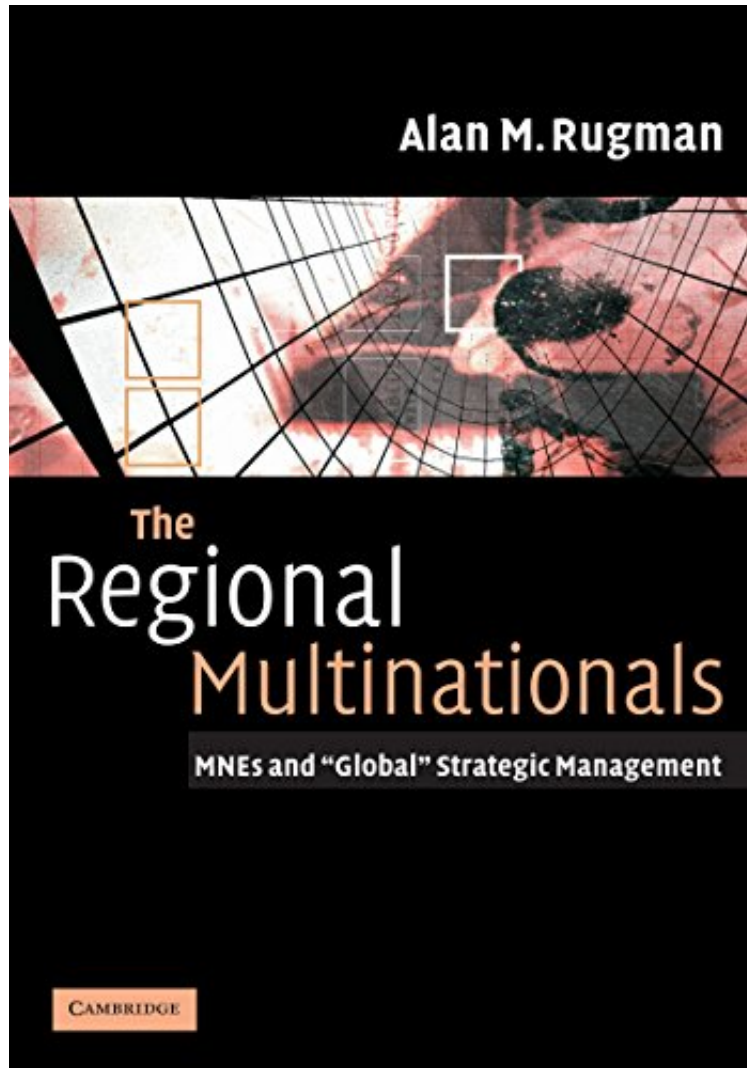


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## The Regional Multinationals: MNEs and 'Global' Strategic Management

*Alan M. Rugman*

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**Alan M. Rugman : The Regional Multinationals: MNEs and 'Global' Strategic Management** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Regional Multinationals: MNEs and 'Global' Strategic Management:

2 of 2 people found the following review helpful. A solid one star book from some academic ivory towerBy JackalSadly I didn't like this book. I do accept the author's conclusion that most large firms are regional rather than global. Here are some problems with the book:1. The chapters feel empty of content. The tone of the book is that other academics get it wrong (and that the authors are much smarter and get it right). As I said above, I do accept that most

top 500 global firms are more regional than global. Point taken, but for a whole book there needs to be much more insight than this fact alone. Sadly the chapters are very vacuous. A lot of descriptive data on individual companies (mind you these descriptions are a decade old by now), but very thin on conclusions. They present a number of matrices but they are not properly explained and are not at all related to the data. Actually, the most interesting part of the book is the appendix with the regional sales data on each individual firm.<sup>2</sup> The mechanical way the authors use data. Walmart is for instance just a North American company for the authors because it almost only had sales in the US in 2001. This forgets the story of Walmart actually purchasing a lot of goods from outside the US. However, since the annual report doesn't have this information, the authors do not take it into account. But surely purchasing is also part of globalisation?<sup>3</sup> The book is published in 2005, but the data used is from 2000/2001. How hard can it be to download a bit more updated data from Compustat? Especially since a lot has happened in the intervening years. Walmart is seeling both in the UK and China now. With some updated data the authors would also be able to present trend data - something more important than a static snapshot. Actually they should have collected time series data at last going back a couple of years. A lot of other authors have argued that the world is increasingly globalised. This has to do with the trend over time; a direction. The current authors take one snapshot in time and in a nagging and academic-quarreling kind of style critique other authors for saying that the world is globalised. Small pond quarrel. Furthermore, the current authors are too lazy to look at the degree of globalisation of the companies over time. They don't seem to understand that other authors talk about a trend towards more globalisation. I once talked to Rugman and he was totally uninterested in this critique. So much for intellectual curiosity and openness. It is a solid one star book.

Although many firms label themselves 'global', very few can back this up with truly global sales and operations. In *The Regional Multinationals* Alan Rugman examines first-hand data from multinationals and finds that most multinationals are strongly regional, with international operations in their home regions of North America, the US or Asia. Only a tiny proportion of the world's top 500 companies actually sell the same product and deliver the same services around the world. Rugman exposes the facts behind the popular myths of doing business globally, explores a variety of regional models and offers an authoritative agenda for future business strategy. *The Regional Multinationals* is the essential resource for all academics and students in International Business, Organization and Strategic Management, as well as those with an interest in finding out how multinationals really work in practice and how future strategy must respond.

"Alan Rugman has unequivocally shown that most multinational enterprises operate at a regional rather than global level. Less hype and more accuracy regarding globalization can't be a bad thing." Paul W. Beamish, Director, Asian Management Institute, Ivey Business School, University of Western Ontario "a must-read for MNE executives, scholars of international management, and graduate students with their sights set on international business careers." Michael A. Hitt, Distinguished Professor, Texas AM University "required reading for anyone interested in the evolving structure of the international economy or the strategy and organizational structure of international firms. Rugman's arguments and conclusions have novel and important implications for the strategic management of multinational firms, international business theory, economic governance and international business research." Stephen J. Kobrin, William Wurster Professor of Multinational Management, The Wharton School, University of Pennsylvania "As usual, Alan Rugman provides comprehensive data and thorough analysis to support a strong argument against conventional wisdom." Professor George S. Yip, London Business School, and author of *Total Global Strategy* "A must-read for academics, practitioners, and public policymakers who are looking for fresh ideas on the topic of globalization and global strategy." Joseph Cheng, Professor and Director, Center for International Business Education and Research (CIBER), University of Illinois at Urbana-Champaign About the Author L. Leslie Waters Chair of International Business, Professor of International Business and Professor of Business Economics and Public Policy at the Kelley School of Business, Indiana University.