

---

# Contents

---

---

## **PART 1 OVERVIEW 1**

---

- Chapter 1 The Road to Market Integration 3**  
Reasons for the Proposals and the Potential Benefits 4  
What Is the Internal Market? 14  
Trade Barriers and the Impact of Their Removal 16  
Conclusion 25
- Chapter 2 Progress and Prospects 28**  
New Procedures Have Accelerated the Decision Making . . . 28  
. . . But a Lack of Political Will Has Slowed It Down . . . 31  
. . . And Companies Will Find It Hard to Exploit the Changes 37  
What Will the Europe of the 1990s Look Like? 41  
A Free Trade Area or Something More Than That? 42  
A Fortress Europe? 48  
A Two-Tier Europe? 53  
Conclusion 55
- Chapter 3 The Marketing Challenge 60**  
The 1992 Program 60  
Market Integration and Industry Consolidation 62  
Marketing Programs and Organization 69  
Conclusion 85

---

## **PART 2 COMPETING IN THE INTEGRATED EC MARKET 87**

---

- Chapter 4 Assessing Market Potential: CIGNA Worldwide and the  
Insurance Market 89**  
Editors' Introduction 89  
**Case: CIGNA Worldwide** by John A. Quelch and  
Jonathan Hibbard 90  
Editors' Commentary 119

- Chapter 5 **Defending Global Market Leadership: Nokia-Mobira Oy and the Mobile Telephone Market** 121  
Editors' Introduction 121  
Case: Nokia-Mobira Oy by Ilkka Lipasti and John A. Quelch 122  
Editors' Commentary 156
- Chapter 6 **Strategic Alliances: Biokit S.A. and the Biotechnology Market** 159  
Editors' Introduction 159  
Case: Biokit S.A. by Jose Luis Nueno and John A. Quelch 160  
Editors' Commentary 184
- Chapter 7 **Redefining Product-Market Strategy: Chloride Lighting and the Emergency Lighting Market** 186  
Editors' Introduction 186  
Case: Chloride Lighting Strategies for Emergency Lighting in Europe by Robert D. Buzzell and Tammy Bunn Hiller 187  
Editors' Commentary 216
- Chapter 8 **Identifying a Sustainable Niche: Canadian Imperial Bank of Commerce and the Banking Services Market** 218  
Editors' Introduction 218  
Overview: Bank Marketing Strategies in the EC by John C. Pattison 219  
Case: The Canadian Imperial Bank of Commerce by John C. Pattison 238  
Editors' Commentary 248
- Chapter 9 **Managing the Product Line: Nissan Motor Company Ltd. and the Automobile Market** 249  
Editors' Introduction 249  
Case: Nissan Motor Co., Ltd: Marketing Strategy for the European Market by Kyoichi Ikee and John A. Quelch 250  
Editors' Commentary 275
- Chapter 10 **Organizing the Marketing System: David Del Curto S.A. and the Fresh Fruit Market** 278  
Editors' Introduction 278  
Case: David Del Curto S.A. by Jon I. Martinez and John A. Quelch 279  
Editors' Commentary 309

- Chapter **11** **Expanding Distribution: FNAC and the Retailing of Cultural and Leisure Products** 311  
Editors' Introduction 311  
**Case:** FNAC by Andre Tordjman and Jean-Francis Harris 312  
Editors' Commentary 346
- Chapter **12** **Pan-European Marketing: Volvo Trucks Europe and the Truck Market** 348  
Editors' Introduction 348  
**Case:** Volvo Trucks Europe by Jean-Jacques Lambin and Tammy Bunn Hiller 349  
Editors' Commentary 366

---

**PART 3 CONCLUSION** 369

---

- Chapter **13** **An Action Agenda for Managers** 371  
Assess the Likely Effects of 1992 Reforms 372  
Adequate Representation of Company Interests 373  
Consider or Reconsider Strategic Options 374  
Explore Needed Changes in Marketing 375  
Concluding Comments 381