



This is “Appendix B: Suggested Cases”, appendix 2 from the book [Global Strategy \(index.html\)](#) (v. 1.0).

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Chapter 12

Appendix B: Suggested Cases

This appendix lists suggested cases for each chapter of this book. All can be ordered through Harvard Business School Publishing.

Chapter 1 "Competing in a Global World"

- Ghemawat, P., Rukstad, M. G., & Illes, J. L. (2009). *Arcor: Global strategy and local turbulence* (abridged).
- Jones, G. G., & Lefort, A. (2009). *McKinsey and the globalization of consultancy*.
- McKern, B., & Palma, M. V. (2006). *Confectionary industry: Latin America and the global industry in 2006*.

Chapter 2 "The Globalization of Companies and Industries"

- Alafaro, L. (2002). *Brazil: Embracing globalization?*
- Bartlett, C. A. (2009). *Global wine war 2009: New world versus old*.
- Ghemawat, P., & Matthews, J. L. (2004). *Globalization of CEMEX*.

Chapter 3 "Generic Strategies for Global Value Creation"

- Inkpen, A. C. (2000). *Whirlpool corporation's global strategy*.
- Ramaswamy, K. (2003). *Louis Vuitton Moet Hennessy: In search of synergies in the global luxury industry*.

Chapter 4 "Global Strategy as Business Model Change"

- Bartlett, C. A. (2003). *BRL Hardy: Globalizing an Australian wine company*.
- Roberto, M. A. (2005). *Robert Mondavi and the wine industry*.
- Tan, D., & Tan, J. (2004). *Amway in China A): A new business model*.

Chapter 5 "Target Markets and Modes of Entry"

- Azhar, W., & Drabkin, D. (2008). *Pepsi Cola Pakistan: Franchising & product line management*.
- Getaway, P., & Khanna, T. (2009/1999). *Tricon Restaurants International: Globalization re-examined*.
- Roberts, J., & Doornik, K. (2007). *Nokia Corp: Innovation and efficiency in a high-growth global firm*.

Chapter 6 "Globalizing the Value Proposition"

- Bartlett, C. A. (2004). *P&G Japan: The SK-II globalization project*.
- Khanna, T., Vargas, I., & Palepu, K. G. (2006). *Haier: Taking a Chinese company global*.
- Ramaswamy, K. (2007). *LG Electronics: Global strategy in emerging markets*.

Chapter 7 "Global Branding"

- Quelch, J. A. (2008). *BBC worldwide: Global strategy*.
- Quelch, J. A. (2006). *Lenovo: Building a global brand*.
- Quelch, J. A., & Harrington, A. (2008/2004). *Samsung Electronics Co: Global marketing operations*.

Chapter 8 "Globalizing the Value Chain Infrastructure"

- Goldberg, R. A., & Clay, T. (1997). *Royal Ahold NV: Shopkeeper to the global village*.
- Ichijo, K., & Radler, G. (2006). *Toyota's strategy and initiatives in Europe: The launch of the Aygo*.
- Ko, S., & Loo, G. (2009). *Li & Fung: Growth for a supply-chain specialist*.

Chapter 9 "Global Supply-Chain Management"

- Lee, H., Hoyt, D. W., & Singh, S. (2007). *Rio Tinto Iron Ore: Challenges of globalization in the mining industry*.
- Marks, M., Holloway, C., Lee, H., Hoyt, D. W., & Silverman, A. (2009). *Crocs: Revolutionizing an industry's supply chain model for competitive advantage*.
- Nielsen, B., Pedersen, T., & Pyndt, J. (2008). *ECCO A/S: Global value chain management*.
- Pisano, G. P., & Adams, A. (2009). *VF Brands: Global supply chain strategy*.

Chapter 10 "Globalizing the Management Model"

- Mandviwalla, M., & Palmer, J. W. (2008). *Globalization of Wyeth*.
- Paine, L. S., & Wruck, K. H. (2006). *Sealed Air Corp: Globalization and corporate culture* (abridged).