A CASE STUDY ANALYSIS

[MI 5001]

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FOUR MAJOR CHALLENGES & EVIDENTIAL SUPPORT

**Global Expansion**
- Approach is developed for a niche market that primarily resides in N. America.
- Will have to change company brand overseas

**Market Research**
- Failed to expand into several markets due to its lack of research prior to the attempt (ex. failed attempts to implement in overseas areas).

**Competition**
- No competition ever existed.
- If an existing player targets their audience, VICE will face a challenge they have no experience with.

**Niche Market**
- Constant research needed to stay current with target audience that VICE relies on.
- Currently relies on metropolitan 21-24 yr old "hipsters"
AD-BLOCKING: A POTENTIAL THREAT

3% of Vice’s revenue is generated from print.

97% of Vice’s revenue is generated from digital streams.

Recent surges in ad-blocking software developments could be potentially hazardous for Vice as all their three primary streams of revenue could be liquidated if means are not developed to combat these innovations.
SYSTEMS THINKING & SOFT SYSTEMS

Brands

External

Seek

Content

VICE

ADVICE

YouTube & others

VICE MEDIA
LEADERSHIP / There lacked a central leadership to new market entry. UK office led European initiatives; US led South America and Asia

APPROACH / Split into phases that were aligned by territory, the profitability and probability of success was never measured in this process

PREPAREDNESS / Market research was never performed prior to any phase being launch. Vice simply relied on their own intuition.

GOALS / No clear goals were ever defined prior to market entry. Market research would have established goals.

GLOBALIZATION: A PROCESS FACING DISRUPTION
While Vice has made a foray into 20 foreign markets, they faced many challenges and some failures that can all be attributed to their globalization strategy.

New Systems Approach to Launching Operations
1. Duplicated in as many markets as necessary
2. Provides a stable platform for senior leadership to follow
SOURCES

