

## CLASS 8: MANAGING INTEGRATION AND RESPONSIVENESS

### LEARNING OBJECTIVES:

1. Understand the concepts of global integration and local responsiveness/ embeddedness as separate dimensions rather than two extremes of a continuum
2. Determine “ideal” combination (rational design) for a given business situation.
3. Understand organizational (cultural and political) dynamics and the resulting tradeoffs associated with alternative choices re integration and responsiveness
4. Apply understanding to identify “sweet spot” for specific activities in a specific business context.
5. Consider multiple mechanisms for reaching these “sweet-spots,” e.g. formal organization, incentives, communication/information, systems and processes, selection/development of people.

### READINGS:

1. Christopher Bartlett and Sumantra Ghoshal. (1987). "Managing across Borders: New Organizational Responses." *Sloan Management Review*, Fall 1987.
2. Ghemawat, Chapter 5, “Adaption – Adjusting to Differences.”

CASE: P&G Europe: Ariel Ultra’s Eurobrand Strategy INSEAD 300-085-1

### QUESTIONS FOR DISCUSSION:

1. How should P & G respond to the Lever Skip Micro initiative in France?
2. To what extent does your proposed response challenge the Euro-branding approach?
3. Some of the issues you may wish to consider in answering include:
  - a) What are the benefits of a (unified) pan-European product/brand?
  - b) What are the drawbacks?
  - c) Which elements of the product/brand benefit most from a Pan-European approach, which least?
  - d) How consistent should P&G have sought to be on the degree of “Europeanness” or “localness”?
  - e) How successful was P&G in the development process?