Marketing Management in Multinational Firms

The Consumer Packaged Goods Industry

| TECHNISCHE HOCHSCHULE DARMSTADT |
|----------------------------------|
| Fachbereich 1 |
| Gesamtbibliothek |
| Betriebswirtschattslehr e |
| Inventor-Nr. : 17-414 |
| Abstell-Nr. : A 28/856 |
| Sachgebiete: |
| 5.1 |
| 5. 3 |
| 00246798 |



London

CONTENTS

| | Page |
|---|--|
| PREFACE | v |
| ACKNOWLEDGMENTS | |
| LIST OF TABLES | |
| LIST OF CHARTS | |
| Chapter | |
| 1 INTRODUCTION | 1 |
| Integration: A Key Problem Major Integrative Devices Ultimate Objective of Integration Scope of the Study Issues and Objectives Sample and Methodology Notes | 1 2 4 5 5 8 |
| 2 HEADQUARTERS DIRECTION AS AN INTEGRATIVE DEVICE | 13 |
| Definition and Measurement Headquarters Direction by Business Function Headquarters Direction by Marketing Decision Product Policy Decisions Pricing Decisions Advertising and Promotion Decisions Distribution Decisions Market Research Decisions Notes | 13 15 19 20 25 26 30 31 33 |
| 3 CORPORATE FACTORS INFLUENCING HEADQUARTERS DIRECTION | 34 |
| Characteristics of the Product Line Product Diversification Nature of the Firm's Products New Products | 35 35 37 40 |

| Chapter | | Page |
|---------|--|------|
| | Management Style | 43 |
| | Outsider Influence | 45 |
| | Supply Interdependence | 48 |
| | Organizational Structure | 49 |
| | Relative Importance of Foreign Operations | 55 |
| | Notes | 56 |
| 4 | OTHER INTEGRATIVE DEVICES | 59 |
| | Corporate Acculturation | 59 |
| | Systems Transfer | 62 |
| | Terminology | 62 |
| | The Importance of Planning and Control Systems | 63 |
| | The Scope of Planning and Control Systems | 65 |
| | Preparation of Annual Marketing Plans and | |
| | Budgets | 67 |
| | Communications Between Headquarters and | |
| | Subsidiaries | 71 |
| | Personnel Transfer | 74 |
| | Interrelationship of Integrative Devices | 76 |
| | Notes | 77 |
| 5 | STANDARDIZATION OF MARKETING | 78 |
| | Extent of Standardization | 79 |
| | Market Conditions and Standardization | 82 |
| | Reasons for Standardization | 86 |
| : | Notes | 88 |
| 6 | SUMMARY AND CONCLUSIONS | 89 |
| BIBLIO | GRAPHY | 94 |
| ABOUT | THE AUTHOR | 105 |