CONTENTS

	Preface Acknowledgements Publisher's acknowledgements Abbreviations About the author	xviii xxxiv xxxvi xli xlv								
PART I	THE DECISION WHETHER TO INTERNATIONALIZE	3								
	Part I Video case study: Uber	4								
1	Global marketing in the firm	5								
	Learning objectives	5								
	1.1 Introduction to globalization	6								
	1.2 The process of developing the global marketing plan	6								
	1.3 Comparison of the global marketing and management style of SMEs and LSEs	7								
	Exhibit 1.1 LEGO's strategic drift	14								
	Exhibit 1.2 Economies of scale with Nintendo Game Boy	16								
	Exhibit 1.3 Ford Focus Global Marketing Plan	18								
	1.4 Should the company internationalize at all?	19								
	1.5 Development of the 'global marketing' concept	20								
	Exhibit 1.4 Helly Hansen is using 'localization' through geo-targeting	02								
	technology Exhibit 1.5 Persil Black & Persil Abaya = glocalization (same product, but	23								
	different packaging and market communication)	23								
	1.6 Forces for global integration and market responsiveness	24								
	Exhibit 1.6 McDonald's is moving towards a higher degree of market									
	responsiveness	27								
	1.7 The value chain as a framework for identifying international competitive advantage	28								
	1.8 Value shop and the 'service value chain'	34								
	1.9 Global experimental marketing	38								
	Exhibit 1.7 Case Construction Equipment is using experiential marketing	41								
	Exhibit 1.8 IKEA's use of AR	42								
	1.10 Information business and the virtual value chain	43								
	1.11 Summary	44								
	Case studies									
	1.1 Green Toys, Inc.: a manufacturer of eco-friendly toys is going international	45								
	1.2 Hunter Boot Ltd: The iconic British brand is moving into exclusive fashion	50								
	1.3 Video case study: Nivea Questions for discussion	52 53								
	References	53 53								
	Velei elices									
2	Initiation of internationalization	55								
	Learning objectives	55								
		_								

	2.1	Introduction	56							
	2.2	Internationalization motives	56							
		Exhibit 2.1 Jägermeister: the famous herbal liqueur is going global								
		as a result of 'managerial urge' in the family-owned company	58							
		Exhibit 2.2 Global marketing and economies of scale in Japanese firms	61							
		Exhibit 2.3 Internationalization of Haier - proactive and reactive motives	64							
	2.3	Triggers of export initiation (change agents)	65							
	2.4	Internationalization barriers/risks	69							
		Exhibit 2.4 De-internationalization at British Telecommunications (BT)	73							
	2.5	Summary	75							
	Case	e studies								
	2.1	LifeStraw: Vestergaard-Frandsen transforms dirty water into clean drinking water	75							
	2.2	Elvis Presley Enterprises Inc. (EPE): internationalization of a cult icon	78							
	2.3	Video case study: TOMS Shoes	79							
		stions for discussion	80							
	Refe	rences	80							
3	Inte	rnationalization theories	82							
	Lear	ning objectives	82							
	3.1	Introduction	83							
	3.2	The Uppsala internationalization model	85							
	3.3	The transaction cost analysis (TCA) model	89							
	3.4	The network model	92							
	3.5	Born globals	94							
		Exhibit 3.1 K-pop – a 'born global' phenomenon has worldwide success	95							
	3.6	Summary	99							
	Case	e studies								
	3.1	Zumba: a dance phenomenon is going global	100							
	3.2	Dreamworks Classics: internationalization of Postman Pat	103							
	3.3	Video case study: Reebok	104							
	Que	stions for discussion	104							
	Refe	rences	104							
4	Development of the firm's international competitiveness									
	Lear	ning objectives	107							
	4.1	Introduction	108							
	4.2	Analysis of national competitiveness (the Porter diamond)	108							
	4.3	Competition analysis in an industry	113							
	4.4	Value chain analysis	118							
		Exhibit 4.1 Hilti is selling the 'use' - not the product	120							
	4.5	The sustainable global value chain	131							
	4.6	Corporate social responsibility (CSR)	131							
		Exhibit 4.2 Chiquita – integrating CSR in the resource base	133							
	4.7,	The value net	135							
		Exhibit 4.3 Value net – cooperation/competition between competitors								
		within each airline alliance. The three alliances are competing								
		against each other	136							
	4.8	Blue ocean strategy and value innovation	137							
		Exhibit 4.4 Hotel Formule 1 – value innovation in action	139							
	4.9	Summary	141							
	4.1	e studies Nintanda Wii: Nintanda's Wii took first place on the world market -								
	4.1	Nintendo Wii: Nintendo's Wii took first place on the world market –	142							

ix

		4.2	DJI Technology Co. Ltd: a Chinese 'born global' is dominating the world market for drones with its Phantom	148								
		4.3	Video case study: Nike	152								
			stions for discussion rences	152 152								
		11010	·	102								
		Part I Case studies I.1 Zara: the Spanish retailer goes to the top of world fashion I.2 Manchester United: still trying to establish a global brand I.3 Adidas: the No. 2 in the global sportswear market is challenging the No. 1, N										
				155								
			, ,	161								
		1.3 1.4	Cereal Partners Worldwide (CPW): the No. 2 world player is challenging	165								
			the No. 1, Kellogg	172								
PART	11	DE	CIDING WHICH MARKETS TO ENTER	181								
	-,-											
		Part	Il Video case study: HondaJets ~ Honda enters the small-sized									
			business jet market	183								
	5	Glo	bal marketing research	185								
		Lear	ning objectives	185								
		5.1	Introduction	186								
		5.2	The changing role of the international researcher	186								
		5.3	Linking global marketing research to the decision-making process	187								
		5.4 5.5	Secondary research Primary research	189 193								
		5.6	Other types of marketing research	204								
		5.7	Marketing research based on Web 2.0	208								
		0.7	Exhibit 5.1 Amazon.com – sustaining a competitive advantage through	200								
			market research and analytics	209								
		5.8	Setting up an international marketing information system (MIS)	210								
		5.9	Summary	211								
			e studies									
		5.1	Teepack Spezialmaschinen GmbH: organizing a global survey	040								
		= 0	of customer satisfaction	212								
		5.2	LEGO Friends: one of the world's largest toy manufacturers moves into the girls' domain	213								
		5.3	Video case study: BMW i3 – the electric car	216								
			stions for discussion	216								
		References 21										
	6	The	political and economic environment	218								
			ning objectives	218								
		6.1	Introduction	219								
		6.2	The political/legal environment	219								
•			Exhibit 6.1 Huawei Technologies Corporation: the role of home									
			government in the internationalization process	221								
			Exhibit 6.2 Google is experiencing political risk in China	225								
		6.3	The economic environment	230								
			Exhibit 6.3 EU's antitrust regulator complains about competition									
			practices of Google	235								
		6.4	The European Economic and Monetary Union and the euro	236								
		6.5	BRIC - the show growth is hitting the emerging countries	238								

		Exhibit 6.4 ChotuKool - Indian Godrej is creating a disruptive innovation	
		(a low-cost refrigerator) for the BOP market	240
	6.6	'Bottom of pyramid' (BOP) as a market opportunity	241
		Exhibit 6.5 Vodacom - reaching both BOP (bottom of pyramid)	
		customers and BOP entrepreneurs in Africa	243
		Exhibit 6.6 Voltic Cool Pac – distribution of water in Ghana	244
	6.7	Summary	245
	Case	studies	•
	6.1	G-20 and the economic and financial crises: what on earth	
		is globalization about? Protests during a meeting in Brisbone,	
		Australia, November 2014	247
	6.2	Danfoss Power Solutions: which political/economic factors would affect	
		a manufacturer of hydraulic components?	248
	6.3	Video case study: Debate on globalization	249
		stions for discussion	250
	Refe	rences	250
7	The	sociocultural environment	251
	Lear	ning objectives	251
	7.1	Introduction	252
	7.2	Layers of culture	253
		Exhibit 7.1 Electrolux is adapting its vacuum cleaner for the Japanese market	255
	7.3	High- and low-context cultures	255
	7.4	Elements of culture	257
		Exhibit 7.2 In China the Citroën C4 brand name was changed	
		to Citroën c-Quatre	258
		Exhibit 7.3 Sensuality and touch culture in Saudi Arabian versus	000
		European advertising	260
		Exhibit 7.4 Polaroid's success in Muslim markets	264
	7.5	Hofstede's model, (the '4 + 1' dimensions model) versus the GLOBE model	265
	п.о	Exhibit 7.5 Pocari Sweat – a Japanese soft drink expands sales in Asia	267 267
	7.6	Managing cultural differences	268
	7.7	Convergence or divergence of the world's cultures	269
	7.8	The effects of cultural dimensions on ethical decision-making	209
		Exhibit 7.6 The quest for beauty opens a huge market for whitening	271
	7.9	products in Asia	272
		Summary e studies	2,2
	7.1	Cirque du Soleil Inc.: the show that revolutionized the circus arts	
	<i>'</i> '	is expanding its global scope	273
	7.2	The IKEA catalogue: are there any cultural differences?	275
	7.3	Video case study: Allergan – the maker of Botox and breast implants	277
		stions for discussion	277
		rences	278
8	The	international market selection process	279
		ning objectives	279
	8.1	Introduction	280
	8.2	International market selection: SMEs versus LSEs	280
	8.3	Building a model for international market selection	281
	5.5	Exhibit 8.1 Bosch Security Systems: IMS in the Middle East for fire	
		detection systems	295
	8.4	Market expansion strategies	299
		Exhibit 8.2 Sunquick's waterfall approach	299

	CONTENTS	XI
	Exhibit 8.3 An example of the 'trickle-up' strategy Exhibit 8.4 Bajaj is selecting new international markets ignored by global leaders The global product/market portfolio Summary Case studies	301 305 306 306
	8.1 Tata Nano: international market selection with the world's cheapest car	308
	8.2 Philips Lighting: screening markets in the Middle East	313
	8.3 Video case study: Oreo (Mondelez)	316
	Questions for discussion	316
	References	317
	Part II Case studies	
	II.1 SodaStream: Managing profitable growth in an increasingly	
	competitive global environment	318
	II.2 The Female Health Company (FHC): the female condom is seeking a foothold	
	in the world market for contraceptive products	324
	II.3 Zalando: how can the online apparel retailer turn financial losses into	
	positive profits?	327
	II.4 Ferrari: international market selection (IMS) for the exclusive sports car brand	335
PART III	MARKET ENTRY STRATEGIES	343
	Part III Video case study: Müller Yogurts ~ entering the US market	347
9		349
	Learning objectives	349
	9.1 Introduction	350
	9.2 The transaction cost approach	350
	9.3 Factors influencing the choice of entry mode	352
	Exhibit 9.1 Zara is modifying its preferred choice of entry mode, depending	
	on the psychic distance to new markets	356
	9.4 Summary Case studies	358
	9.1 Jarlsberg: the king of Norwegian cheeses is deciding on entry modes	
	into new markets	358
	9.2 Ansell condoms: is acquisition the right way to gain market shares	
	in the European condom market?	360
	9.3 Video case study: Understanding entry modes into the Chinese market	363
	Questions for discussion	364
	References	364
10	Export modes	365
	Learning objectives	365
	10.1 Introduction	366
	10.2 Indirect export modes	368
	10.3 Direct export modes	372
	Exhibit 10.1 Lofthouse of Fleetwood's (Fisherman's Friend) decision	
	criteria when selecting new distributors	374
	10.4 Cooperative export modes/export marketing groups	379
	10.5 Summary	380
	Case studies 10.1 Lypholm Lipio Aguavity intermetional modulation of the New arrive Aguavit based	
•	10.1 Lysholm Linie Aquavit: international marketing of the Norwegian Aquavit brand	381

	10.2	Parle Products: an Indian biscuit manufacturer is seeking agents								
		and cooperation partners in new export markets	383							
		Video case study: Honest Tea	385							
		ons for discussion	385							
	Refere		386							
	110/0/0	1000								
11	Interm	nediate entry modes	387							
	Learning objectives									
	11.1	Introduction	388							
	11.2	Contract manufacturing	388							
	11.3	Licensing	389							
	11.4	Franchising	392							
		Exhibit 11.1 Build-a-Bear workshop's use of the indirect franchising								
		model in Germany - Austria - Switzerland	394							
	11.5	Joint ventures/strategic alliances	398							
		Exhibit 11.2 Irn-Bru's distributor alliance (Y coalition) with Pepsi Bottling								
		Group (PPG) in Russia	400							
		Exhibit 11.3 Safedom: a Chinese condom manufacturer needs a partner								
		with which to enter the European market	408							
	11.6	Other intermediate entry modes	409							
	11.7	Summary	412							
	Case s									
		Hello Kitty: can the cartoon cat survive the buzz across the world?	412 415							
		11.2 Kabooki: licensing in the LEGO brand								
	11.3 Video case study: Marriott									
	Questions for discussion References									
	Ketere	nces	418							
12	Hiera	rchical modes	420							
	Learnir	ng objectives	420							
	12.1	Introduction	421							
	12.2	Domestic-based sales representatives	422							
	12.3	Resident sales representatives/foreign sales branch/foreign sales subsidiary	422							
	12.4	Sales and production subsidiary	424							
	12.5	Subsidiary growth and integration strategies	425							
	12.6	Region centres (regional HQ)	427							
	12.7	Transnational organization	428							
	12.8	Establishing wholly owned subsidiaries - acquisition or greenfield	429							
	12.9	Location/relocation of HQ	430							
	12.10	Foreign divestment: withdrawing from a foreign market	431							
		Exhibit 12.1 Tesco's withdrawal from Japan in 2012 after nine years	431							
		Exhibit 12.2 Walmart's withdrawal from the German market	433							
		Summary	433 435							
	Case	Summary studies	435							
	Case : 12.1	Summary studies Polo Ralph Lauren: Polo moves distribution for South-east Asia in-house								
	Case	Summary studies Polo Ralph Lauren: Polo moves distribution for South-east Asia in-house Durex condoms: SSL will sell Durex condoms in the Japanese market	435 436							
	Case : 12.1 12.2	Summary studies Polo Ralph Lauren: Polo moves distribution for South-east Asia in-house Durex condoms: SSL will sell Durex condoms in the Japanese market through its own organization	435 436 438							
	12.1 12.2 12.3	Summary studies Polo Ralph Lauren: Polo moves distribution for South-east Asia in-house Durex condoms: SSL will sell Durex condoms in the Japanese market through its own organization Video case study: Starbucks	435 436 438 439							
	12.1 12.2 12.3 Questi	Summary studies Polo Ralph Lauren: Polo moves distribution for South-east Asia in-house Durex condoms: SSL will sell Durex condoms in the Japanese market through its own organization Video case study: Starbucks ions for discussion	435 436 438 439 440							
	12.1 12.2 12.3	Summary studies Polo Ralph Lauren: Polo moves distribution for South-east Asia in-house Durex condoms: SSL will sell Durex condoms in the Japanese market through its own organization Video case study: Starbucks ions for discussion	435 436 438 439							
13	Case s 12.1 12.2 12.3 Quest Refere	Summary studies Polo Ralph Lauren: Polo moves distribution for South-east Asia in-house Durex condoms: SSL will sell Durex condoms in the Japanese market through its own organization Video case study: Starbucks ions for discussion	435 436 438 439 440							
13	Case s 12.1 12.2 12.3 Quest Refere	Summary studies Polo Ralph Lauren: Polo moves distribution for South-east Asia in-house Durex condoms: SSL will sell Durex condoms in the Japanese market through its own organization Video case study: Starbucks ions for discussion ences	435 436 438 439 440 440							

		CONTENTS	XIII
	13.2	Reasons for international sourcing	443
	13.3	A typology of subcontracting	445
	13.4	Buyer-seller interaction	446
	13.5	Development of a relationship	449
	13.6	Reverse marketing: from seller to buyer initiative	452
	13.7	Internationalization of subcontractors	453
		Exhibit 13.1 An example of Japanese network sourcing: the	
		Mazda seat-sourcing case	455
	13.8	Project export (turnkey contracts)	456
	13.9	Summary	457
	Case	studies	
	13.1	ARM: challenging Intel in the world market of computer chips	458
	13.2	Bosch Indego: how to build B2B and B2C relationships in a new global	
		product market – robotic lawnmowers	462
	13.3	Video case study: Kone elevators and escalators	465
	Ques	tions for discussion	466
	Refer	ences	466
	Part	III Case studies	
	JJJ. 1	Raleigh Bicycles: does the iconic bicycle brand still have a chance	
		on the world market?	468
	111.2	Netflix Inc.: the US internet subscription service company is dominating	
		the television and movies streaming world	473
	111.3	Autoliv Airbags: transforming Autoliv into a global company	480
	III.4	IMAX Corporation: globalization of the film business	485
PART IV		SIGNING THE GLOBAL MARKETING PROGRAMME V Video case study: Tequila Avión	491 498
	Parti	v video case study. Tequila Avion	490
14	Prod	luct decisions	499
	Learn	ing objectives	499
	14.1	Introduction	500
	14.2	The dimensions of the international product offer	500
	14.3	Developing international service strategies	500
		Exhibit 14.1 Salesforce.com as provider of CRM 'cloud' services	506
	14.4	The product life cycle	506
		Exhibit 14.2 The iOS (Apple)/Android (Google) global contest	
		in the smartphone business	510
	445	Exhibit 14.3 Threadless T-shirt crowdsourcing business	513
	14.5	New products for the international market	515
		Exhibit 14.4 Product invention – solar-powered portable charging	E04
	146	systems for India	521
	14.6	Product positioning Exhibit 14.5 Chinaga piana manufacturara are avalariancing the	521
		Exhibit 14.5 Chinese piano manufacturers are experiencing the	500
		'country of origin' (COO) effect Exhibit 14.6 Madame Tussauds – a brand that brings people closer	522
		to celebrities on a global basis	523
	14.7	Brand equity	523 524
	14.8	Branding decisions	524 525
	, 1.0	Exhibit 14.7 Unilever's Snuggle fabric softener – an example of local	020
		brands in multiple markets	526

		Exhibit 14.8 Kellogg under pressure to produce under Aldi's own label Exhibit 14.9 Shell's co-branding with Ferrari and LEGO Exhibit 14.10 Roundup – a global brand for multiple markets Exhibit 14.11 Maggi – local brands for multiple markets through acquisitions	530 531 532 534
	14.9	Sensory branding	534
		Exhibit 14.12 Starbucks' expanding product line strategy is causing	FOR
	14.10	problems for its 'scent marketing strategy' Implications of the internet for collaboration with customers on product decisions	537
		3-D printing – a possible new industrial revolution in customization	538 541
		Global mobile app marketing	542
	14.12	Exhibit 14.13 L'Oreal is extending the customers' buying experience with the mobile app Makeup Genius	544
	14 13	'Long tail' strategies	545
		Brand piracy and anti-counterfeiting strategies	546
•		Exhibit 14.14 The next stage in pirating, faking an entire company – NEC	547
	14.15	Summary	548
		studies	0.0
	14.1	Danish Klassic: launch of a cream cheese in Saudi Arabia	548
	14.2	Zippo Manufacturing Company: has product diversification beyond the lighter gone too far?	552
	14.3	Video case study: Burberry branding	553
		ions for discussion	554
	Refere	•	555
15	Pricin	g decisions and terms of doing business	558
	Learnir	ng objectives	558
	15.1	Introduction	559
	15.2	International pricing strategies compared with domestic pricing strategies	559
	15.3	Factors influencing international pricing decisions	559
	15.4	International pricing strategies	563
		Exhibit 15.1 German car manufacturers are using 'skimming' price strategy in China	564
		Exhibit 15.2 A 'market pricing' ('mass point') strategy in use: the Converse	
		brand is making a comeback under Nike ownership	566
		Exhibit 15.3 Volkswagen Group's product portfolio approach to pricing	570
		Exhibit 15.4 The Gillette price premium strategy	571
		Exhibit 15.5 Kodak is following the reverse 'buy-in/follow-on' strategy for	
		its printer and cartridge division	572
	15.5	Implications of the internet for pricing across borders	581
	15.6	Terms of sale and delivery	583
	15.7	Terms of payment	585
	15.8	Export financing	588
	15.9	Summary	590
	Case s	studies	
	15.1	Harley-Davidson: does the image justify the price level?	591
	15.2	Gillette Co.: is price standardization possible for razor blades?	592
	15.3	Video case study: Vaseline pricing strategy	593
		ons for discussion	594
	Refere	nces	595
16		bution decisions	597
		ng objectives	597
	16.1	Introduction	598
	16.2	External determinants of channel decisions	599

		CONTE	NTS XV
	16.3	The structure of the channel	601
	10.0	Exhibit 16.1 Burberry: the iconic British luxury brand targets	001
		25 of the world's wealthier cities	604
	16.4		605
		Exhibit 16.2 Dell's use of the multi-channel distribution strategy	607
	16.5	Managing and controlling distribution channels	609
	16.6	Implications of the internet for distribution decisions	613
	16.7		615
	16.8	•	616
	16.9	•	618
	40.4	Exhibit 16.3 The 'banana split' model	618
		Grey marketing (parallel importing)	622
		1 Summary studies	623
	16.1	De Beers: forward integration into the diamond industry value chain	624
	16.2		627
	16.3	- · · · · · · · · · · · · · · · · · · ·	630
		tions for discussion	630
		rences	631
17	Con	nmunication decisions (promotion strategies)	632
	Learr	ning objectives	632
	17.1	Introduction	633
	17.2	The communication process	633
		Exhibit 17.1 Husqvarna's consumer wheel	636
	17.3	Communication tools	637
		Exhibit 17.2 LEGO Ninjago's 360 degree marketing communication	642
		Exhibit 17.3 Ricola is using celebrity endorsement in the international	
		marketing of its herbal drops	646
		Exhibit 17.4 Ambush marketing strategy - Dutch Bavania vs Anheuser Busch	ı's
		Budweiser during the FIFA World Cup 2010	648
	17.4	International advertising strategies in practice	654
		Exhibit 17.5 Jarlsberg cheese – cross-border communication	659
	17.5	Implications of the internet for communication decisions	660
	17.6	Social media marketing	661
		Exhibit 17.6 Generating buzz in the pre-communication stage for BMW1	000
	417 17	Series M Coupé	668
	17.7 17.8	Developing a viral marketing campaign	669
		Summary studies	670
	17.1	Helly Hansen: sponsoring fashion clothes in the US market	671
	17.1	Morgan Motor Company: can the British retro sports car brand still be	0/1
	17.2	successful after 100 years?	673
	17.3	Video case study: BMW Motorcycles	676
		tions for discussion	677
		ences	677
	Part	IV Case studies	
	IV.1	Absolut Vodka: defending and attacking for a better position	
		in the global vodka market	679
	IV.2	Guinness: how can the iconic Irish beer brand compensate	
		for declining sales in the home market?	687
		Dyson: the iconic vacuum cleaner manufacturer launches the robotic version	695
	IV.4	Triumph Motorcycles Ltd: rising from the ashes in the international	
		motorcycle business	705

	2500			200					34,04						
r	IN A	m			TINE	~ <i>/</i>	AIL	\sim	$\wedge \wedge$	DM	INIA	TING	TUI		Λl
и	UVI		BEN 1998	翻数值	HIW	J /	NNL		\cup			LUNU	1171	_ G	 ユニ
		3.5					W. 10.								
190	A A	A MI	/ -	1817	7 M	\cap	\sim \sim	AL	AR AE	C. (+ V)	4.2700				10 a abr
	MI	≙ ₹ ≅ ₹ 1	\	IINI	ЭP	- 4 SF	17		HVIT	Particle (Fig.					Control of the

PART

Index

	Part 1	V Video case study: Stella & Dot	712						
18	Cros	ss-cultural sales negotiations	713						
	Learning objectives 18.1 Introduction								
	18.1	Introduction	714						
		Exhibit 18.1 Google gives a clock as a gift in China	714						
	18.2	Cross-cultural negotiations	715						
		Exhibit 18.2 Euro Disney becomes Disneyland Resort Paris – Disney learns to adapt to European cultures	724						
	18.3	Intercultural preparation	724 725						
	18.4	Coping with expatriates	727						
	18.5	Knowledge management and learning across borders	729						
	18.6	Transnational bribery in cross-cultural negotiations	732						
	18.7	Summary	732						
		studies	733						
	18.1	ZamZam Cola: marketing of a 'Muslim' cola from Iran to the European market	734						
	18.2	TOTO: the Japanese toilet manufacturer seeks export opportunities	704						
		· · · · · · · · · · · · · · · · · · ·	736						
	for its high-tech brands in the US 18.3 Video case study: Dunkin' Donuts								
		ions for discussion	738 738						
	Refere		739						
19	Orga	inization and control of the global marketing programme	741						
	Learn	ing objectives	741						
	19.1	Introduction	742						
	19.2	Organization of global marketing activities	742						
	19.3	The global account management organization	747						
		Exhibit 19.1 Danfoss Power Solutions' GAM	757						
		Exhibit 19.2 AGRAMKOW – working to model 3	758						
	19.4	Controlling the global marketing programme	759						
	19.5	The global marketing budget	765						
	19.6	The process of developing the global marketing plan	769						
	19.7	Summary	770						
	Case	studies							
	19.1	Mars Inc.: merger of the European food, pet care and confectionery divisions	770						
	19.2	Henkel: should Henkel shift to a more customer-centric organization?	771						
	19.3	Video case study: McDonald's	773						
	Quest	ions for discussion	773						
	Refere	nces	774						
	Part '	V Case studies							
	V.1	Sony Music Entertainment: new worldwide organizational structure							
		and the marketing, planning and budgeting of Pink's new album	775						
	V.2	Red Bull: the global market leader in energy drinks is considering	.,,						
		further market expansion	782						
	V.3	Tetra Pak: how to create B2B relationships with the food industry	.02						
		on a global level	792						
	V.4	Polaroid Eyewear: can the iconic brand achieve a comeback in the	.02						
	•••	global sunglasses industry?	798						
		grand and granded made y	. 50						

806