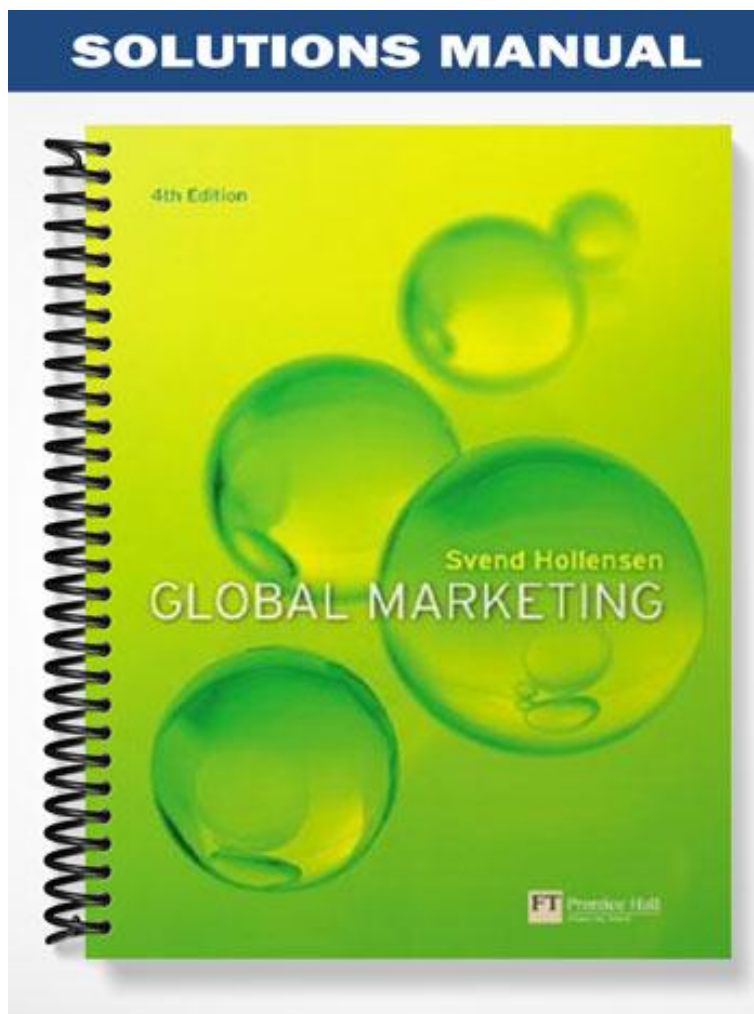


# SOLUTIONS MANUAL



4th Edition

Svend Hoffensen

GLOBAL MARKETING

FT Prentice Hall

**CLASSIC CASES FROM THE THIRD  
EDITION**

**Global Marketing**  
**a decision-oriented approach**

Svend Hollensen



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## **CASE STUDY 3.2 Fox Kids Europe**

### **Rapid internationalization of a TV channel for kids**

Early in 1997 a young Israeli television executive named Ynon Kreiz left the United States, headed for London. The task he had been given was to set up a pan-European children's television business from scratch. At the time he had less than two years' experience of full-time work in the entertainment business.

In 2000 Fox Kids Europe, [www.foxkidseurope.com](http://www.foxkidseurope.com), had a presence in 30 countries in Europe and the Middle East, broadcast in 11 different languages, and reached 17 million households. In 2003 The Fox Kids Europe library includes major global programming franchises such as Power Rangers, Spiderman, X-Men, Inspector Gadget and Goosebumps. It includes diverse genres of programming (e.g. live action, animation, adventure, comedy, suspense, educational) and also has strong international appeal. The Fox Kids Europe library includes rights that, for most programming, cover all European markets and include most media (i.e. television, merchandising and the Internet).

Fox Kids Europe produces and broadcasts television programmes for children aged 2–14. It now broadcasts in 17 languages to 57 countries, reaching more than 32 million households across Europe and the Middle East. The content of each channel is tailored specifically to the local audience in each market, taking into account viewing habits, popularity of programmes, parental sensitivities and cultural trends. FOX KIDS Europe's main markets include the United Kingdom, the Netherlands, France, Germany, Poland, Spain, the Nordic Region, Romania, Turkey, Italy, Hungary, Russia and Israel. The company also operates 17 fully localised children's websites.

### **Questions**

1. Which internationalization theory has the best match with the internationalization of Fox Kids Europe?
2. What are the drivers behind the internationalization of Fox Kids Europe?

## ***Suggested Answer***

### **Case 3.2 Fox Kids Europe**

- Rapid internationalization of a TV-channel for kids ([www.foxkids.com](http://www.foxkids.com))

Fox Kids Europe (part of Fox Family Worldwide) mainly functions as a content provider:

- TV Production: The most important series / figures on Fox Kids channels are (some of the series are bought at other TV production companies): Spiderman, Ninja Turtles, Princess Sissy, The new Adams Family
- Programme management
- Merchandising
- Licensing

1. Which internationalization theory has the best match with the internationalization of Fox Kids Europe?

Rapid internationalization: New geographic markets in a rapid way

Similar to the network model but also with similarities to the “Born Global”-model.

2. What are the drivers behind the internationalization of Fox Kids Europe?

- Globalization of media
- The content of each television channel is tailored specifically to the local audience in each market

## **CASE STUDY 4.2 SONY ERICSSON**

### **Will pooling of competences in the mobile phone business create international competitiveness?**

Sony Ericsson Mobile Communications ([www.sonyericsson.com](http://www.sonyericsson.com)) was established on 28 August 2001 by telecommunications leader Ericsson and consumer electronics powerhouse Sony Corporation, partly as a consequence of sales problems (Ericsson had lost market shares to Nokia) and quality problems (Sony had to withdraw 1.1 million mobile telephones from the market) in the telecommunications industry. The company is equally owned as a joint venture by Ericsson and Sony, whose combined mobile phone businesses on a pro forma basis achieved annual sales of approximately 50 million units and sales of US\$7.2 billion in 2000.

By combining the complementary strengths of Ericsson and Sony the joint venture aims to become an important player in mobile phones and multimedia handheld communication products within a few years, as the industry moves rapidly towards a mobile Internet.

Sony Ericsson is responsible for product research, design and development, as well as marketing and sales, distribution and customer service. The company's global corporate management is based in London and additionally it has approximately 3,500 employees in Germany, Japan, Sweden and the US.

#### **About Ericsson**

Ericsson is shaping the future of mobile and broadband Internet communications through its technological competences. It is the leading communications supplier, combining innovation in mobility and the Internet in creating the new era of a mobile Internet. Ericsson provides total solutions covering everything from systems and applications to mobile phones and other communication tools. With a presence in 140 countries, Ericsson simplifies communications for customers all over the world

Read more at [www.ericsson.com/press](http://www.ericsson.com/press).

#### **About Sony**

Sony Corporation is a leading manufacturer of audio, video, game, communications and information technology products for the consumer and professional markets. With its music, pictures, computer entertainment and online

businesses Sony is uniquely positioned to be the leading personal broadband entertainment company in the world.

Sony recorded consolidated annual sales of nearly US\$60 billion for the fiscal year ended 31 March 2001.

See Sony's home page at: [www.world.sony.com](http://www.world.sony.com)

## Questions

1. Describe how the competences of Sony and Ericsson can complement each other.
2. What are the 'key success factors' in the mobile telephone business?
3. Will the Sony–Ericsson joint venture succeed in the global telecommunications market?

## ***Suggested Answer***

### **Case 4.2: Sony Ericsson**

– Will pooling of competences in the mobile phone business create international competitiveness?

[www.sonyericsson.com](http://www.sonyericsson.com)

1. Describe how the competences of Sony and Ericsson can complement each other.

Ericsson possesses the technological competences in mobile phones and internet communications, while Sony is very strong in computer entertainment and on-line business. Both complementary strengths are required as the industry moves towards the mobile internet, which also includes e.g. on-line gaming. In this area, Sony can use its competence from their Sony Playstation 2.