

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?	1-31
16 Escape to Phoenix?	151
17 Lessons? What goes round ...	167

Postscript	171
------------	-----

Index	175
-------	-----