based on the Tayloristic model. In 1995, after a long and drawn experience in the Indian market without much success, Alfred Schindler began considering options to establish its own operation in India. In order to face lower risks and gain higher control he decided to utilise a Greenfield strategy. The time was ripe, as in early 1990s India's economic liberalisation was designed to welcome international competition and foreign investment. It was the new China. In line with this market entry strategy, the corporate executive committee appointed Silvio Napoli to head the launch into India. They trusted Silvio's strong knowledge of the project derived from the various assignments he had undertaken for them. According to Bonnard, Napoli had the ability to adapt to and grow into increasingly complex roles and environments. He had the skills and the competencies. He was young, motivated, brave and willing to go. Although he did not have an international experience, he had the potential to be successful (Fernandez-Araoz, C., 2014). Its primary goals were to achieve 50 orders in its first year and break even after four years of trading. It also planned to win 20% of the market share inside of 5 years. The mind set was that Silvio could replicate his winning Swatch strategy in a rising market that had strong growth prospects. He did

not consider the special challenges posed by emerging markets. Even if a strategy is highly successful at home, it will probably need extensive tailoring to succeed in a developing world. People in different cultures want and expect different things from their work (Douglas A. Ready, Linda A. Hill, Jay A., 2008).

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