END OF THE ROAD

BMW and ROVER

A BRAND TOO FAR

CHRIS BRADY & ANDREW LORENZ

FINANCIAL TIMES

Prentice Hall

an imprint of Pearson Education

London • New York • San Francisco • Toronto • Sydney • Tokyo • Singapore • Hong Kong
Cape Town • Madrid • Paris • Milan • Munich • Amsterdam
Contents

About the Authors vii
Acknowledgements ix
Introduction xi

PART ONE: BEFORE BMW 1
1 A Coup for Whom 3

PART TWO: STRATEGY WITHOUT REALITY 17
2 The Honeymoon 19
3 The Rover Legacy 29
4 The Challenges 35
5 The Tactic 41
6 Dawn Breaks 47
7 Evaluation 59

PART THREE: SIR WALTER’S RALLY 63
8 Overlapping Strategy 65
9 Rapids Ahead 77
10 Did the Earth Move For You? 91
11 The Holy Grail 99
12 The Evaluation 107

PART FOUR: NO RETURN 111
13 Every Man for Himself 113
14 Last Chance Saloon 119
15 Escape to Alchemy? 131
16 Escape to Phoenix? 151
17 Lessons? What goes round … 167

Postscript 171

Index 175