

CASES IN INTERNATIONAL MARKETING

Christopher Gale, *Professor of Business Administration*
The Colgate Darden Graduate School of Business Administration
The University of Virginia

Neil H. Borden, Jr., *Richard S. Reynolds Professor of Business Administration*
The Colgate Darden Graduate School of Business Administration
The University of Virginia

Jean-Pierre Jeannet, *Associate Professor of Marketing, Babson College*
Visiting Professor, IMEDE (International Management Development Institute)

Prentice-Hall
Englewood Cliffs, New Jersey 07632

TECHNISCHE HOCHSCHULE DARMSTADT	
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Ostensibly a pricing problem in the United Kingdom, this is a case in global product line development and thus contrasts the differences between domestic decision making versus multinational strategy formulation.

Cases 2A and 2B. Stewart Manufacturing Ltd. 2A–20, 2B–28

These Canadian cases point up the issues involved in developing entry strategies into foreign markets, including exporting, licensing, and local production.

Case 3. India Cashew Processors, Ltd. 34

In order to expand into new markets, this Indian company must decide where to locate a new plant; this requires an analysis of worldwide demand and competition.

SECTION 2. ENVIRONMENTAL FACTORS IN INTERNATIONAL MARKETING: THE ROLE OF CULTURE AND OTHER INFRASTRUCTURAL DIFFERENCES

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Case 4. Richardson-Merrell Inc. 57

When a highly successful skin-care product, Clearasil, is being threatened worldwide by new technology, it is necessary to make some major decisions. Complicating the process are different cultural forces and market infrastructures, long-range communication barriers, and tension between centralized versus decentralized authorities. These differences are illustrated by pressing problems in Australia.

Case 5. Medical Equipment Company 88

In analyzing large sales fluctuations, this U.S. company must examine how the economic and political environments within several South American countries have affected its sales results.

Case 6. American Electronics Company 103

After a positive experience with building a turnkey plant in the Middle East, this company is now analyzing similar opportunities in Venezuela, Nigeria, Egypt, and China.

Case 7. New England Nuclear Corporation 116

Having successfully introduced a major product line in Europe and South and Central America, management of this company is now assessing whether the Pacific Rim countries represent an equally attractive opportunity.

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Case 8. Nescafé Gold

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The coffee product manager for Nestlé is developing his full marketing plans for a new product, freeze-dried coffee. While the specific target country is Germany, whatever decisions are made will have an impact on this product's introduction in the rest of the world.

Case 9. General Foods GmbH

151

A product that has been successful in the United States, an artificial dessert topping, seems to be an unlikely prospect in Germany, given the differences in tastes, habits, and competitive environment between the two countries. Yet the product has been introduced, and now the product manager must decide how much opportunity there is to transfer a successful U.S. strategy to the new country and what benefits might be obtained from utilizing a similar strategy.

Case 10. N.V. Philips' Gloeilampenfabrieken

170

A classic dispute between central headquarters in Holland and the U.K. marketing managers over the introduction of color TVs in Britain. An in-depth analysis is given of the appropriateness of a worldwide product policy as it applies to the particular circumstances in Britain.

Case 11. Aurora Lotion

192

The overseas manager of a British cosmetics manufacturer is faced with complaints from its Swiss subsidiary regarding "parallel importing," whereby differences in exchange rates and marketing infrastructure allow the legal, but damaging practice of Swiss retailers buying the products directly from the company's U.K. distributors. In analyzing the situation, he finds that he must look at more than the pricing issue.

Case 12. Interactive Computer Systems Corporation

201

A European subsidiary of a U.S. computer manufacturer has developed a new product and has offered it based on corporate pricing guidelines. The parent company is ultimately forced to sell the product in the United States at a lower price, raising the issues of transfer pricing and global pricing strategy.

Case 13. Biral International

208

A medium-sized Swiss company, faced with increased competition from larger foreign companies, is contemplating an unusual countertrade agreement with Hungary as a way of entering the Eastern European market. The risks of dealing with an Iron Curtain country must be measured against an attractive opportunity for reducing costs and increasing the company's competitiveness.

The international headquarters of Gillette must decide how to introduce its new Platinum-Plus blade in three very different countries (Britain, Germany, and Brazil), and whether the same marketing mix must (or can) be used in all three areas.

Case 15. Bavaria Manufacturing International**248**

The second largest manufacturer of water faucets in Germany has developed a less expensive line in response to an erosion of sales of its standard high-quality products. As he reviews his proposed introductory marketing plan, the marketing manager must assess the opportunities in sixteen European markets.

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Case 17. Schneider GmbH**285**

The U.K. introduction of this pharmaceutical company's new drug has failed, despite previously successful introductions in Switzerland and Germany. The introduction in Italy has fared somewhat better, but has now become stalled. The company must now reassess whether the global strategies it follows are still appropriate.

Case 18. Astra Pharmaceuticals**301**

A Swedish pharmaceuticals group has a new marketing strategy that depends on the rapid introduction of new products in foreign markets. It is now reevaluating its organizational structure, its marketing planning system, and its control procedures to determine whether changes are necessary to foster rapid multinational growth.