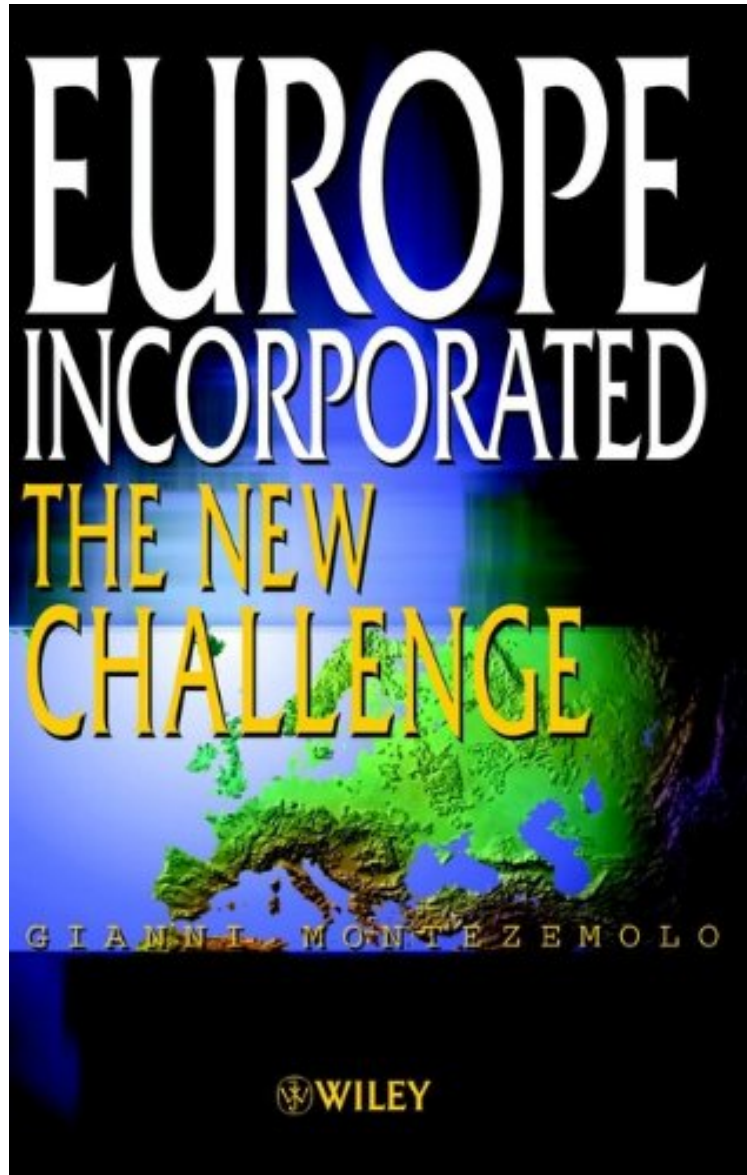


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Europe Incorporated: The New Challenge

Gianni Montezemolo

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cultures, development of new organization structures and recruitment of cross border management, are the key elements of a new approach to European markets. There are many examples based on food and service industries (This is the field of expertise of Gianni Montezemolo), but few based on the IT companies. Just to give an idea, cellular phones are more spread in Europe than in America. In my opinion this is a point that should require more in depth debate. However the book is well worth a reading, especially for Americans willing to expand their business in Europe.

0 of 0 people found the following review helpful. A very interesting book

By Alessandro Passarelli

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'Gianni Montezemolo has produced an outstanding book on the strategic implications of the emergence of greater Europe for global companies. Based on his many years of experience as a senior executive of major international companies, Montezemolo makes a convincing case as to why greater Europe is destined to be the next economic super power. His hands-on experience makes him uniquely qualified, not only about the need for developing a strategic vision for Europe, but also about the key managerial issues facing companies operating in greater Europe. This book is a "must read" for the CEOs of major corporations throughout the world.'

Professor Michael Yoshino, Harvard Business School

'Europe Incorporated: The New Challenge offers fresh, clear insights into where Europe is heading and what to do about it. Anyone with an interest in the Europe of tomorrow will profit from reading these pages.'

George Fisher, Chairman and CEO, Kodak

'Global businesses pay a lot of attention to shifts in economic power. The author's view of the coming European millennium challenges traditional perceptions and offers compelling reading.'

Peter Brabeck-Letmathe, CEO, Nestle

'Europe Incorporated: The New Challenge addresses a key issue for most CEOs: how to take advantage of the profit opportunities that greater Europe provides. The development of the single market enhanced by the euro, and the opening of Eastern Europe requires major structural changes even in companies that have so far been quite successful.'

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'The emergence of greater Europe is the single most important business issue facing multinational firms on the eve of the millennium. CEOs must widen their horizons to embrace the emergence of greater Europe, re-shape their organizations to reflect new priorities and re-organize their operations to exploit . the synergies offered by a larger, more integrated Europe.'

Peter Brabeck-Letmathe, CEO, Nestle

With the breakdown of the East-West divide, the faltering of the Asian Economies and the rapid economic integration of the European Union, Europe is once more a force to be reckoned with. For the first time in more than three decades, multinationals - and in particular American multinationals - will be looking towards Europe. Globalization has been at the forefront of most CEOs' agendas in recent times but Gianni Montezemolo contends that they should now look first in Europe for business opportunities and threats in the short-term, rather than in the volatile economies of South America, Asia and the Middle East. Moving away from traditional structures the author outlines a new organizational design, which divides Europe into four distinct clusters - the Northern Bees, the Atlantic Storks, the Southern Gazelles and the Eastern Bears. Using this framework, senior management will be able to develop a clear vision of how to change, expand and integrate into the new Europe. Drawing on interviews with CEOs of major companies currently operating in Europe, including Benetton, Danone, Gillette, Heinz, Kodak, Procter Gamble, Sara Lee and Sony, as well as his own considerable practical experience, Gianni Montezemolo provides clear and concise guidelines for all managers wishing to take advantage of the new and expanding Europe. For companies ready to adapt rapidly, the opportunities are endless.

From the Back Cover

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development of the single market enhanced by the euro, and the opening of Eastern Europe requires major structural changes even in companies that have so far been quite successful.' Antony Burgmans, Chairman, Unilever

About the Author Gianni Montezemolo was born in Italy and educated at the University of Rome and the Harvard Business School. He worked for over thirty years for Buitoni, Pfizer and SC Johnson Wax as a general manager in Argentina, Britain, France, Germany, Italy and the USA. He started subsidiaries in Eastern Europe and was European CEO. He was also chairman of an American-Japanese joint venture. Since 1996 he has been a Director of A.T. Kearney, the leading management consulting firm, helping clients organize business across borders, enter new markets and support innovation. He is running projects in the Ukraine for the European Bank (EBRD), to help the development of private enterprises. He is NE Director of several companies. He lives in London with his wife Joan, and has two children.