

STRATEGY ASSIGNMENT REPORT

Strategic Analysis of One Large Emerging Multinational in the Middle East

PART 1: You are required to choose one large Middle East Emerging Multinational Company and answer thoroughly the questions provided.

In the questions below, when we mention the words: "large Middle East Emerging Multinational Company", or "Emerging Giant", what we mean is a large company (in terms of turnover) which is majority owned or controlled by private individuals in the Middle East or a company fully or partly listed on a Middle East Stock Market and NOT having majority controlling interest by foreign investors or foreign corporations.

To learn more about Emerging Multinational Strategy consult your instructor's material and go to:

<http://www.linkedin.com/groups/Link-EMERGING-GIANTS-STRATEGY-innovative-4086800>

You can only choose one of the companies listed in the back of this brief. As a Team of 4 or 5 individuals you can choose from the list on a "first-come-first-served" basis. If you choose early enough, the lecturer will secure that company to your team and no other team would be allowed to choose that emerging multinational. Give also to the Lecturer the choice of questions you will be answering. Both of these need to be approved by the lecturer. No other team can choose the same questions without approval by the lecturer.

The Assignment will be split in two parts: PART 1) 40% of the marks would be given for the presentation of the chosen Case Questions in the last lecture session and PART 2) 60% of the marks will be given in the form of a report you hand in to RITI at a specified date after the course.

PART 1) For the first part of the strategy assignment report, you are required to make a 15 minute presentation of only Part 1B and submit a maximum of 15 pages for Parts 1A and 1B in both hard copy report format and softcopy (in "word" .doc format) to mba@nobelmantrich.com at the start of the last lecture session. Of these pages, a maximum of 5 pages should be allotted for Part 1A and a maximum of 10 pages should be allotted for 1B.

PART 2) You will prepare the second part of the strategy assignment report, after the last lecture session. To this effect you are required to answer questions 2A and 2B as outlined further on in this document.

Further instructions about this assignment and the way it should be presented are attached.

PART 1

Questions for PART 1A +1B of Assignment = 40% of Assignment Marks (10% for Part1A and 30% for Part1B)

The important thing is to answer well each question and parts thereof. THE ASSIGNMENT IS NOT ABOUT APPLYING THE TOOLS MENTIONED AND SHOWING ME THE MODELS THAT YOU HAVE APPLIED. THAT IS NOT WHAT I WANT. MY EXPECTATION IS THAT YOU CONSIDER THE TOOLS TO HELP YOU GET TO THE ANSWER OF THE QUESTION. SO YOU CAN PUT ANY APPLICATION OF THE TOOLS IN AN APPENDIX, AS I DO NOT WANT THEM AS PART OF THE ANSWER. WHAT I WANT IS THAT YOU STUDY THE CASE COMPANY YOU HAVE CHOSEN VERY WELL AND MAKE RESEARCH ON IT BY ALL THE MEANS THAT ARE AVAILABLE TO YOU. GET TO KNOW THE COMPANY VERY WELL. UNDERSTAND ITS COMPETITIVE ADVANTAGE. LEARN WHAT IS "BEHIND THE SCENES" IN THIS COMPANY. FOR EXAMPLE, PERSONAL THINGS ABOUT THE FOUNDER OR THE CEO MAY BE IMPORTANT AS THEY WOULD REFLECT A LOT ABOUT THE CULTURE OF THE COMPANY. INFORMAL INTERNET BLOGS MAY HELP YOU A LOT TO IDENTIFY WHAT EMPLOYEES OR EX-EMPLOYEES HAVE WRITTEN ABOUT THE COMPANY. IF YOU FIND ANY ACADEMIC ARTICLES ABOUT THE COMPANY ON THE INTERNET, USE THEM ONLY TO LEARN MORE ABOUT THE COMPANY. YOU NEED TO GO BEYOND WHAT THOSE ACADEMIC ARTICLES SAY ABOUT THE COMPANY IN ORDER TO MAKE A GOOD ASSIGNMENT. FACTS, DETAILS, NAMES, STORIES, **CLEAR DETAILED EXAMPLES** ARE THE KEY TO A GOOD ASSIGNMENT ANSWER. YOU WOULD BE EXPECTED TO MAKE ONE OR MORE INTERVIEWS WITH PEOPLE WHO HAVE BEEN CLOSE IN SOME WAY TO THE COMPANY. YOU COULD DO THIS BY INFORMALLY ASKING AROUND ABOUT THE COMPANY TO EMPLOYEES YOU HAVE KNOWLEDGE OF OR TO EX-EMPLOYEES, OR TO COMPETITORS, OR TO ITS CUSTOMERS OR ITS SUPPLIERS. YOU ARE EXPECTED TO RESEARCH INFORMAL BLOGS AND SOCIAL MEDIA SAYING BOTH NEGATIVE AND POSITIVE THINGS ABOUT THE COMPANY. IT NEEDS TO BE A BALANCED ASSESSMENT.

Part 1A:

Describe how the emerging multinational that you have chosen undertakes 5 of the following strategic activities: (an example of a choice of Five is: 1.1.1.3 to 1.1.1.5 and 2.2.1.2 to 2.2.1.3). You may suggest to the lecturer other strategic activities not listed here. You can do so but you need to seek approval from the lecturer:

1 Strategic Analysis

1.1 Environmental Scanning and Country Analysis

1. Use of National Drivers and Barriers and Country Sourcing as Sources of Global Competitive Advantage
2. Dealing with Government Bureaucracy in Emerging Markets
3. Dealing with Economic and Political Instability in Emerging Markets
4. Dealing with Authoritarian Governments
5. Taking Advantage of Low Income Per Capita in Emerging Markets
6. Leveraging High Population Densities
7. Overcoming Weak Legislative Enforcement
8. The Meaning of Market Proximity for Emerging Multinationals
9. The Global Financial Crisis and its Impact on Emerging Multinationals

1.2 Business Analysis

1. How Emerging Multinationals Deal with Limited Data Availability
2. How Emerging Multinationals Take Advantage of Weak Western Counterparts

2 Strategic Design

2.1 Business and Corporate Strategy

1. Innovation and Research and Development and Technology Transfer Strategies
2. The Use of Diversification, Conglomerate Structures and Synergies by Emerging Multinationals
3. The Use of Government and Political Support In Global Expansion
4. Supply Chain Strategies

2.2 Functional Strategy

1. Marketing Strategies
2. Customer Relationship Management and Total Solutions Provision
3. Global Branding: Local brand vs Global brand positioning
4. Customisation Strategies
5. Aggressive Financing Strategies of Emerging Multinationals
6. Taxation Strategies

3 Strategy in Action

3.1 Strategic Methods

1. The use of Mergers and Acquisitions Strategies by Emerging Multinationals
2. Acquisition versus organic growth
3. Private-Public Partnerships
4. Dealing with Emerging Multinational Partners in Global Business

3.2 Strategic Implementation

1. Organisation Culture in Emerging Multinationals
2. Merging Regional Best Practices to achieve Global Advantage

3.3 Strategic Control

1. Private Control and Family Governance Structures as Elements of Competitive Advantage
2. Corporate Governance in Emerging Multinationals
3. Corporate Responsibility
4. Risk Management during Global Expansion

Part 1B:

Large emerging multinational companies (Emerging Giants) are strategically positioning themselves to exceed traditional western developed country multinationals in global markets. Emerging Giants can have certain competitive and comparative advantages over a western multinational competing in the same sector and geographic area. We are already seeing numerous examples of large companies from emerging countries like India, China, Brazil and South Africa, etc., speed up their strategic competitive advantages and build global markets at the expense of traditional western developed country multinationals. They are grabbing raw materials, capital, people, suppliers, knowledge, leaders, capabilities, partners, customers, workers, patents, in order to become competitive in global markets to outwit rival companies.

Choose at least one or more of the following questions most relevant to your emerging multinational and answer it. The topics suggested are by no means exhaustive, there could be other strategic topics which your case would cover within that question. Whether you choose one or more of the below questions depends on the question's relevance to your case. The important thing is to answer well each part of the question/s you choose thoroughly. Use your course material, strategic tools and frameworks to give you insights into the answer (Put any application of such tools in an Appendix and not as part of the answer).

1. **National Barriers:** As much as emerging countries have both their positive and negative elements in their international competitiveness, mention one case where a large emerging multinational managed to bypass some of the national disadvantages of its country to expand

internationally and where even that company has managed to turn a negative national competitive disadvantage into an advantage for itself. Examples of national competitive disadvantages could be: weak legislative enforcement, underdeveloped capital markets, scarce talent, high political uncertainty, lack of democracy, lack of product standards, lack of copyright enforcement, low consumer protection, etc. In the case of your emerging giant, how has its familiarity with specific national barriers in its country of domicile helped it to penetrate other foreign markets with similar barriers? Answer all these questions by explaining and giving details and facts of one thorough emerging multinational example where these issues are mostly relevant.

2. National Drivers: As much as emerging countries have both their positive and negative elements in their international competitiveness, mention one case where a large emerging multinational managed to take advantage of national drivers within its country to expand internationally and where even that company has managed to turn a national competitive advantage into an advantage for itself. Examples of national drivers could be: local Government support of certain products/ services eg. incentives, education, liberalisation, standards; favourable legislation, etc. In the case of your emerging giant, how has its familiarity with specific national drivers in its country of domicile helped it to penetrate other foreign markets with similar drivers? Answer all these questions and address all these issues by explaining and giving details and facts of one thorough emerging multinational example where these issues are mostly relevant.

3. Other Globuster Levers: Mention one case where an emerging multinational took advantage of the "Abundants", "Sophistics" or "Weak Giants" in its home emerging market to expand internationally. **Abundants:** Uses your Country's abundant resources; raw materials; supplies, labour & skilled labour; heritage, image or apparent "waste"; nuts in Tanzania, diamonds in South Africa; herbs in North Africa; oil in Middle East ; **Sophistics:** Uses products / services in which customers/workers in your home country are sophisticated in consuming/using/producing both in terms of high quantity and/or high quality; using unique knowledge, unique tastes or unique needs e.g. flowers in Holland; pasta in Italy; wine in France; etc. **Weak Giants:** Uses local assets/resources in market segments where multinationals are weak e.g. fulfilling local tastes, local flavours, or local requirements similar to those in certain other similar socio-psychographic countries. Jollibee Foods (McDonalds of Asia) Answer all these questions and address all these issues by explaining and giving details and facts of one thorough emerging multinational example where these issues are mostly relevant.

4. Global Credit Crunch: How are the global credit crunch and the current economic downturn transforming large emerging multinational firms? Answer this question by explaining and giving details and facts of one thorough example where a large emerging multinational firm has

taken advantage of the credit crisis to strategically reposition itself into the international markets to gain market share at the expense of western developed country multinationals.

5. Organisational Structure: How does the multinational organisational structure of a large emerging multinational company differ from that of a western multinational? Explain one thorough emerging giant case where this difference is pronounced and mention both the positives and the negatives that this difference brings along in its international competitiveness. Emerging giants are bringing along structural attributes that are giving them an advantage in international competitiveness. Before it used to be the diversified multinational that thrived – the conglomerate; then came the focused multinational with its huge economies of scale; then came the emerging giants with their substantial cost advantage. How did the emerging giant you chose challenge and force a change on the traditional multinational organisation structure? How does it manage to keep a lean head office structure while retaining control of its business units, especially if its businesses are in diverse sectors? Do you see any merits in its organisational structure that could be the beginning of an effective new multinational structure for the future? What are these merits? What lessons about organisational structure do we learn from your chosen emerging multinational which can revitalise companies in meaningful ways to take on global competitive challenges? Answer all these questions and address all these issues by explaining and giving details and facts of one thorough emerging multinational example where these issues are mostly relevant.

6. Strategic Collaboration / M&As: The impact of emerging giants on business collaboration and supply chains. In what ways can a large emerging multinational be positively and creatively different from a western multinational in the way it deals with overseas partners, etc. to achieve a competitive advantage? i.e. rather than using the plain and straightforward Mergers and Acquisitions process, the Joint Ventures process or the Strategic Alliance process, how can an emerging multinational use a configuration of these or other forms of strategic collaboration to penetrate successfully global markets? Mention one successful emerging multinational case example where an interesting and innovative mix of strategic collaboration processes was used to expand successfully into the international markets. How has the emerging giant innovatively transformed the collaboration process in global business dealings? Additionally you can also propose another case where such innovative collaboration processes has the potential to be used successfully by a particular emerging multinational company to expand into global markets. Answer all these questions and address all these issues by explaining and giving details and facts of one thorough emerging multinational example where these issues are mostly relevant.

7. Value Chain and Supply Chain: Mention an instance where a large emerging multinational company made significant change in its supply chain (e.g. in its suppliers, its distributors or its retailers), in order to leverage its competitiveness into the international markets. This could have been done by forward or backward integration or by eliminating redundant elements in its supply chain (disintermediation) or by some other revolutionary means. How was this done? Answer this question by explaining and giving details and facts of one thorough emerging multinational example where this is the case.

8. Leadership within the Organisation: Mention a very good successful case where an influential emerging multinational businessman leader was significantly more successful in managing a certain type of organisation than a western business leader coming from a western multinational environment could have been? What type of leadership characteristics does this emerging multinational leader have that western leaders do not have? What type of organisational structure is his/her type of leadership style best adapted to run? Mention certain positive leadership characteristics that this businessman has which other foreign business leaders need if they are to be successful in the running of their business particularly at a global or regional level? What can we learn from the leadership qualities of this influential businessman? Answer all these questions and address all these issues by explaining and giving details and facts of one thorough emerging multinational example where these issues are mostly relevant.

9. Leadership Outside the Organisation: Certain emerging multinational businessmen are very smart in the way they deal with foreign companies in their international expansion strategies i.e. in the way they handle their cross-cultural negotiations across borders and in the way they pick up dispersed pieces of strategic data and link them. This seems especially true in their dealings in other emerging countries. Mention a very good case of an influential emerging multinational businessman where this has successfully occurred several times. I would like you to only mention a case where you feel that this businessman has greater strategic negotiation superiority than any other foreign businessmen of some western multinational particularly in his dealings with other emerging countries. Explain and give details and facts of one thorough example where this is the case.

10. Human Resources Strategy: Mention a very good successful case where an influential emerging multinational was significantly more successful in its human resources (HR) strategy than a western multinationals operating in the same industry environment. What type of HR strategies does this emerging multinational practice that western

multinationals do not? How did these strategies help the emerging multinational to compete globally against other multinationals? Mention certain characteristics that these people management strategies contain that other businesses need if they are to be successful in the running of their business globally. Answer all these questions and address all these issues by explaining and giving details and facts of one thorough emerging multinational example where these issues are mostly relevant.

11. Technology and R&D Management: There are cases where large emerging multinational companies have successfully adapted a technology from foreign sources and then built on that technology to cater for the needs of both customers from their country of origin as well as other customers from other emerging countries. The way they have done so was very smart and cost effective. Mention a very good case where this has happened. How did they successfully copy, "borrow", acquire, adapt or build a technology which later gave them a competitive or comparative advantage in a foreign market? How is your emerging giant case transforming the way we develop, acquire, adapt and sell technology? There are huge strides in technologies that are empowering businesses and consumers: the fusion of social media, cloud computing, mobile and other collaborative/communicative technologies. How has this "empowerment" helped your emerging multinational case make inroads into global markets? How is your emerging giant case leapfrogging traditional technologies and embracing boundary-less markets in an increasingly easier, cheaper, faster and better way? How is it supplying markets and new market spaces with services and products that have previously been inaccessible to it? Answer all these questions by explaining and giving details and facts of one thorough emerging multinational example where these technological issues are mostly relevant.

12. Strategy as Revolution: Mention an emerging multinational case where a company broke the unwritten rules of competition in its industry to gain more competitive or comparative advantage. This is what the Body Shop had done by breaking the rules of how to compete in the cosmetics industry i.e. by recreating a totally different business model and way of packaging, selling, advertising and distributing cosmetics. In your emerging multinational company case, how did the "breaking of the rules" help the company to grow and prosper? How can the company replicate its success in the global market by breaking the same rule/s but in foreign markets outside its country of origin? Or has it already done so? How? Answer all these questions and address all these issues by explaining and giving details and facts of one thorough emerging multinational example where these issues are mostly relevant.

13. Corporate Governance: There are a number of emerging giants who although originating from emerging markets have build up high standards of corporate governance of comparable levels to those of the best western multinationals. Such emerging giants have therefore won the confidence of stock market investors and financiers, reduced their cost of capital and adopted better risk management techniques. Explain and give details and facts of one thorough company example where this is the case.

14. Corporate Responsibility: There are a number of emerging giants who although originating from emerging markets have build up high standards of corporate responsibility and Corporate Social Responsibility (CSR), at comparable levels to those of the best western multinationals. Such emerging giants have therefore won the confidence of many different types of stakeholders, including governments, social communities, environmentalists and ethics monitoring institutes. Explain and give details and facts of one thorough company example where this is the case.

15. Family Governance: There are a number of emerging giants which are owned by large families in business who have now reached their fourth or fifth family owning generation or more. Although originating from emerging markets such giants have build up high standards of family governance that enable them to sustain family business continuity and business sustainability. This includes high standards in succession planning of family

members into the business and a good system for managing the owning family's relationship with the business. Ultimately, these family controlled giants have outwitted stock market companies in their profitability and ROI. Explain and give details and facts of one thorough company example where this is the case.

16. Changing Perceptions and Strategic Marketing: We are seeing more and more emerging multinational businesses building successful international strategies and taking away market share that used to be in possession of western multinationals. If this shift of emerging companies towards global markets continues, in what way can it affect the social fabric of the countries where these products or services are ending up? Mention a case where the successful penetration by a large emerging multinational in markets abroad has changed the perceptions of foreigners about the country from where that emerging multinational originated or about the products and services coming from that country or has changed in some way the lives of those who enjoy such products and services in their foreign country. How is your chosen emerging giant changing the way we brand and market products and services. Also what marketing and branding strategies is this emerging giant utilising to expand its global markets? What lessons do we learn from this? How do you think will your emerging giant case contribute to rewriting the rules of Branding in the years to come? Answer all these questions and address all these issues by explaining and giving details and facts of one thorough emerging multinational example where these issues are mostly relevant.

IMPORTANT NOTE:

Precise and thorough referencing of content will be given priority in assessment scoring. Such quotes can come from books, articles, websites and blogs, interviews, emails, etc. Usage of your **own** words and your **own** interpretation of material you find will be noted in the assessment. Do NOT cut and paste from internet or book sources. MSM supplies lecturers with software that scans assignments against information available in public domains, databases and publications. The Lecturer makes use of [iThenticate software](#) or [ePhorus software](#) to check the originality of submissions received. Such blatant copying and paraphrasing will lead to failure in the assignment. It is not a problem to refer or to quote material from the internet as long as you give a number to that quote and make proper reference to it at the bottom of your assignment.

List of Large Middle East Emerging Multinationals (Choose ONLY from this list – on a FIRST-COME-FIRST-SERVED Basis)

Al Noor Group, Bahrain	Nasr City Housing & Development Co (Egypt)	Safra Republic Holdings, Lebanon
Aboul Fatouh (Egypt)	Olympic Group (Egypt)	Solh Group (Lebanon)
Alkan (Egypt)	Orascom Construction Industries (Egypt)	
Allamsons (Egypt)	Orascom Telecom Media & Technology, (Egypt)	Attijariwafa Bank, Morocco
Amer Group (Mr Mansour Amer) (Egypt)	Oriental Weavers (Egypt)	BMCI Banque Marocaine
Arafa Group (Egypt)	Pico (Egypt)	Maroc Telecom (Morocco)
Bagneid BM Group (Egypt)	Sidi (Sidy) Kerir Petrochemicals (Sidpec) (Egypt)	
Bahgat (Egypt)	Pharco Group (Egypt)	Saud Bahwan Group, Oman
CIB Group (Egypt)	Raya Group (Egypt)	Tawoos Group (Divers – Oman)
Cleopatra (Egypt)	Sekem (Foods - Egypt)	Abdul Latif Jameel Group (Saudi)
Daltex (Egypt)	Sofico Group (Egypt)	Saudi Binladin Group, Saudi Arabia
Eastern Company (Egypt)	SODIC (Egypt)	Al Batterjee Group, Saudi Arabia
EFG Group (Egypt)	Sonid (Egypt)	Al Rajhi Bank (Saudi)
Egyptian Resorts Company	Talaat Moustafa Group (Egypt)	Al Watanaya (Foods)
EIPICO (Egypt)	Telecom Egypt	Dallah Albaraka (Divers – Saudi)
EK Holdings (Egypt)	Other Egyptian Companies need approval.	Saad Group, Saudi Arabia
El Sewedy (Egypt)		Riyad Bank (Saudi)
El Sherif Corp (Egypt)	Arab Bank, Jordan	Olayan Group (Diversified-Saudi)
Ezz Steel(Egypt)	Zain Telecom ((formerly MTC) Kuwait	Saudi Basic Industries Corp (SABIC - Chemicals)
GB Auto (Egypt)	Mohammad Abdul-Mohsin Al-Kharafi & Sons, Kuwait	Saudi Electricity (Utilities)
IGI (International Group for Investments) (Egypt)	Americana Group, Kuwait	Saudi Telecom
Juhayna Food Industries (Egypt)		Savola Group (Saudi)
Kandil Group (Egypt)		
Lecico Egypt		
Luxor Group (Al Ahram & Glass) (Egypt)		Al Abbas Group (Divers – UAE)
Maba (Egypt)		Dubai Ports World (UAE)
MM Sons (Egypt)	Michel Pharaon, Président,	Jumbo Group, UAE
Mobica (Egypt)	Groupe Pharaon SAL, Lebanon	Etisalat, UAE
Monsour (Egypt)	Saudi Oger, Lebanon	

Always get the permission of the lecturer about the company case from the above list before you proceed with doing the assignment. Selection of company case name is on a first-come-first-served basis. No other team can chose the same name. Crossed out names signify that the company cannot be used for this assignment at this time.

PART 2

Questions for PART 2 of Assignment (60% for post-course Report – answer all Questions below for the Case you chose in Part 1) For Part 2A and 2B, you need to submit a **softcopy in "word" .doc format (with font size 10) and send ONLY by email to your local MSM MBA office by the stipulated deadline.**

Part 2A)

You are required to note down the lecturer's and participants comments and questions during the class presentation of the last lecture session and after the course, make a deeper data gathering process and analysis of the case to come out with a thorough answer to the Case Question you chose in Part 1B above. So in other words, you are asked to REVISIT the answer you gave in PART 1B and make the necessary corrections and improvements as highlighted by the lecturer and students during your Presentation and RESUBMIT PART 1B of the assignment in a maximum of 15 pages "word" document.

Part 2B)

Furthermore, the project involves finding out more information about the emerging multinational Case Company you chose in Part 1 and answer the following in a document having a maximum of 20 pages:

1. ☐ Outline its organisation structure. What type of management structure does the group possess? How would you describe the management style of the group?
2. ☐ Prepare a strategic audit (CADOT) of the group: Look at competitive advantages and disadvantages, opportunities and threats at Group level, what core competences or strategically valuable assets does the group possess.
3. ☐ What drove the group to expand and possibly diversify? Review its portfolio of investments and its strategic business units. How would you assess the multi-business portfolio of the group in terms of the strategic assessment tools such as the Portfolio Matrix and the Parenting Fit Matrix? Is there synergy in the groups portfolio? Where are the misfits? Why?
4. ☐ What type of corporate strategy is the group following? How would you define the aims and objectives of the group? Does the group have a vision? Do you honestly think the group takes strategic management and planning seriously? To what extent? Why?
5. ☐ What are your recommendations as a result the audits you carried out in Questions 2, 3 & 4.
6. ☐ What type of shareholders does the group have? Who is really in control? To what extent do the shareholders interact with the business? For example, if a private business, how does the family or private shareholders interact with the business? If a listed company, how do the majority shareholders interact with the business? If a government business, how does the government interact with the business? Any problems in this regard? Explain in detail the culture at the top and how it affects the entire business. Give

recommendations of how ownership issues can be improved and better managed.

7. ☐ What is the role of Head Office? How does Head Office manage the complexity that the subsidiaries bring? Any problems here? Recommendations?
8. ☐ How is the Group Board of Directors organised? What is your assessment of the Board's performance? Recommendations?
9. ☐ Assess the Group's performance on various parameters you would find available in terms of financial, market, customer and internal operational and employee measures.
10. ☐ What changes would you make to the organisational structure to improve its performance?
11. ☐ How would you go about improving the strategic management and planning capability of the Group?
12. ☐ What is your assessment of the Group's future? Should the group be looking for growth or consolidation? What opportunities for growth present themselves?
13. ☐ What changes would you make to its portfolio of investments?

The team of participants carrying out this project may use any frameworks from the course that are useful in assessing the organisation of the group, its strategy and to come up with recommendations. To answer appropriately the above questions, you are expected to consult Annual Reports and Performance Reports you may get about the company from the internet and other sources. You would be expected to make one or more interviews with senior managers within the Group. You are expected to research informal blogs saying both negative and positive things about the company. It needs to be a balanced assessment. You need to ask around about the company and ask its customers, suppliers, employees or ex employees as well as competitors. You should answer with a Question & Answer format in the order of the above 13 questions. For this project you should act as Consultants to the Board of Directors of the emerging multinational case you have chosen. You also need to give the following details:

- a) Name of Key Decision Maker/s you met/phoned/emailed/skyped & responded to your queries and his/her position:
- b) Industrial & Service Sectors of the Businesses
- c) Total Number of Employees in all Business Units Owned
- d) Shareholding structure of holding company including names of top 10 principal shareholders.
- e) Total Size of the Business in Terms of Turnover Value in dollar currency terms