

# Table of Contents

|                  |                                                            |            |
|------------------|------------------------------------------------------------|------------|
| <b>PART I:</b>   | <b>DESIGNING STRATEGIES FOR GLOBAL COMPETITION</b>         | <b>1</b>   |
|                  | Real Madrid Club de Fútbol                                 | 4          |
|                  | Vision 2020: Takeda and the Vaccine Business               | 23         |
|                  | Hikma Pharmaceuticals (A)                                  | 43         |
| <b>PART II:</b>  | <b>GLOBAL EXPANSION STRATEGIES</b>                         | <b>53</b>  |
|                  | Bajaj Auto Ltd.                                            | 55         |
|                  | Mary Kay Cosmetics: Asian Market Entry (A)                 | 77         |
|                  | Tesco Plc.: Fresh & Easy in the United States              | 105        |
| <b>PART III:</b> | <b>GLOBAL MARKETING PROGRAMS</b>                           | <b>123</b> |
|                  | Heineken N.V.: Global Branding and Advertising             | 125        |
|                  | Amnesty International                                      | 135        |
|                  | DHL Worldwide Express                                      | 157        |
| <b>PART IV:</b>  | <b>MARKETING IN EMERGING MARKETS</b>                       | <b>175</b> |
|                  | Harlequin Romances - Poland (A)                            | 177        |
|                  | Gillette Indonesia                                         | 199        |
|                  | Koç Holding: Arçelik White Goods                           | 211        |
| <b>PART V:</b>   | <b>MANAGING INTERNATIONAL PARTNERS AND ALLIANCES</b>       | <b>227</b> |
|                  | Loctite Corporation—International Distribution             | 230        |
|                  | Milpkak Limited—International Joint Venture                | 249        |
|                  | Mérieux NutriSciences: Marketing Food Safety Testing       | 265        |
| <b>PART VI:</b>  | <b>ORGANIZING AND MANAGING GLOBAL MARKETING OPERATIONS</b> | <b>279</b> |
|                  | Samsung Electronics Company: Global Marketing Operations   | 282        |
|                  | Bausch & Lomb: Regional Organization                       | 311        |
|                  | Google in China (A)                                        | 327        |
| <b>PART VII:</b> | <b>SOCIAL RESPONSIBILITY AND GLOBAL MARKETING</b>          | <b>337</b> |
|                  | WWF                                                        | 340        |
|                  | IBM On Demand Community                                    | 363        |
|                  | Rana Plaza (C): Primark and Victim Compensation            | 375        |