Multinational Product Strategy

A Typology for Analysis of Worldwide Product Innovation and Diffusion

TECHNISCHE HOCHSCHULE DARMSTADT
Fachbereich 1
Gesomtbibliothek
Betriebswirtschaftslehre
Inventor-Nr. : 17.442
Abstell-Nr. : A 28/854
Sachgebiele:
5.2.1
10246774

Praeger Publishers



CONTENTS

	Page
FOREWORD Richard H. Holton	v
PREFACE	viii
LIST OF TABLES	xiv
LIST OF FIGURES	xvii
LIST OF ABBREVIATIONS	xviii

PART I: THE TYPOLOGY OF MULTINATIONAL PRODUCT STRATEGIES

Cha	apter		
1	STATEMENT OF THE PROBLEM	3	
	, Strategies of Multinational Firms: The Classic View	4	
	Strategies of Multinational Firms: The Newer View	5	
	Objectives of the Research	7	
	The Conceptual Framework: The Typology of		
	Multinational Product Strategies	8	
	Scope and Methodology of the Empirical Study	9	
	Notes	11	
2	MULTINATIONAL PRODUCT STRATEGIES:		
	A TYPOLOGY	12	٤
	The Strategy ConceptIts Application to the		
	Multinational Firm	12	
	The Typology of Multinational Product Strategies	16	
	Conclusion	34	
	Notes	36	
-			

.

Chapter

.

1

3	MOTIVES FOR FOREIGN DIRECT INVESTMENT AS A PRELIMINARY TEST OF THE COMPREHENSIVE- NESS OF THE TYPOLOGY	39
	Empirical Studies of the Motives for Investing Abroad Theories of Private Foreign Direct Investment Notes	39 46 58
	PART II: MULTINATIONAL PRODUCT STRATEGIES: THE BEHAVIOR OF FIVE FIRMS	
4	THE EMPIRICAL STUDY: OBJECTIVES AND METHODOLOGY	65
	Objectives	65
	The Selection of the Firms	67
	The Selection of Products and Product Strategies	69
	The Construction of the Interview Guides	71
5	THE PATTERN OF MULTINATIONAL PRODUCT STRATEGIES, BY FIRM	73
	Hewlett-Packard Company	74
	Massey-Ferguson Ltd.	87
	Alcan Aluminium Ltd.	99
	Dymo Industries Gillette Company	$\frac{111}{118}$
	International Growth of the Firms: Four Conclusions	$110 \\ 128$
	Notes	$\frac{128}{129}$
	PART III: THE VARIETY OF MULTINATIONAL PRODUCT STRATEGIES AND THEIR RATIONALE	
6	THE VARIETY OF STRATEGIES IMPLEMENTED	133
	Adequacy of the Typology The Typology and the PFDI Series The Relevance of the International Product Cycle Conclusion Note	135 139 144 149 151

Page

Chapter		
7 THE RATIONALE BEHIND THE VARIETY OF STRATEGIES	152	
Firm Characteristics Product Characteristics Notes	154 158 175	
8 INSIGHTS OBTAINED FROM BLENDING THEORY AND OBSERVATION	176	
Researchers' and Managers' Perspectives on Str	ategy 179	
Appendix		
A DESCRIPTION OF MULTINATIONAL PRODUCT STRATEGIES	184	
B EXAMPLES OF MULTINATIONAL PRODUCT STRATEGIES	193	
C GENERAL FIRM QUESTIONAIRE	198	
D PRODUCT QUESTIONNAIRE	200	
BIBLIOGRAPHY	206	
INDEX		
ABOUT THE AUTHOR		

ī