

> Company Index

This index includes names of companies and commercial banks.

For names of authors, *see* the Author Index.

For terms and topics, *see* the Subject Index.

Page numbers with “e” refer to exhibits.

A

A. T. Kearney (U.S.), 10e, 360, 361, 469
Global Services Location Index, 494
ABB. *See* Asea Brown Boveri
ABN Amro (Netherlands), 8, 86, 441e, 503
ABN Amro Private Banking (Luxembourg), 300
Accenture (U.S.)
mentioned, 28, 103, 495, 497, 570
offshoring, 489
tax haven move, 604–605
Accor (France), 37, 66
Acer (Taiwan), 427
Adams Pressed Metals (U.S.), 431
Adelaide Steamship (Australia), 409
Adidas (Germany), 246, 247, 484
Advanced Biomedical Devices, Inc. (ABD, U.S.), closing case, 372–374
Advanced Fresh Concepts (Japan), 50
AFLAC (U.S.), 379
Afri-Cola (Germany), 525
Agere Systems Inc. (U.S.), 388e
Agfa-Gevaert (EU), 316
AIG. *See* American International Group
Airborne Express (U.S.), 86, 417, 418
Airbus Industries (Europe), 265, 582
Airbus S.A.S. (Europe), 205, 245
closing case, *versus* Boeing, 215–216
Air Canada, 435
Air France, 205
Air New Zealand, 435, 467
Airtours (U.K.), 467
Alcan (Canada), 47
Alcatel (France), 429
Alcatel-Lucent, (U.S., France) 429
Alcoa (U.S.), 17, 114–115
Alenia/Vought (Italy, U.S.), 498e
Allianz (Germany), 223–224, 239, 427e
Aluminum Corporation of America. *See* Alcoa (U.S.)
Amazon (U.S.), 66, 80, 418, 538
Amdahl (U.S.), 42
AMD (U.S.), 127
American International Group (AIG, U.S.), 21, 103, 271, 379
American Standard (U.S.), 17, 316
Amul (India), 275
Anglo American (U.K.), 548
Anheuser-Busch (U.S.), 71, 459
AOL (U.S.), 28
Apple (U.S.), 144, 484, 489, 520
Arab-Malaysian Merchant Bank, 300

Arcelik (Turkey), 254
closing case, 277–279
Arcelor SA (Luxembourg), 7
Argos (U.K.), 80
Arthur D. Little (U.S.), 469
Asea AB (Sweden), 244
Asea Brown Boveri (ABB), 10e, 21, 66, 244, 274
Aspera (Italy), 23
Asterix (France), 173
Astra (Sweden), 244
AstraZeneca (Britain), 103, 244–245
Athlete’s Foot (U.S.), 72
AT&T (U.S.), 457, 588
Autolatina (Brazil), closing case, 443–445
Autoliv Inc. (U.S.), 388e
Avis (U.S.), 437
A&W (U.S.), 475

B

Baazee (Mumbai), 9
Baikal Finance Group (Russia), 159
Bain & Co. (U.S.), 469
Bajaj (India), 18
Banco General (Panama), 300
Bangko Sentral Pilipinas (BSP), 205
BangSource (India), 509
Bank of America, 300
Bank of China, 476
Bank of Nova Scotia, 300
Barclays Bank (U.K.), 10e, 16, 83
Barrett Farm Foods (Australia), closing case, 409–410
BASF (Germany), 32
Bates Advertising (U.S.), 366
Bavaria S. A. (South America), 418
Bay, 438
Bayer (Germany), 33
Bayerische Motoren Werke AG. *See* BMW (Germany)
BBDO Worldwide (U.S.), 537e
BBVA (Spain), 300
Bechtel (U.S.), 10e, 13, 74e, 274, 364, 465, 518
Beko (Turkey), 278
Bell Laboratories (U.S.), 460
Benetton (Italy), 47, 246, 461, 488, 516, 536
Berkshire Hathaway (U.S.), 246
Berlitz (U.S.), 10e
Best Buy (U.S.), 66, 77, 491
Bill Blass (U.S.), 455
Bilfinger Berger AG (Germany), 74e
Bimantara Citra Group (Indonesia), 272
Biogen (U.S.), 16
Bio-Rad Laboratories Inc. (U.S.), 388e
Birla Group (India), 276
Black and Decker (U.S.), 18, 265
Blue Dart (India), 85, 417
Bluem (China), 494e

BMW (Germany)
competition of firms in South Carolina, 173
configuration of value-adding activities, 487
consolidation in global industry, 430
as global brand, 524e
lobbying as management of government intervention, 214
market globalization effect on, 52
mentioned, 3, 45, 84, 86, 418
BNP Paribas (France), 10e, 427e
Body Shop (U.S.), 438, 461
Boeing Fredrickson (U.S., Canada, Australia), 498e
Boeing (U.S.)
closing case, *versus* Airbus S.A.S., 215–216
in consortium, 434
countertrade, 405
global sourcing harm to economy, 505
global team approach, 527
mentioned, 33, 160, 387, 519
motive for foreign direct investment, 422
supply-chain management, 497–498, 503
Boeing Winnipeg (U.S., Canada, Australia), 498e
Bombardier (Canada), 256
Booz Allen Hamilton (U.S.), 10e, 469
Borders (U.S.), 438
BorgWagner (U.S.), 64
Bose (U.S.), 350
Boston Consulting Group (BCG); (U.S.) 469
Boston Scientific (U.S.), 105
Bouygues SA (France), 66, 73, 465
Bovis Lend Lease (U.K.), 465
BP. *See* British Petroleum
Braun (Germany), 2
Bridgestone/Firestone (U.S.), 64
Brilliance China Automotive Holdings Ltd., 487
British Airways, 10e
British Petroleum (BP)
consortium BOT arrangement, 466
foreign direct investment, 426e
joint venture in India, 74
mentioned, 13, 32, 33
on Tokyo Stock Exchange, 299
trademark, 453
BroadenGate Systems (China), 494e
Brown, Boveri & Co. (Switzerland), 244
Brunswick Corp. (U.S.), 367
BSH (Germany), 277, 278
Buderim Ginger (Australia), 409
Burger King (U.S.), 461, 470, 476
Burns Philip (Australia), 409
Business Entrepreneurial Risk Intelligence (U.S.), 181
BYD (China), 256

- C**
- Cable and Wireless Optus Ltd. (Australia), 419
 Cadbury Schweppes (U.K.), 455
 Canon (Japan)
 core competencies and outsourcing, 486
 as global brand, 524e
 mentioned, 93, 520
 organizational culture, 331
 relocation of production, 17
 on Tokyo Stock Exchange, 299
 Capacitor Industries Inc. (U.S.), 77
 Cap Gemini (France), 10e, 426
 Cargill (U.S.), 77, 387
 Carlson Wagonlit (U.S.), 10e
 Carrefour (France)
 franchising, 461
 mentioned, 13, 76, 419, 438, 457, 491, 493, 538, 566
 national culture, 132
 retail research and planning in China, 440
 service industry exports, 389
 Caterpillar (U.S.)
 confronting international competition, 18, 316
 countertrade, 405, 408
 industry-market potential, 364
 market segmentation of, 517
 mentioned, 13, 33, 110, 533
 motive for foreign direct investment, 422
 rationalization of operations, 244
 Cemex (Mexico), 254, 276, 588
 Century 21 (U.S.), 72, 382
 Chanel (France), 2
 Cherokee Group (U.S.), 458e
 China Life, 67
 China Minmetals, 67, 205
 China Mobile, 67
 China National Petroleum Company (CNPC), 441
 China Netcom, 67
 Chiquita Brands International Inc. (U.S.), 388e, 394
 Chrysler (U.S.), 33, 45, 117, 299, 430
 Chugai Pharmaceuticals (Japan), 458
 Chunnel between England and France, 72, 274, 465
 CIGNA (U.S.), 10e, 66
 Circle K (U.S.), 438
 Cirrus Logic, Inc. (U.S.), 350
 Cisco Systems (U.S.)
 information technology at Arcelik, 278
 infringement of intellectual property, 471
 international partnerships, 74
 mentioned, 10e, 28
 recycling of old equipment, 539
 use of e-business solutions, 43
 Citibank (U.S.)
 foreign exchange trading, 594–595
 Islam religious law and, 171
 mentioned, 10e, 13, 21, 66, 300, 587
 Citicorp (U.S.), 83, 495
 CitiFX Interactive (U.S.), 594
 Citigroup (U.S.), 10e, 21, 427e
 Citroën (France), 229, 428
 C & M Antoniou (Australia), 409
 CNOOC (China), 67, 256, 419
 Coca-Cola Co. (U.S.)
 countertrade, 406
 franchising and licensing, 453, 455, 456
 global branding, 524e, 525
 international sales intensity, 388e
 mentioned, 21, 33, 66, 110, 144, 202
 motive for foreign direct investment, 422
 positioning in Japan, 518
 recycling in Germany, 160–161
 transfer pricing in Japan subsidiary, 638
 transnational strategy, 321–322
 COFCO (China), 78e
 Cola Turka (Turkey), 525
 Coles (Australia), 538
 Compaq Computer (U.S.), 599, 607
 CompUSA (U.S.), 79
 Computershare Limited (Australia), 603
 Conagra (U.S.), 213
 Conoco-Phillips (U.S.), 162
 Control Data Corporation (U.S.), 406
 Corning Glass Works (U.S.), 433
 Credit Lyonnais (France), 300
 CR Snow Breweries (China), 419
 Cuba Cola (Sweden), 525
 Curves (U.S.), 72e
 CVO Group (Hungary), 68
- D**
- Daewoo (South Korea), 109, 117
 GM-Daewoo, 427
 Daimler Benz (Germany), 33, 117, 430
 DaimlerChrysler (Germany, U.S.), 13, 118, 430
 Danone (France), 273, 437, 455
 Danzas (Switzerland), 85, 417
 DataArt (Russia), 494e
 Datsun (Japan), 525
 DBAccess (Venezuela), 494e
 De Beers S.A. (South Africa), 121
 Delhi Metro Rail Ltd. (India), 73, 465
 Dell Computer (U.S.)
 adaptation of marketing program, 522
 corporate social responsibility, 425, 441e
 currency exposure, 599
 flexibility in sourcing of products, 17
 global product development, 525
 global sourcing of, 484, 485e, 502
 harmonized prices across EU, 306
 international value chain, 64–66, 65e
 mentioned, 266, 495, 554
 recent graduate experience at, 133
 transnational strategy, 321
 Delphi Corp. (U.S.), 565
 Denso (Japan), 383
 Deutsche Bank (Germany), 10e, 171
 Deutsche Post AG (Germany), opening vignette, joint ventures of, 416–418
 Deutsche Post World Net (Germany), 85–86
 Deutsche Telekom (Germany), 86, 300
 DHL (U.S.)
 closing case, global logistics services of, 85–87
 configuration of value-adding activities, 487
 and Deutsche Post, 417, 418
 mentioned, 13, 15, 31, 42, 68, 81, 109, 498, 508
 Diesel (Italy), 15
 Digital Equipment Corporation (DEC, U.S.), 273
 Disney Consumer Products (U.S.), 458e
 Disneyland Hong Kong (U.S.), 206, 425
 Disneyland Paris (U.S.), 173, 174, 425
 Disneyland Tokyo (U.S.), 425, 459
 Disney Store (U.S.), 438
 Disney (U.S.)
 agreement with Mega Bloks, 71
 competition of firms in France, 173
 counterfeit movies as country risk, 185
 Disneyland effect on national culture, 50
 failures in foreign investing, 425
 global sourcing, 486
 management contracts in France and Japan, 466
 mentioned, 13, 66, 456
 positioning in market, 518
 talent pool in Japan, 496
 DLP, Inc. (U.S.), 14, 384
 Dolce & Gabbana (Italy), 433
 Donna Karan (U.S.), 15
 Double Coffee (Latvia), 68
 Dow Chemical (U.S.), 321
 Dreamworks (U.S.), 103
 Drogao (Brazil), 390
 Dubai International Capital Group, 419
 Dubai Ports World (United Arab Emirates), 21, 175
 Dunkin' Donuts (U.S.), 382, 464, 475
 Duracell (U.S.), 533
- E**
- Eau de Gucci (Italy), 2
 eBay (U.S.), 9, 80, 419, 436, 500
 EDI (Tanzania), 10e
 Elders-IXL (Australia), 409
 Electrolux (Sweden)
 competition in household appliances, 277, 278
 factory move from Michigan to Mexico, 505
 internationalization of, 384
 mentioned, 86
 standardization of products, 520
 Electronic Arts (U.S.), 451
 Eli Lilly (U.S.), 105, 588
 Elsevier (U.K.), 10e
 Embraer (Brazil), 256
 Enron (U.S.), 45, 179, 589, 600
 EPAM Systems (Belarus), 494e
 ERG Group (Australia), 103
 Ericsson (Sweden), 275–276
 Ernst & Young (U.S.), 10e, 28, 45, 389, 570
 Essen (Germany), 74e
 Estrela (Brazil), 460
 Euro Express (Germany), 85
 Euro RSCG Worldwide (U.S.), 537e
 Eveready Battery Co., 525
 Exel (Britain), 86, 417
 Exide Technologies (U.S.), 388e
 Exxon (U.S.), 66
 Exxon Mobil (U.S.), 13, 162, 426e
 EYLaw (U.S.), 10e
- F**
- Fairchild Semiconductor International Inc. (U.S.), 388e
 Saab-Fairchild (Sweden), 427
 Fauchon (France), 409
 FedEx (Federal Express); (U.S.)
 as facilitator in international business, 81
 logistics services, 85, 86
 managing across cultures, 146–147
 mentioned, 15, 31, 42, 68, 418, 460, 498
 Fiat (Italy), 430, 443–444
 First Auto Works (China), 67

Fluor Corp. (U.S.), 74
 Ford Motor Company (U.S.)
 Autolatina partnership in Brazil, 443–444
 competition in global automobile industry, 117
 consolidation in global industry, 430
 corporate restructuring, 243
 family conglomerate partnering, 273
 foreign direct investment, 426e
 greenfield investment, 429
 mentioned, 13, 33, 47, 66, 70, 86, 195, 383
 offshoring jobs, 45
 Foremost Friesland Co. (Netherlands), 521
 Foster's India, 418
 Four Seasons Hotels (Canada), 13, 466
 France Telecom, 300, 426e
 French Connection (U.K.), 2
 Fuji Bank (Japan), 83
 Fuji Company (Japan), 213, 216, 316, 434
 Fuji Heavy Industries (Japan), 498e
 Fujitsu (Japan), 74

G

Gallaher Group (Britain), 419
 Galleries Lafayette (France), 439
 Gap, Inc. (U.S.), 66, 235, 438, 506, 516
 Gateway (U.S.), 257, 593
 GE Capital Services (U.S.), 427e
 Gecis Global (U.S.), 487
 General Electric (U.S.)
 captive sourcing, Genpact, 487
 competition in household appliances, 277
 countertrade, 406, 408
 foreign direct investment, 426e
 as global brand, 524e
 global sourcing, 498e
 marketing to emerging market governments, 274
 mentioned, 196
 organizational culture change, 331
 organizational processes, 333
 General Mills (U.S.), 240, 437
 General Motors (U.S.)
 asset-seeking motives of, 422
 in Brazil, 443–444
 competition in global automobile industry, 117
 consolidation in global industry, 430
 doing business in emerging markets, 272
 effect on national sovereignty, 53
 foreign direct investment, 426e
 global information systems, 334
 global product development council, 525
 joint venture in China, 198
 learning experience of, 385
 mentioned, 33, 47, 438, 493
 Motors Trading subsidiary, 408
 offshoring jobs, 45
 standardization as regional strategy, 523
 strategic global team, 333
 as top licensor, 458e
 value chain in product manufacture, 64
 Genpact (India), 487, 497
 Geo Search Ltd (Japan), opening vignette, 60, 68
 Gillette (U.S.), 16, 33, 521
 GlaxoSmithKline (GSK, UK)
 charitable foundations of, 16
 corporate social responsibility, 425, 441e

 drug trials, 482
 mentioned, 103
 patents on drugs, 186
 GM-Daewoo (U.S.; South Korea), 437
 GNC (U.S.), 72e
 Go, 467
 Goldman Sachs (U.S.), 300
 Good Hope Hospitals of California (U.S.),
 closing case, 508–509
 Goodman Fielder Wattie (Australia), 409
 Goodrich (U.S.), 498e
 Goodwin Weavers (U.S.), 451
 Goodyear (U.S.), 406
 Google (U.S.), 30, 42, 436
 Graceland Fruit, Inc. (U.S.), 12
 Grameen Bank (Bangladesh), 276
 Grey Worldwide (U.S.), 537e
 Groupe Bull (France), 18
 Grupo Mexico, 582
 Grupo Modelo (Mexico), 266
 Gruppo Assicurazioni Generali (Italy), 427e
 Guangzhou Motor Group (China), 118
 Gucci (Italy), 533
 Gulf Air (Kingdom of Bahrain), 467

H

Haier (China)
 acquisition attempt on Maytag, 418, 419
 competitive threat to Whirlpool, 24
 mentioned, 277
 Halliburton (U.S.), 10e, 93, 605
 Harley-Davidson (U.S.), 456, 490
 Hawker de Havilland (Australia), 498e
 Heineken (Netherlands), 141
 Hermes (France), 22
 Hershey Foods (U.S.), 455
 Hershey's (U.S.), 202
 Hertz Car Rental (U.S.), 70, 460
 Hewlett-Packard (U.S.), 109, 489, 495, 607
 Hindustan Petroleum Corp. (India), 74
 Hisense (China), 255
 History and Heraldry (England), 68
 Hitachi (Japan), 10e, 73, 103, 274, 587
 H&M (Hennes & Mauritz, Sweden), 423, 516, 566
 Hochtief AG (Germany), 74e, 465
 Home Depot (U.S.), 77, 394, 429, 438, 440
 Home Instead, Inc. (U.S.), 347, 350
 Home Mart (Mexico), 429
 Honda (Japan)
 as global brand, 524e
 global product development, 525
 location of production facilities, 527
 mentioned, 45, 66, 84, 443
 on MTV India, 540
 product potential determination, 352
 vertical and horizontal FDI, 432
 Hon Hai Precision Industry Co. (Taiwan), 488–489
 HSBC Bank (U.K.), 10e, 300, 427e, 495, 502
 Huawei Technologies Co. (China), 471
 Hugo Boss (Germany), 455
 Hutchison Whampoa (China), 548
 Hyundai (South Korea)
 closing case, struggle for success, 117–119
 family conglomerate, 272
 foreign direct investment destinations, 428
 mentioned, 3, 45
 production in Slovakia, 229

I

IBM (U.S.)
 as global brand, 524e
 Hofstede research on national culture, 137
 IBM Services, 497
 mentioned, 33, 67, 82, 93, 110, 235, 266, 495, 554
 motive for foreign direct investment, 422
 organizational culture change, 331
 project-based, nonequity venture, 433
 IBM World Trade (U.S.), 469
 IKEA (Sweden)
 adaptation and standardization of marketing program, 523
 contract manufacturing, 488
 corporate social responsibility, 332
 franchising, 461
 mentioned, 66, 76, 160, 524
 opening vignette, global strategy, 312–314, 321
 retail experience in foreign markets, 438, 439, 440
 IKI (Lithuania), 172
 iNavSat (Germany), 434
 InBev (Brazil), 266
 Inbev Company (Belgium), 526
 Inca Kola (Peru), 525
 Indiana Toll Road, 504
 Inditex (Spain), 514
 Infosys Technologies (India), 10e, 29–30, 194, 493, 508
 ING (Netherlands), 109
 ING Lease International Equipment Management (Netherlands), 467
 Intel (U.S.)
 business in China, 41
 education on cultures, 127
 as global brand, 524e
 licensing patents, 457
 mentioned, 28, 265, 266
 motive for foreign direct investment, 422
 protection of intellectual property, 473
 risks of collaboration in China, 435
 supply-chain management, 498
 Interbrand (Europe), 524
 Intrawest, Inc (Canada), 426
 iRobot Corporation (U.S.), 526
 Italtel (Italy), 74
 Itochu (Japan), 78
 iXi Bicycle Company (France), 526

J

J. Crew (U.S.), 22
 J. I. Case (U.S.), 245
 Jackson Mills (U.S.), 52
 Jaguar (U.K.), 117
 Jani-King (U.S.), 72e
 Japan Airlines, 85
 Japan Tobacco Inc., 419, 470
 Jelly Belly Candy Company, 451
 Jenny Craig (U.S.), 329
 Jeraysi Group (Saudi Arabia), 494e
 Jim Moran Enterprises (U.S.), 298
 John Deere (U.S.), 33, 70, 274
 Johnson Controls (U.S.), 64
 Johnson Electric (Hong Kong), 256
 Johnson & Johnson (J&J, U.S.), opening vignette, 546–548, 566
 JP Morgan (U.S.), 171, 495
 JWT (U.S.), 537e

K

Kajima (Japan), 10e
 Kawasaki Heavy Industries (Japan), 498e
 Kawasaki (Japan), 216, 434
 KBR (U.S.), 74e
 Kellogg (U.S.), 21, 33
 Keurig (U.S.), 493
 KFC (U.S.)
 country risk in India, 163
 franchising, 71, 72e, 462, 464, 470, 475, 476
 Kia Motors (South Korea), 45, 117, 229
 Kingston (U.S.), 133
 Kirin (Japan), 47, 71, 459
 Kitson (U.S.), 15
 Koc Holding Group (Turkey), 254, 272, 273, 277
 Kodak (U.S.), 13, 33, 316, 476, 607
 Kofola (Czech Republic), 525
 Komatsu (Japan), 18, 274, 316, 364, 422
 Korean Airlines-Aerospace Division (Korea), 498e
 KPMG (Netherlands), 22
 Kraft (U.S.), 33
 Kumon Math & Reading Centers (Japan), 10e
 Kvaerner (Norway), 274
 Kyocera Corp. (U.S.), 589
 Kyushu Electric Power (Japan), 466

L

Land Rover (U.K.), 117
 Latecoere (France), 498e
 Laura Ashley (U.K.), 456
 Lear, 383
 LEGO (Denmark), 451
 Lenovo Group (China), 67, 429
 Leo Burnett (U.S.), 10e
 Levi Strauss (U.S.)
 adapting to local markets and regulations, 350–351
 advertising strategy, 536
 mentioned, 33, 36, 517, 524
 LG (chemical company); (South Korea), 394
 LG Electronics (South Korea), 350
 LG Group (South Korea), 117, 271
 Lincoln Electric Co. (U.S.), 289
 Little Caesars (U.S.), 470
 Liz Claiborne (U.S.), 235
 Lloyds (Britain), 134
 Lockheed Aircraft (U.S.), 33, 265, 387
 L'Oreal (France), 134, 328
 Louis Vuitton (France), 185, 520, 524e
 Lowe Worldwide, 537e
 Lucasfilm Ltd. (U.S.), 458e
 Lucent Technologies (U.S.), 429
 Lucky Brand, 15
 Lufthansa (Germany), 85, 435, 508, 582
 Lukoil (Russia), 254
 Lukos (Russia), 7
 Luxoft (Russia), 494e

M

Macedonian Airlines (Greece), 467
 Macy's (U.S.), 438
 Made in Museum (Italy), 22
 Maersk (Denmark), 10e
 Mahindra & Mahindra (India), 274
 Major League Baseball (U.S.), 458e
 Markel Corp. (U.S.), opening vignette, 578–580, 592

Marks & Spencer (Britain), 389, 409, 438, 439, 441e, 461
 Marriott (U.S.), 10e, 466
 Marubeni (Japan), 78, 387
 Marvel Entertainment (U.S.), 458e
 Massachusetts General Hospital (U.S.), 45
 MasterCard (U.S.), 73, 519
 Matsushita (Japan), 548, 587
 Mattel (U.S.), 451, 460
 Mavi Jeans (Turkey), 15
 Maytag Corp. (U.S.), 23, 418, 419
 Mazda (Japan), 33, 527
 McCann Erickson Worldwide (U.S.), 537e
 McDonald's (U.S.)
 boycott target, 174
 corporate social responsibility, 21, 539
 effect on national culture, 50, 53
 franchising, 72e, 453, 460, 461, 462, 464, 470, 475, 476
 mentioned, 13, 70, 382
 motive for foreign direct investment, 422
 standardization of hamburgers, 521
 trademark licensing, 456
 McDonnell Douglas (U.S.), 33, 215
 McKinsey (U.S.), 10e, 332, 426, 469
 Mead Data Central, Inc. (U.S.), 472
 Medtronic (U.S.), 105
 Mega Bloks (Canada), 71
 Meiji Co. (Japan), 521
 Mercedes (Germany), 84, 214
 Mercedes-Benz (Germany), 443, 524e, 533
 Mercer Human Resource Consulting, 569
 Merck (U.S.), 186, 425, 483, 588
 Merloni (Italy), 277
 Merrill Lynch (U.S.), 103
 Messier-Dowty (France), 498e
 Metro AG (Germany), 419, 566
 MGA Entertainment (U.S.), 500
 MGM (U.S.), 10e
 Microsoft (U.S.)
 adaptation of marketing program, 522
 competitive advantage of, 20
 economic development in emerging markets, 276
 entry mode in China, 436
 extraterritoriality and monopoly of, 177
 as global brand, 524e
 horizontal integration of FDI, 432
 logistics in supply chain, 500
 mentioned, 93, 266, 493, 507
 piracy in Russia, 471
 product adaptation in exports, 393
 protection of intellectual property, 473
 Migros (Switzerland), 537
 Miller Brewing (U.S.), 418
 Mintel International (U.K.), 364
 Mitsubishi Heavy Industries (Japan), 498e
 Mitsubishi (Japan)
 in consortium, 434
 franchising, 470
 mentioned, 117, 216, 265
 motive for foreign direct investment, 422
 as *sogo shosha*, 78
 Mitsubishi Motors (Japan), 430
 Mitsui (Japan), 78
 Mittal Steel Co (India), 7, 548
 Mizuho Bank (Japan), 300
 Motorola (U.S.)
 business in China, 41, 54
 corporate social responsibility, 539

mentioned, 3, 256, 265, 423
 product line organization, 326
 project-based, nonequity venture, 433
 recent graduate experience at, 601
 Mrs. Fields (U.S.), 464
 MTV (U.S.), 20, 517
 MTV Networks, in India, closing case, 540–541

N

Narayana Hrudayalaya (India), 275, 344
 National, 277
 National Commercial Bank (Saudi Arabia), 10e
 National Football League (U.S.), 458e
 opening vignette, 124–126
 NCS (Singapore), 494e
 NEC (Japan), 433
 Neogen Corp. (U.S.), 30–31, 62
 Neoris (Mexico), 494e
 Nescafé (Switzerland), 524e
 Ness Technologies (Israel), 494e
 Nestlé (Switzerland)
 competitive advantage of, 20
 corporate social responsibility, 539
 geographic area division, 326
 labor union protest, 562
 mentioned, 13, 32, 33, 66, 110, 423
 visionary leadership, 329
 Netflix (U.S.), 66
 Netscape (U.S.), 43
 Neusoft Group (China), 494e
 New Balance (U.S.), 506
 New United Motor Manufacturing Inc. (NUMMI, U.S.), 422
 New Zealand Milk, 521
 Nextel, 66
 Nickelodeon & Viacom Consumer Products, 458e
 Nike, Inc. (U.S.)
 advertising mistake, 536
 corporate citizenship in human resource management, 567–568
 criticism on wages, 46
 international sales intensity, 388e
 mentioned, 144, 246, 247, 506
 outsourcing, 71, 484
 trademark, 453
 Nippon Express (Japan), 85
 Nippon Life Insurance (Japan), 13
 Nissan (Japan)
 consolidation in global industry, 430
 global brand, 525
 mentioned, 21, 45
 national culture, 132
 visionary leadership, 330, 336–338
 Nissho Iwai (Japan), 85
 NKK Steel (Japan), 336
 Nokia (Finland)
 competitive advantage, 103
 corporate social responsibility, 441e
 global branding, 524e, 525
 incorporating religion, 141
 mentioned, 2, 13, 36, 66, 256, 423, 554
 Nomura Securities (Japan), 300
 Norcross and Partners (U.S.), 469
 Norsk Hydro (Norway), 441e
 Nortel (Canada), 496
 NOVA (U.S.), 10e
 Novartis AG (Switzerland), 186, 265, 276
 NTT (Japan), 433

O

OAO Power Machines (Russia), 197
 Oasis Leasing (Dubai), 467
 Occidental Petroleum (U.S.), 288
 Ogilvy & Mather (U.S.), 537e
 OM Group Inc. (U.S.), 388e
 Optical Xport (U.S.), 390
 Oracle Corp. (U.S.)
 international sales intensity, 388e
 mentioned, 21, 28, 93, 493, 507
 transnational strategy, 321
 Orascom Telecom (Egypt), 262–263
 ORIX (Japan), 467
 Oskar Mobil (Czechoslovakia), 419

P

P. J. Kids, 451
 Paccar Inc. (U.S.), 388e
 Panasonic (Japan), 2
 Pangea 3 (India), 506
 Parmalat (Italy), 179
 Patheon (Canada), 488
 PayPal (U.S.), 80
 Pearson (U.K.), 10e
 Penske Truck Leasing (U.S.), 496
 Pepsi-Cola (U.S.), 33, 86, 406, 418, 525
 Perdigao (Brazil), 255
 Perrier (France), 562
 Petrobras (Brazil), 442
 PetroChina (China), 67
 Peugeot Citroën (France), 229, 428
 Peugeot (France), 168, 486
 Pfizer (U.S.)
 emerging markets, 265
 gray market activities strategy, 535
 mentioned, 105, 519
 opening vignette, clinical drug trials in
 emerging markets, 582, 583
 patents on drugs, 186
 P&G. *See* Procter & Gamble
 Pharmed Group (U.S.), 390
 Philip Holzman (U.S.), 10e
 Philip Morris (U.S.), 406
 Philips Electronics (Netherlands)
 corporate social responsibility, 441e
 mentioned, 394
 Philips (Netherlands)
 appliance business to Whirlpool, 23
 corporate social responsibility, 21
 emerging market as manufacturing base, 265
 mentioned, 2, 28, 33, 86
 motive for foreign direct investment, 422
 multilateral netting, 591
 Phu My 3 Power Plant (Vietnam), 466
 Pierre Cardin (France), 455
 Pinewood Healthcare (Ireland), 398
 Pizza Hut (U.S.), 72e, 470, 476
 Playboy Enterprises (U.S.), 456
 PMI Mortgage Insurance Co. (U.S.), 388–389
 Polaroid (U.S.), 257
 Politec (Brazil), 494e
 Port Authority of New Jersey (U.S.), 10e
 Postbank (Germany), 85
 PriceWaterhouseCoopers (U.S.), 77, 468
 Procter & Gamble (U.S.)
 competitive advantage of, 20
 economic development in emerging mar-
 kets, 275, 344
 foreign direct investment, 422, 424
 global account management, 537
 internalization theory in Japan, 113–114
 joint venture of, 433
 learning from international exposure, 316
 mentioned, 8, 328
 reorganizing the firm, 334–335
 transnational strategy, 321
 PRS Group (U.S.), 181
 PT Bogasari (Indonesia), 271
 Publicis Groupe (France), 467, 537e

Q

Qualcomm (U.S.), 10e, 69
 Quanta Computers Inc. (Taiwan), 539

R

Rainforest Cafe (U.S.), 475
 Ralph Lauren (U.S.), 76
 Red Wing (U.S.), 81
 Reebok (U.S.), 484
 RE/MAX (U.S.), 37, 72e
 Renault (France)
 competitive advantage of, 20
 consolidation in global industry, 430
 corporate social responsibility, 425
 doing business in emerging markets, 272
 mentioned, 443
 in mixed economy, 168
 visionary leadership, 330, 336–338
 Renault-Nissan (Netherlands)
 closing case, 336–338
 consolidation in global industry, 430
 Repsol (Spain), 486
 Roamware (U.S.), 506
 Robert Bosch (Germany), 265, 383
 Roche (Switzerland), 458
 Rolex (U.S.), 76, 185, 471, 520
 Rolls-Royce (U.K.), 498e
 Rosneft (Russia), 159
 Rover (U.S.), 430
 Royal Ahold (Netherlands), 76, 179, 419, 438
 Royal Dutch Shell (Netherlands), 13, 33, 162,
 179, 426e
 Rueil-Malmaison (France), 74e
 Rusal (Russia), 256
 Russell Corporation (U.S.), closing case,
 246–248

S

Saab Aerostructures (Sweden), 498e
 Saab-Fairchild (Sweden), 437
 Saab (Sweden), 33
 Saatchi & Saatchi (U.K.), 8, 537e, 548
 Sabanci (Turkey), 272, 273
 SAB Miller (South Africa), 112, 418–419
 Sadia (Brazil), 255
 Safeway (U.S.), 438
 SAIC (Shanghai Automotive Industry Corpo-
 ration). *See* Shanghai Automotive
 Sainsbury (U.K.), 76, 409, 438
 Saks, Inc. (U.S.), 455
 Samsung Electronics (South Korea)
 foreign direct investment of, 423–424
 global branding, 525
 investment incentives, 206
 joint ventures of, 433
 Samsung Motors (South Korea), 338
 Samsung (South Korea)
 emerging market as manufacturing base, 266
 family conglomerate, 272
 as global brand, 524e
 mentioned, 13, 117, 133, 240
 rank as trading company, 78e
 Sanofi Aventis (France), 186
 Sanrio (Japan.), 457, 458e
 Sante Fe, 10e
 Sanyo (Japan), 433
 SAP (Germany), 21
 Sazaby, Inc. (Japan), 116
 Sbarro, Inc. (Italy), 462
 Scandinavian Airlines System, 435
 Schering-Plough Corp. (U.S.), 388e
 Schlumberger Ltd. (U.S.), 554
 Schwinn (U.S.), 501
 Scottish & Southern (Scotland), 441e
 Seibu (Japan), 76
 Sempra Energy (U.S.), 173
 Sequa Corp. (U.S.), 388e
 7-Eleven, 438, 452–453
 7 For All Mankind, 15
 Shanghai Automotive (China), 67, 198, 205,
 264, 438
 Shanghai Baosteel (China), 264
 Sharp (Japan), 70, 265
 Shell Oil (Netherlands), 32, 66
 Shiseido (Japan), 2
 SHV Holdings (Netherlands), 78e
 Siam Cement Group (Thailand), 272
 Sichuan Changhong (China), 428
 Siemens (Germany)
 government intervention, 197, 214
 human resources of, 548
 licensing patents, 457
 marketing to emerging market govern-
 ments, 274
 mentioned, 16, 32, 93, 109, 133, 408, 508
 project-based, nonequity venture, 433
 Siemens Power Generation, 466
 Simplot (U.S.), 476
 Singer (U.S.), 33
 Sing Tel (Singapore), 419
 Sinochem (China), 78e
 Sinopec (China), 67, 264
 SinoTrans (China), 85, 418
 Skanska AB (Sweden), 10e, 73, 465
 SK Networks (South Korea), 78e, 117
 SK Telecom (South Korea), 299
 Skype Technologies (Luxembourg), 419
 SNCF (France), 10e
 Société Générale (France), 427e
 Sodexho (France), 8, 67
 Softline (Ukraine), 494e
 Softtek (Mexico), 486, 494e
 Solna (Sweden), 74e
 Sony Bank (Japan), 582
 Sony Ericsson (UK), 256
 Sony (Japan)
 closing case, human resource challenges,
 571–573
 competitive advantage example, 110
 as global brand, 524e
 global branding, 525
 mentioned, 10e, 16, 66, 79, 110, 265, 350,
 423, 489, 518, 520, 533
 project-based non-equity venture, 433
 on Tokyo Stock Exchange, 299
 Sony-Tek, 607
 South African Breweries (SAB), 109, 418

Southern Farmers (Australia), 409
 Sparr (India), 438
 SPC (Australia), 409
 Spirit Aerosystems (U.S.), 498e
 Standa (Italy), 409
 Standard Chartered Bank (Britain), 86, 321, 418
 Stanley Works (U.S.), 582
 Staples (U.S.), 77
 Star Alliance (Germany), 435
 Starbucks (U.S.)
 corporate social responsibility, 21, 59
 franchising, 476
 global branding, 525
 as international franchisor, 461, 464
 mentioned, 15, 438, 518
 Star TV (Hong Kong), 540
 Strabag SE (Austria), 74e
 Steinway (Germany), 491
 Subway (U.S.)
 closing case, franchising in China, 475–477
 franchising, 71, 72e, 461
 mentioned, 460
 Sumitomo (Japan), 78
 Suncor Energy (Canada), 425
 Sun Microsystems (U.S.), 86, 418
 Super Vision International Inc. (U.S.), 403
 Suzuki (Japan), 117, 232, 334, 428
 Synclayer (Japan), 330

T

Taj Hotels, Resorts and Palaces (India), 128
 Takara (Japan), 460
 Target (U.S.), 394, 438, 491
 Tata Group (India), strategic vision, 330
 Tata (India), 128, 240, 271
 Tata Motors (India), 337
 Tati, 438
 Tatung (Taiwan), 273
 TCBY (U.S.), 464
 Technip (France), 74e
 Tektronix (U.S.), 607–609
 Telecom Italia, 300
 Telefonica (Spain), 566, 601
 Televisa (Mexico), 459
 Telsim (Turkey), 35
 Teltone Inc., 365
 Tesco (Britain)
 competitive advantage, 103
 corporate social responsibility, 442
 mentioned, 79, 80, 253, 409, 419, 538
 supply-chain management in, 499
 Teva Pharmaceutical (Israel), 186
 Texas Instruments (U.S.), 33
 TGI Friday's (U.S.), 476
 Thai Airways, 435
 Three Gorges Dam (China), 47, 72, 274, 465
 Time Warner (U.S.), 10e
 TNT, 81, 498
 Tommy Hilfiger (U.S.), 15, 185, 471
 Tom Thumb, 438
 Toshiba (Japan), 18, 103, 408, 433, 549
 Total (France), 13, 426e
 Toto (Japan), 17, 316
 Toyota (Japan)
 adaptation of marketing program, 522
 asset-seeking motives of, 422
 competitive advantage, 333
 corporate social responsibility, 425, 441e
 doing business in emerging markets, 272

foreign direct investment, 387, 426e, 428
 as global brand, 524e
 global product development, 525
 imports and foreign exchange, 298
 just-in-time inventory techniques, 17
 location of production facilities, 527
 mentioned, 13, 45, 84, 109, 383, 423, 443
 national culture, 132
 organizational culture, 331
 protected assets litigation, 472
 on Tokyo Stock Exchange, 299
 visionary leadership, 330–331
 wholly owned direct investment in U.S., 430, 431e
 Toys R Us (U.S.), 76, 132, 175, 438, 439, 500
 Tradegar Industries (U.S.), 422
 Tri Star International (China), 431
 TRW (U.S.), 383, 437
 Tupperware Corp. (U.S.), 388e
 Tussauds Group (Britain), 419
 Tyco International (U.S.), 45, 600

U

UBS (Switzerland), 427e, 594
 Ultimate Living Group (Monaco), 22
 Unicredito (Italy), 427e
 Unilever (Anglo-Dutch)
 adaptation of marketing program, 523
 corporate structure recommendation, 469
 mentioned, 554
 Unilever (U.K.)
 corporate social responsibility, 21, 425
 economic development in emerging markets, 275, 344
 matrix organization, 328
 mentioned, 13, 33, 66, 67, 110
 Union Bank (UBS, Switzerland), 300
 Unisys (U.S.), 86
 United Airlines (U.S.), 435
 Univision (U.S.), 459
 Unocal (U.S.), 67, 419
 UPS (U.S.), 31, 81, 85, 86, 418, 498
 UPS Store/Mail Boxes Etc. (U.S.), 72e

V

Valeo (France), 64, 383
 Varig Airlines (Brazil), 467
 Vellus Products, Inc. (U.S.), 384, 387, 393
 opening vignette, 380–382
 Verifone (U.S.), 527
 Vinci (France), 74e
 Vinson & Elkins (U.S.), 570
 Vins Sans Frontieres (VSF, France), 22
 Virgin (Britain), 10e, 134
 Virgin Cola (Britain), 525
 Virgin Express (Belgium), 467
 Virgin Megastore (UK), 440
 Visa (U.S.), 64
 Vitromatic (Mexico), 23
 Vitro (Mexico), 273
 Vivendi (France), 179
 Vodafone (Britain), 13, 34–35, 419, 426e
 Voith (Germany), 274
 Volkswagen (Germany)
 Autolatina partnership in Brazil, 443–444
 in China, a relationship-oriented culture, 140
 collaborative venture, 438

competition in global automobile industry, 117
 consolidation in global industry, 430
 corporate social responsibility, 425
 currency risk, 289
 doing business in emerging markets, 272
 joint venture in China, 198
 offshoring jobs, 45
 Volvo (Sweden), 117, 518

W

Wal-Mart (U.S.)
 in China, 264
 competitive advantage, 103
 corporate social responsibility, 21
 global account management, 537
 global sourcing and effect on economy, 505, 507
 labor unions in China, 563
 local responsiveness, 317
 mentioned, 13, 66, 80, 175, 246, 253, 328, 394, 419, 457, 491
 national culture, 132
 retail experience in foreign markets, 438, 439
 retail stores, 76
 revenues, compared to national GDPs, 44–45
 Walters Kluwer (U.S.-Netherlands), 496
 Warner Bros. (U.S.), 450, 452
 Warner Bros. Consumer Products (U.S.), 458e
 Webspay Company (Australia), 393
 Western Union (U.S.), 298
 Whirlpool Corp. (U.S.)
 acquisition of Maytag, 418
 closing case, internationalization and innovation, 23–24
 competition in household appliances, 277, 278
 mentioned, 196
 motive for foreign direct investment, 422
 recent graduate experience at, 133
 Wipro (India), 493
 WorldCom (U.S.), 45, 179, 600
 WSI Internet (Canada), 72e

X

Xceed Contact Center (Egypt), 493, 494e
 Xerox (U.S.), 33, 607

Y

Yahoo (U.S.), 42, 161, 177, 436
 Yamato (Japan), 418
 Y&R Advertising (U.S.), 537e
 Yukos (Russia), 159, 162
 Yves Rocher (Switzerland), 461

Z

Zara (Spain)
 mentioned, 246
 motive for foreign direct investment, 423
 opening vignette, global marketing, 514–516
 supply-chain management in, 499–500
 Zellers (Canada), 438, 537
 Zeneca (Britain), 244
 ZTE (China), 74
 Zurich Financial Services (Switzerland), 427e