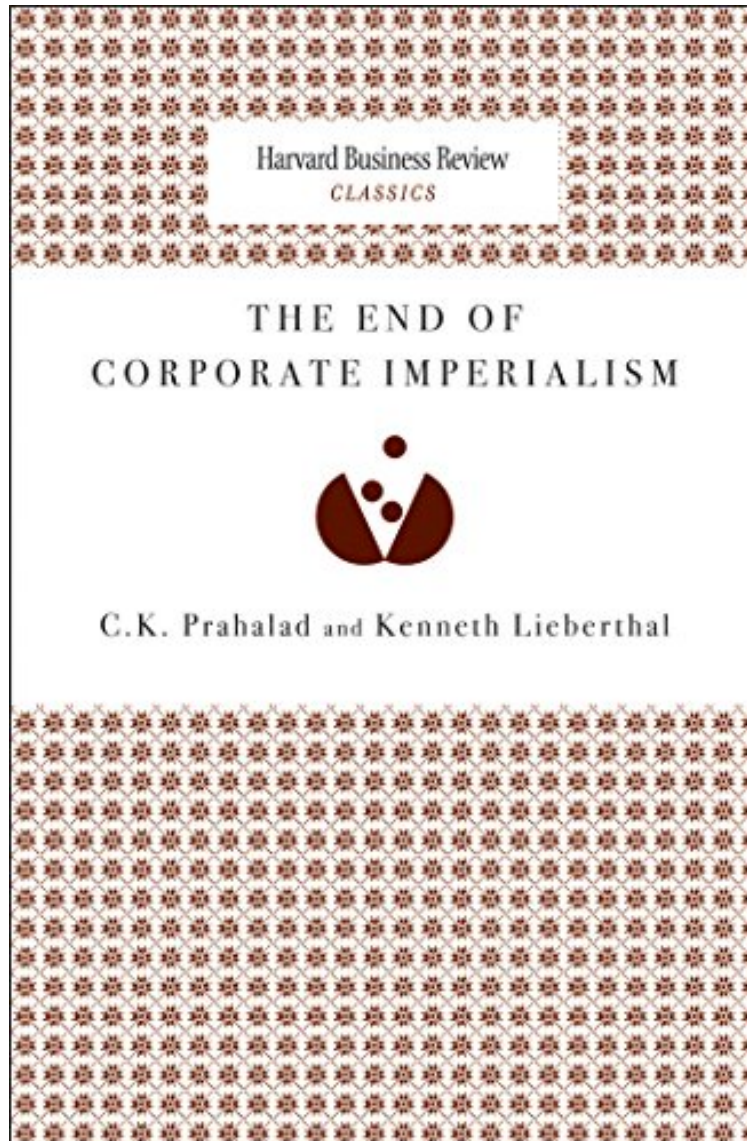


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The End of Corporate Imperialism (Harvard Business Review Classics)

C. K. Prahalad, Kenneth Lieberthal
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C. K. Prahalad, Kenneth Lieberthal : The End of Corporate Imperialism (Harvard Business Review Classics) before purchasing it in order to gauge whether or not it would be worth my time, and all praised The End of Corporate Imperialism (Harvard Business Review Classics):

2 of 2 people found the following review helpful. Perspective is always an issue By Bruce If you think of imperialism in such small terms as marketing and product pressure; you've missed what imperialism is. Imperialism is the practice of

extending power through direct and indirect control of economy, people, and ideas in an entity that is not the root of the imperialist thought. Corporate imperialism is just starting. Example: Apple computer corporation imposes employee age and hours policies on foreign companies it does business with. Reference the Wired article about Foxconn for deeper view. While it's easy to argue that's a good thing, it's imperialism nonetheless. Perhaps people see a corporation telling a corporation what to do. But, despite US opinion to the contrary, corporations are not people. They are, however, powered by people and the edict applies to them and their life. Their life influences their community, which influences their nation, their people, and their government. There's this strange sense that everything must be seen from the eyes of the conquering and not the conquered.

0 of 1 people found the following review helpful. Excellent Thinking -By Loyd Eskildson Multinational companies searching for growth have to compete in the emerging markets of Brazil and Asia. During their first efforts these firms operated with what might be called an 'imperialist' mindset - squeezing incremental sales out of older products. Further, the corporate center was seen as the sole locus on product and process innovation. As a result, many achieved only limited success. Some, however, are seeing a new way of thinking. Rather than looking for the potential few customers that resemble their home customers in incomes, etc., they are looking to the much greater numbers of lower-income local middle-class. This requires rethinking the price-performance equation and possibly the product's capabilities as well. Examples: A Western paging system tried in China became overloaded because the Chinese used it to send longer, more frequent messages. Ford's most popular low-priced vehicle (Escort) could not compete in India with the most popular offering - a Suzuki for \$10,000. Coca-Cola found its brand image worth little in India. Western frozen desserts did not work in India because their refrigerators were set for warmer temperatures and often were subjected to power failures. Poor roads brought unacceptably high breakage of glass bottles transported in India. Single-serve packets are quite popular (20-30% of the market) in India. Solving these problems takes more than marginal revision of existing Western products. The authors suggest the solution lies in local innovations. The Chinese found ways to produce quality detergents at one-fifth the cost of Western methods. Nation-wide approaches are important in China (government will force all units to the standard most advantageous to it), but not required in India. India tends to have capable administrators, China not so much. Then there's the problem of accepting input from expatriates or natives at the multinational's headquarters. Bottom-Line: This article is a good precursor to Prahalad's later "The Fortune at the Bottom of the Pyramid."

Hundreds of millions of people in China, India, Indonesia, and Brazil are eager to enter the marketplace. Yet multinational companies typically pitch their products to emerging markets' tiny segment of affluent buyers, and thus miss out on much larger markets further down the socioeconomic pyramid; which local rivals snap up. By applying the authors' recommendations, you can position yourself to compete innovatively in developing countries; and to unlock major new sources of revenue for your business. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

About the Author C. K. Prahalad is the Paul and Ruth McCracken Distinguished University Professor of Strategy, Ross School of Business, at the University of Michigan. Kenneth Lieberthal is a professor of political science, the William Davidson Professor of Business Administration, and a distinguished fellow and director for China at the William Davidson Institute at the University of Michigan.