

---

# Multinational Marketing Management

---

## *CASES AND READINGS*

00256278

TECHNISCHE HOCHSCHULE DARMSTADT
Fachbereich 1
<u>Gesamtbibliothek</u>
<u>Betriebswirtschaftslehre</u>
Inventar-Nr. : 40.251
Abstell-Nr. : A28/1744
Sachgebiete: 5.0
5.9

◆ Addison-Wesley Publishing Company

Reading, Massachusetts ▪ Menlo Park, California ▪ New York  
Don Mills, Ontario ▪ Wokingham, England ▪ Amsterdam ▪ Bonn  
Sydney ▪ Singapore ▪ Tokyo ▪ Madrid ▪ Bogotá ▪ Santiago ▪ San Juan

---

# CONTENTS

---

## *PART 1*

---

### **Designing Strategies for Multinational Competition**

---

Introduction 2

---

#### **READINGS**

**How Global Companies Win Out** by Thomas Hout, Michael E. Porter, and Eileen Rudden 9

**Do You Really Have a Global Strategy?** by Gary Hamel and C.K. Prahalad 29

---

#### **CASES**

**Benetton** by James L. Heskett and Sergio Signorelli 47

**The World Pharmaceutical Industry: Prospects for the 1980s** by Robert D. Buzzell 77

**Ciba-Geigy Pharmaceuticals Division: Multinational Strategic Planning** by Robert D. Buzzell 92

**Henkel Group: Umbrella Branding and Globalization Decisions** by Robert J. Dolan 112

**Mövenpick Unternehmungen** by Ulrich Wiechmann and Kate Gillespie 130

## **PART 2**

---

### **Multinational Marketing Programs**

---

Introduction 156

#### **READINGS**

- Can You Standardize Multinational Marketing?** by Robert D. Buzzell 164  
**The Globalization of Markets** by Theodore Levitt 186

#### **CASES**

- Hoover: Multinational Product Planning** by Robert D. Buzzell and Jean-Louis LeCocq 206  
**Computervision Japan** by Rowland T. Moriarty 230  
**Fisher-Price Benelux** by Robert D. Buzzell, Carlos del Nero and Stephen Muirhead 259  
**Minolta Camera Co., Ltd.** by Ulrich Wiechmann 279  
**British Airways** by John A. Quelch 291

## **PART 3**

---

### **Organizing and Controlling Multinational Operations**

---

Introduction 322

#### **READINGS**

- Customizing Global Marketing** by John A. Quelch and Edward J. Hoff 329  
**MNCs: Get Off the Reorganization Merry-Go-Round** by Christopher A. Bartlett 348

#### **CASES**

- Nestlé S.A.: International Marketing** by John A. Quelch and Edward J. Hoff 363  
**Chandler Home Products** by Michael Y. Yoshino and Yaakov Keren 396  
**Procter & Gamble Europe: Vizir Launch** by Christopher A. Bartlett 423  
**Yoshida Kogyo K.K.** by Ulrich Wiechmann 448  
**Citibank: Marketing to Multinational Customers** by Robert D. Buzzell 469

**SELECTED BIBLIOGRAPHY** 499