
What we have learned from the analysis
Internationalization has been gradual
Denmark was the basis regulating world markets
Tough competition in the wind energy industry
Suggestions for the future
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Internationalization
Competitions
Vestas
- Founded in 1945
- Green energy from the 1970's
- Largest in the industry
- Focus on China
Entry Mode in China
Factors influencing Chinese market entry
Entry Modes
Aim: China
The Kind of Entry Mode
Determinants of Internationalization
Sustainable Competitive Advantage
Profit Advantage
14% from Asia Pacific
26% from Americas
60% from Europe
(Vestas Annual Report, 2008)
Competitve Advantage
Porter's Five Forces Model
Market leader
Blue ocean
Demand
Internationalisation Strategies
2MW variant turbines
New flexible service offerings
Local Economies
Proximity to customer
They had to internationalise from Denmark as they are close to many other European countries. It would be difficult for them to maintain market share by staying within Denmark.
Growth
Starting to develop in the 1970's
Growing Industry
Major Competitors
Major 'green energy' nations
Megawatt (Gigawatt)
Mwhours
R&D Centre
Chinese wind turbine market
Impact on host country
TheCaseSolutions.com
Vestas
Vestas
Wind. It means the world to us.™
Vestas World of Wind

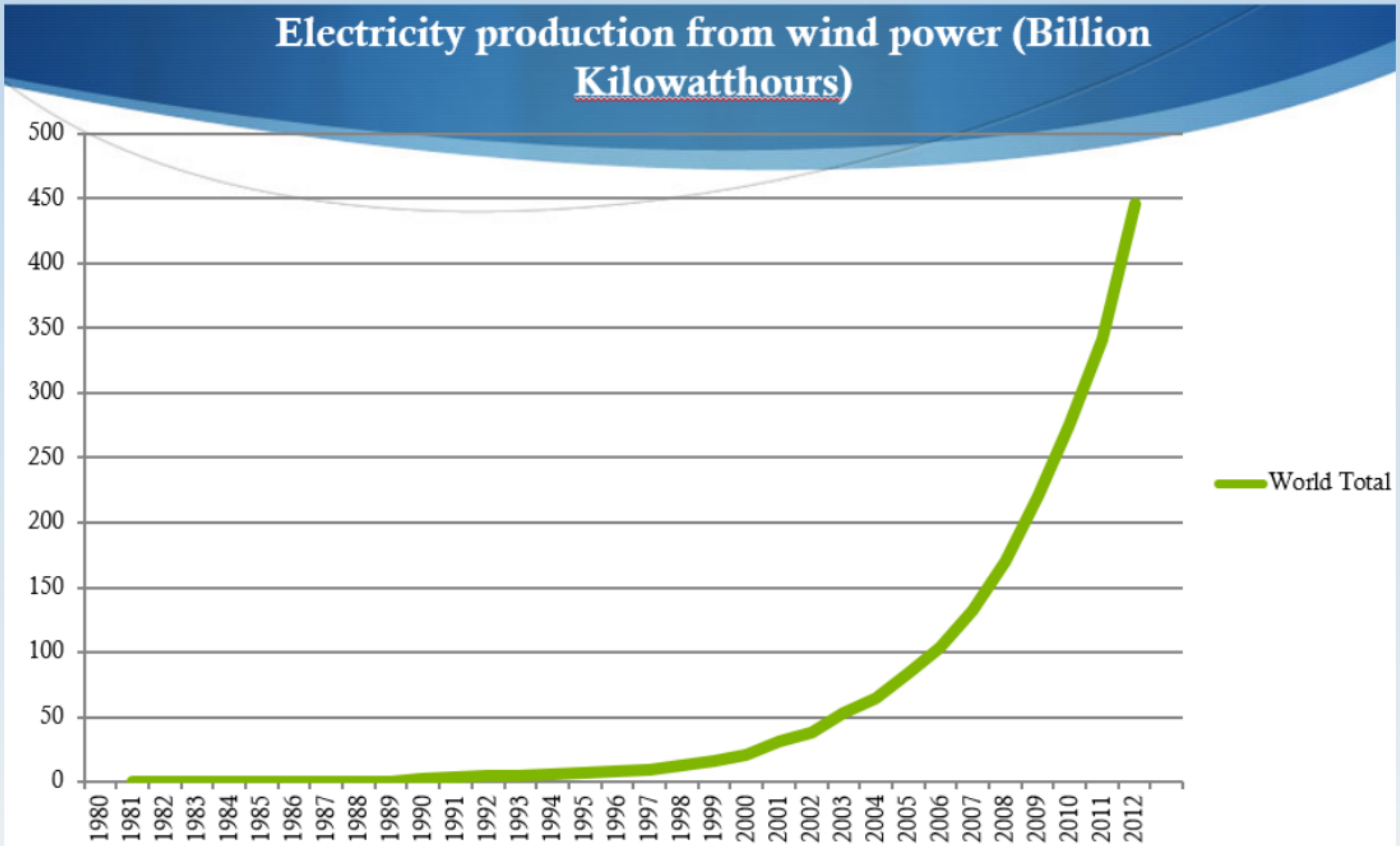
- Blue ocean
- Demand

2MW variant turbines

New flexible service offerings

- *Starting to develop in the 1970's*
- *Growing Industry*
- *Major Competitors*
- *Major 'green energy' nations*
- *Megawatt (Gigawatt)*
- *Mwhours*

Growth



Based on data subtracted from: www.bliblublu