

Critical Strategic Analysis and Leadership of a Global Company: A Live Case Study of MAM Baby Products Ltd

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ABSTRACT

The baby products industry is noted for investment and advances in Research and Development (R&D) to develop extensive range of products to serve the varied needs of customers. The challenge for developing a sustainable global brand in this industry falls on key global strategies and leadership characteristics. This working paper reviews the baby products industry with particular case study of MAM Baby Products Ltd, and analyses its strategy focus and leadership models.

By recognising the need for companies to achieve an acceptable level of performance within a robust industry, a combination of global strategies and leadership styles are required to ensure sustainable globalisation of companies. The paper further suggests that additional research is required to contribute to the understanding that, various challenges emerge when companies carry their products, value systems and strategies across borders and that for them to achieve harmony in its global market, corporate culture should be aligned with the company's global strategies.

Keywords : Global Strategies, Leadership Characteristics, R&D, Corporate Culture

1 INTRODUCTION

Most parents all over the world always want to give the best to their children. Though the birth rates in developed economies countries are low, the high level of disposable incomes and changes in social lifestyle make parents spend more on their children, offering a wealth of opportunities for baby care products (HKDC Research, 2013). At the same time, there is a growing potential in emerging markets as a result of increasing population of children by a growing middle class and unregulated pregnancies.

The subject of discussion now is to determine the critical factors which influence the customer to choose the kind of baby products they buy from the market, as well as the key strategies of the global player for developing and marketing the products which address the needs of the customers.

The goal of this paper is to provide a critical analysis of strategic planning and leadership of baby products industry with MAM Baby Products Company (herein with referred to as 'MAM') as the case study of this paper. The document has been set up into four sections. First, the writer conducts an internal analysis of the key features (i.e. organisational structure, products/services, current strategy, organisational culture and leadership qualities) of MAM, and the major strengths and weaknesses are highlighted using the SWOT analysis and the Value Chain Model. Secondly, the market

and competitiveness for baby products using PEST Analysis are examined from various perspectives and most attractive markets are defined. Thirdly, the competitive environment using Porter's Industry Analysis Model for baby products has been analyzed in terms of the number of players and their geographical presence, but also features and functionality of competitor products as well as an overview of pricing in the market. The fourth section ties all elements together and proposes alternate strategies, change of culture and leadership qualities for a global company like MAM.

The paper proves that to obtain a consistently high performance in businesses in the global market requires that 1) leaders of companies should have key characteristics as espoused by Wanasika (2008), Northouse (2010) and, Robinson and Harvey (2008); 2) companies should pursue global strategies which allows for their range of products for customers to be carried across cultures and countries; 3) companies should pursue the best cost provider strategy to address the various segments of the markets with an acceptable product price; and growth/expansion strategies such as buy, build and/or partner, global distribution network and advanced research and development to further expand product portfolios and presence in other emerging markets like those in Africa.

2. INTERNAL ANALYSIS OF MAM BABY PRODUCTS COMPANY

2.1. Introduction

The internal analysis looks at the current MAM Baby Products Company and builds an understanding on the company's capabilities in terms of management/leadership, strategy and financial structure as well as analyzes of the existing customer base. This will build the foundation for recommended changes in the strategy, corporate culture and leadership as the company plans to consolidate its position as a global leader in baby products.

2.2. Brief Introduction of the company

MAM Baby Products is a manufacturer and provider of baby products in the European, US and Asian markets, and more forcefully, as the market leader in soothers in Europe and the US. To date, MAM has locations in 43 countries. MAM's vision is that it will revolutionise the pacifier market by professional design, medical functionality, and professional marketing. The company's principals and core values, amongst other things, are to create customer satisfaction through professional design, functionality, medicine and fashion, and produce one product with more than one Unique Selling Proposition (USP), demonstrates MAM's resolve towards supplying products that are needed by consumers.

The company was founded in 1976 with the development of soothers after a profound search process; the business idea was to combine professional design, medical functionality and professional marketing into a real communication tool for businesses/consumers (www.mambaby.com). Since 1988, MAM has launched a wide range of baby products for its network of buyers in the European, Asian and US markets. MAM is a privately owned company with 350 employees worldwide. About 40 million of its products are sold annually. The founder Peter W. Rohrig is the President and CEO of the company.

2.3. MAM Baby Product Company's Current Strategy

According to Thompson, Strickland and Gamble (2006), a company's strategy is reflected in the pattern of actions in the marketplace and the statements about the company's current business approaches, future plans, and efforts to strengthen its competitiveness and performance. From the above definition therefore, MAM is a company with a strong product and market orientation, spotting market opportunities and developing products accordingly to satisfy those needs. The company out-competes its rivals based on such

differentiating features as seamless and wider product selection, technological superiority, and unusually good value for money. MAM's value-add comes from several sources but notable amongst them are: 1) high quality products with more than one USP (design, functionality, medicine and fashion), 2) building strong customer relationships and providing good customer support, and 3) an effective distribution network within the global market place.

2.4. Products and Services

For over 35 years, the company has been developing a wide range of products along with experts from medicine and research that are unique in function and design, support the individual development of every child and make everyday baby life easier. The blend of style, technological innovation and medical know-how produces exceptional premium which makes MAM the leading designer brand for baby accessories (www.mambaby.com). The products include Soothers, Bottles, Cups, Breastfeeding products, Cleaning and Sterilizing, and Feeding Oral Care and Teethers. The key features of the products are high quality, enhanced technology, design and functionality to the varying expectations of the final consumer.

2.5. Organisational Setup

Whilst some players in the baby products industry have divisional organization structure according to their product line, MAM's organisational structure is that of functional specific activities or functions grouped together into independent departments. There is a Vice President (VP) who have oversight responsibilities over department and also reports to the President. This structural arrangement of the company helps improve the quality of products by specialists in other functional areas (marketing, HR & Customer Relations, Engineering, Finances, Distribution Affiliates); specialised resources are managed and deplored efficiently to help manage specialists (Daniels, 2009). The setup also helps to improve communication between headquarters and the regional distribution partners worldwide.

The VPs of the various functional areas and the various regional distribution partners report on the financial position and operations of the company. This affords both headquarters in Switzerland and Austria the opportunity for close monitoring and management of functions and their subsidiaries/partners. The close personal relations and common background in the small firm has fostered an environment for easy interpersonal communication and common goals. The transparent small environment and common mindset have contributed to employee ownership for the products. The company develops special products because unique

teams work on it (www.mambaby.com). In the laboratories and studios, designers work with highly renowned medical practitioners to create products, and highly qualified engineers transform the ideas into innovative solutions encompassing various shapes and materials (www.mambaby.com accessed on 5th June, 2014).

There is currently about 350 employees working for the company. Whether they are designers, controllers, technicians or managing director, all the employees at MAM strive to achieve the same objective: their aim is to provide children with the best possible support in their development and help discerning parents to cater for their baby's everyday needs.

2.6. Leadership Analysis

According to Kotter (2000), leadership is about aligning people by enabling them to understand and commit to the achievement of the vision of the institution. The leadership at MAM is a dynamic process in the group whereby one individual, the CEO and founder, influences others to contribute voluntarily to the achievement of group tasks in a given situation. The history and evolution of product development at MAM shows that, the behaviour of its leader is not static; it varies towards customer needs, technology needs and group needs. In a turbulent environment like the baby care products industry, the leadership (CEO/President) requires an absorptive capacity as a key leadership characteristics as espoused by Wanasika (2008); an absorptive capacity requires the leader to learn, create new information, and embrace new paradigms. As a leader of a global company within a set of inter-related factors, he needs to have the high tendency to take action (Northouse, 2010) and the ability to take risk (Robinson & Harvey, 2008). The job function at MAM is technology driven and therefore there is a consistent update of employee skills and how much the employee is able to keep pace with technology is a big leadership challenge.

2.7. Current Financial Structure

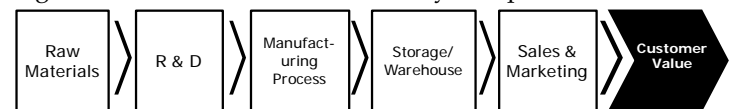
MAM has from a financial point of view made tremendous inroads in terms of sales growth. According to www.mambaby.com, MAM sells approximately 40 million products annually. From sales centres like eBay, Amazon, and Tesco, the current products and their respective prices are listed in the appendix below. The average sales revenue in 2013 have been estimated as USD\$667.40 million per year.

2.8. MAM's Value Chain Model

In simple terms, the value chain is a series of value adding activities required to make a product or provide a service of

value to MAM's customers. The set of activities describing the value-adding processes in a model to produce baby products are the raw materials, research and development (R&D), manufacturing, warehouse, sales and marketing, and consumers or customer service (businessvibes, 2011). The key activities leading to the production of MAM products are carried out in different parts of the world, and this is known as a global value chain according to Schmitz (2005). As described in figure 1 below, MAM sources its raw materials from different suppliers in Austria, Thailand, Australia and China. They are then designed for actual manufacturing process which occurs in places like Vienna, UK and USA. MAM has over 50 sales and distribution centres for the range of its products. These primary activities are complemented by a competent CEO and four vice presidents in key functional areas (i.e. Marketing, HR & Customer Relations, Finance, and Engineering).

Figure 1: Value Chain Process for baby care products.



Source: businessvibes (2011)

2.9. SWOT Analysis

To conduct an effective strategic marketing audit and to examine the current situation in respect of the prevailing environmental conditions of any company, one of the most commonly used tools is the SWOT Analysis. The SWOT Analysis below assesses the Strengths and Weaknesses, and Opportunities and Threats of MAM Baby Products Company.

Table 1: SWOT Analysis - MAM Baby Products Company Ltd

SWOT ANALYSIS	
Strengths	<input type="checkbox"/> Strong and reliable brand serving for over 35 years <input type="checkbox"/> Range of products for babies of different needs <input type="checkbox"/> Extensive distribution network <input type="checkbox"/> Production of high quality products based on design, functionality, medicine and fashion. <input type="checkbox"/> Strong leadership team <input type="checkbox"/> Large scale of operations <input type="checkbox"/> High level of product innovation
Weaknesses	<input type="checkbox"/> Customer concentration <input type="checkbox"/> Low R& D investment <input type="checkbox"/> Local manufacturer makes duplicate products
Opportunities	<input type="checkbox"/> Developing markets <input type="checkbox"/> Barrier for new firm <input type="checkbox"/> Make a different variety of products <input type="checkbox"/> People prefer branded product

	<input type="checkbox"/> Tie-ups with hotel chains, children playhouses, crèches
Threats	<input type="checkbox"/> Competition from MNCs <input type="checkbox"/> Increase in prices of raw materials <input type="checkbox"/> Competitive brands and products in the same segment <input type="checkbox"/> Indigenous products as substitutes

Source: Writer's Own Construct

2.10. The PEST Analysis

The PEST Analysis identifies macro-environmental factors which widely have the power to change the demand of the product offered by any firm in an industry; the way in which a product is distributed, prices are changed or the way in which firms compete with each other in the industry (Manktelow & Carlson, 2012). The following macro-environmental factors consider the impact on the baby products industry.

2.10.1. Political Factors

These include government regulations such as employment laws, environmental regulations and tax policy. Other political factors are trade restrictions and political stability. The baby products industry is highly regulated by international organisations like World Health Organisation (WHO), putting pressure on local Governments to regulate the use or ban of baby products in regards to health issues especially for the babies (KDMS Consultancy Group, 2011). It is known that the United States and Canada banned the polycarbonate baby bottles in February 2008 following the EU in November 2010 (Levy, 2009).

2.10.2. Economic Factors

The economic factors affect the cost of capital and purchasing, purchasing power of organizations and consumers respectively. Economic factors include economic growth, interest rates, inflation and currency exchange rates. The sluggish growth in developed markets such as the UK and US in recent times, as well as increases in VAT (e.g. 20% in the UK) has influence on the lifestyle and purchasing decision of parents. Currently, MAM has reduced the impact of economic indicators on its production by segmenting its value chain in different countries.

2.10.3. Social factors

The social factors affect the needs of the consumer. These factors include population growth, age demographics and attitudes towards the health of babies. Consumers make purchasing decisions based on their lifestyle and experience towards the products. The city style of parents and work schedule to become more financially secure normally leads to products that would constantly support their babies in their absence. Consequently, parents are able to afford baby products, albeit increasing prices of products. The rise of designer products and celebrity culture help to increase the sales for boutique style retailers and manufacturers of high end designer baby products (Euromonitor International, 2006).

2.10.4. Technological Factors

The technological factors influence difficulties for new players, purchasing decisions and investment in innovation. The internet, through magazines, social networking sites (such as facebook, twitter, whatsapp, blogs), has now provided an avenue for easy access to market information of products. There is also an increasing demand for established brands like the Johnson & Johnson, P&G, etc, and provides the consumer with the wide array of enhanced technology products.

2.11. Porter's Industry Analysis

The Porter's Industry Analysis was developed by Porter in 1979. It is used for assessing and evaluating the competitive strength and position of a business organisation. This theory is based on the concept that there are five forces which determine the competitive intensity and attractiveness of a market. With the growth potential of the baby products industry, the tool is useful when applied to baby products to ascertain their profit potential. The stronger the forces are, the fierce competition is and difficulty for businesses to make profits.

MAM is local company which has grown quite steadily into becoming a global company. The company, however, finds itself in an industry which comprises several large global companies and driven by high level of technology and innovations.

On this basis, the following industry analysis has been performed on MAM:

2.11.1. Internal Rivalry

- Internal rivalry is Moderate
- The industry is highly regulated because of its effect on babies and parents.
- The industry is characterised by high degree of technology innovation.
- Competitors differentiate by safety, cost, and ease of use.
- Value perception is the primary driver.

2.11.2. The threat of new entrants

- Barriers to new entry are moderate. Baby bottles, for example, can be mimicked and easily to be produced with low capital and standards. There are several baby products with different patents.
- Global expansion and global competitors on the rise.

2.11.3. The threat of substitution

The high level of regulations on breastfeeding and use of specific products for the baby makes substitution very low.

2.11.4. The power of suppliers

- The industry enjoyed limited supplier power and the bargaining power of supplier is also high. The firms in the industry source raw materials from low skilled countries like China, India and Thailand.
- Switching cost for buyer is generally low.

2.11.5. The power of consumers/buyers

The power of consumers or buyers is very high as consumers are able to choose from different brands of high quality around the globe. They dictate the type of brands and prices.

3. BABY CARE PRODUCTS INDUSTRY

3.1. Introduction

This section is devoted to the description of mum and baby products industry; it also identifies relevant trends and drivers on different levels of the market.

3.2. Overview

The baby products industry comprises products that address the needs of babies, particularly those within the 0-4 year's age bracket and also those of mothers before, during, and after pregnancy (businessvibes, 2014). The market consists of different segments, which can be categorised into: toys, feeding accessories, wipes, disposable diapers, body care products and soothers. Diapers, baby toiletries, baby accessories, baby bedding, baby care products, baby clothes, baby food, baby shoes, cradles, baby hygiene products, feeding bottles, toys and baby gifts, baby cosmetics, and strollers are a few examples of baby products. Mother care products include maternity clothes, maternity products, hygiene products, nutrition and food supplements for mothers. The global baby product industry caters to around 4 million babies annually, generating retail revenue of nearly \$7 billion (Packaged Facts, 2014).

3.3. Trends

The baby products industry is the largest and fastest-growing emerging industry in the global market. The increasing use of technology to package baby food, and to promote the health of both baby and mother, as well as private labelling of baby care products, are key trends in this industry (businessvibes, 2014). The industry continues to go through changes, with companies diversifying their product portfolios to offer ever-increasing product ranges. Companies have built on traditional products such as soothers, bottles, diapers, baby powders and basic essentials to extend a wider range of product lines with additional like scented hypoallergenic baby powder with aloe vera and vitamin E (businessvibes, 2014). The key factors that influence parents' purchasing decision for baby care products include health benefits, convenience, and organic aspects (research and market, 2012). Additionally, babies above two years develop special preferences and thus begin influencing the decision of parents as to what product to purchase.

The global baby care cosmetics and toiletries market was worth USD 41.3 billion in 2011 and is expected to reach USD 62.3 billion in 2017 with a Cumulative Average Growth Rate (CAGR) of 7.1% from 2011 to 2017 (research and markets, 2012). Research and Markets (2012) further states that the baby cosmetics and toiletries market was the larger market segment with a revenue share of 92.2% in 2011. The segment will further consolidate its position with 93.2% market share in 2017. The US, the EU and Asia-Pacific combine to represent over 80% of the overall market. Asia is also an important region in the global market with its near 60% yearly birth rate providing the incentive for baby care products

companies to focus their efforts on this region (businessvibes, 2014). The region is also attractive for international and domestic players due to increasing numbers of women in the workforce and rising affluence leading to higher per-child spending. There is also a rise in the number of small local manufacturers of baby care products, and they are slowly gaining their space in this emerging industry. These local players focus and launch their products from their niche markets.

Market drivers can be attributed to the rapid expansion of emerging economies and the high birth rates (research and markets, 2012). Moreover, product innovation and development has allowed distributors and manufacturers to widen the market, using new technologies and advanced marketing strategies and tactics: research evidence also suggests that changing lifestyle trends, such as mothers leaving for work earlier and coming back home late has, for example, given rise to greater demand for breastfeeding equipment such as sterilizers and pumps (research and markets, 2012). Government legislations and recent changes in social attitudes towards child safety and child upbringing respectively, have helped expand sales in the market segment for baby safety equipment such as baby monitors locks, and stair gates (businessvibes, 2014).

3.4. Industry Players

The key players in the global baby products market include Johnson & Johnson, Gerber Products, Wakodo, Morinaga Milk, Nestle, Procter & Gamble, California Baby, Synutra, Mead Johnson Nutrition, Kao, Babies 'R' Us, Pampers, Beech-Nut Nutrition, UniCharm, SMA Nutrition, Hain-Celestial, SCA Hygiene Products, Danone, Hero, Abbott Nutrition, The Parent Company, Seventh Generation, Fisher-Price, Organic Brands, Kimberly-Clark, Earth's Best, HJ Heinz, and International Inc (research and market, 2012)

Johnson & Johnson is a global brand that specializes in products that promote the health and well-being of people. The company has more than 250 operating companies in 57 countries making it a big player in the industry. The company's biggest brands specialize in baby-care, wound-care, and skin-care products. Pampers, a big Procter & Gamble brand, has been recognized for a while for reaching the Hispanic market effectively. Kimberly Clark's diaper brand, Huggies, has also been a major competitor in the baby care product category among Hispanic moms.

4. ALTERNATE GLOBAL STRATEGIES

4.1. Introduction

Based on MAM's internal, market and competitor analyses undertaken, the researcher notices that, competitive pressures, and the need for increased profits, technological advantage, economies of scale, unique goods or services and proximity to customers in other markets, are some of the key issues prompting the company to pursue global strategies. For a company that aspires to be a market leader in baby products industry, it must develop global strategies. The following global strategies have been recommended going forward:

4.2. Multicountry Strategy versus Global Strategy

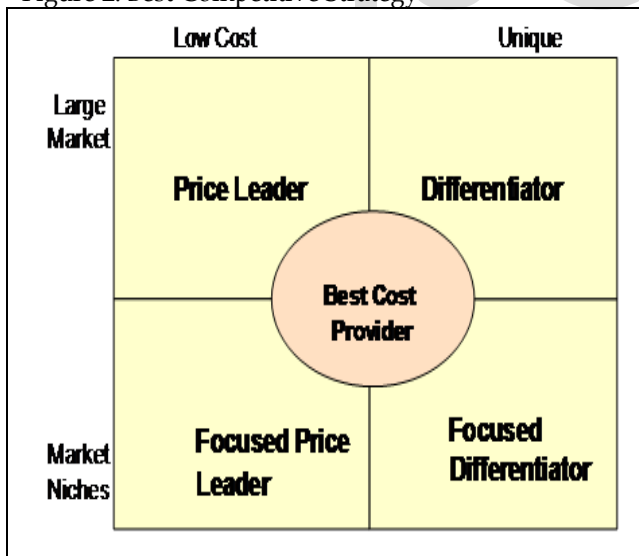
There is always a problem for companies when deciding on which strategies are appropriate, especially when the company has a presence in more than one country. A multicountry strategy is appropriate when there are vast differences in the cultural, economic, political and competitive conditions in different countries, and local responsiveness is essential (Thompson Jr., Strickland and Gamble, 2006). In this case, the company customises company's offerings and adapt marketing and distribution to local customs and cultures.

A global strategy however works best in markets that are globally competitive or beginning to globalise. The key strategies under this strategy include (1) producing the same products for all markets, (2) pursue same competitive strategies, e.g. low cost, differentiation, etc. (3) compete on the basis of technologies, competences and capabilities worldwide, and (4) locate production plants on the basis of positional advantages (Thompson Jr., Strickland and Gamble, 2006). In MAM's case, the global strategy is suitable and appropriate since there is no vast difference in the usage of the baby products in respect of customs and cultures across countries.

4.3. Best Competitive Strategy

MAM should develop a best competitive cost strategy (in table 2 below) to satisfy all segments of the market, as it tries to consolidate its position as a global player. This is because as a global company producing wide range of products for different cultures, customers, lifestyles, and disposable income, this strategy addresses various customer needs.

Figure 2: Best Competitive Strategy



Source: Thompson Jr., Strickland and Gamble (2006)

4.4. Expansion Strategies (Buy, Build and Partner)

In the long-run (5-10 years), I foresee three important areas for exploration for MAM. First, MAM should further expand its product portfolio in the cosmetics and toiletries as we see competitors doing very well in that segment. Second, MAM should work on fully integrating its new products into other

existing products. Third, MAM should pursue upcoming market opportunities, especially in Africa, Eastern Europe and the Middle East. In total, I recommend using all three strategy options (buy, build and partner) to foster the additional growth.

4.5. Advanced R&D, Cost Leadership and Global Distribution Network

MAM should also continue with advanced research and development (R&D) in order to stay on the leading edge of technological know-how, to produce unique goods or services for consumer preference and to develop a quick-response capability by quickly shifting resources internally, adapt existing competences and capabilities, creating other new competences and not falling far behind competitors. The company should also increase investments to improve manufacturing efficiencies and processes to reduce costs of products, and consequently drive prices of products down for the consumer. Lastly, MAM should invest more in global distribution systems to make the products readily available to consumers on a fairly large scale.

5. CHANGE OF CORPORATE CULTURE

5.1. Introduction

Corporate culture refers to the collection of a company's stated beliefs, business principles, processes, traditions, ingrained behaviours and attitudes, work culture and climate (Thompson Jr., Strickland and Gamble, 2006). An organisation's corporate culture is generally modulated by the external environment of the company, which together with political, economic, social, technological and other factors affect the development of the company as well as the solutions and actions of the leaders (Übius & Alas, 2009). Shein (1992), and Trice and Beyer (1993) have all linked involvement of corporate culture with the company's environment, seeing the organisation as a collective response to uncertainty and chaos. MAM's corporate culture is hinged on their insatiable desire for quality products based on design, functionality and fashion; customer satisfaction, and its wide distribution partnership.

5.2. Corporate Culture for a Global Company

The need for proposed global strategies above requires a culture that can be aligned with the current global strategies. MAM is currently a global company with a presence in over 35 countries, and therefore efforts to establish a global strategy-culture fit is constrained by complexities of diversity in societal customs and lifestyles that vary from country to country. With the proposed global strategies, I recommend the following cultural shift:

- Build capacity of staff to accept products and services, and operations of other companies to allow for partnership/merger and acquisition strategies.
- Institute training programs to communicate MAM's core values and operating principles and practices in its new markets (e.g. Africa, Eastern Europe and the Middle East).

6. GLOBAL LEADERSHIP TRAITS

It is obvious that not every leader can survive in the baby product industry which is characterised by rapid technological change and consumer preferences; leaders in the industry require essential global leadership traits. One of the essential traits for a good leadership, according to Wanasika (2008), is absorptive capacity, i.e. the capacity of the leader to learn, create new information, and to respond quickly to change. The experiences and knowledge gathered by the CEO and Founder of MAM since 1976 would enable him to easily recognize the significance of new information, understand it and apply it at the right time. Some studies have stressed the need for logical stimulation (Bass, 1990; Waldaman, Javidan & Varella; 2004), the need to acquire knowledge (Hitt & Ireland; 2005) and the requirement for high theoretical skills as constituents of good leadership skills set (Mumford, Campion & Morgeson; 2007). For the CEO to be a successful leader going forward, he needs to continually update his skills and knowledge.

According to (Robinson & Harvey, 2008), risk-taking is also a primary requirement for effective leadership at all levels. The CEO should not be scared to explore new markets especially Africa and other developing economies.

7. CONCLUSION

MAM's performance is creditably awesome as a local manufacturer to a global brand in the baby products industry. The company has presence in over 35 countries around the globe. This global strategy by MAM exposes it to business, financial and other unforeseen risks. It is recommended the CEO and Founder of the company, engages the various VPs and partners to continually communicate the company's offerings, values, and principles, whilst carefully creating space to accommodate other cultures to maintain product acceptability. The leader must respond quickly to the changes in the fast-paced industry whilst spotting opportunities for growth.

ACKNOWLEDGMENT

The Author, Eric Osei, wish to thank his DBA Course Lecturer Prof. W. Quisenberry at SMC University and Dr Nicholas Oppong Mensah of KNUST Kumasi Ghana for their contribution towards the review of the entire scripts and for providing invaluable counsel to me.

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APPENDIX

9.1. MAM Locations

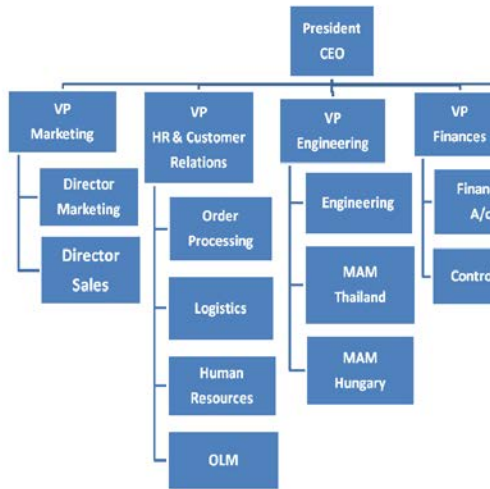
- Wollerau (Switzerland): coordination of international sales and production
- Vienna (Austria): international marketing & design centre Siegendorf, Burgenland (Austria): MAM Product Development.
- Vaskeresztes (Hungary): MAM Hungaria, production plant. Here, more than 350 employees are responsible for product assembly and packing.
- Hat Yai (Thailand): MAM Thaimed, production plant. MAM's own latex output started in 2002 and ensures that no compromises are made in the manufacture of latex teats. The material, production quality and not least importantly, the labour conditions in the factory - repeatedly commended - comply with highest MAM standards.
- Other Members of the MAM group are based in Scheeßel (Germany), Teddington (Great Britain), White Plains, NY (USA), Sao Paulo (Brazil), Budapest (Hungary), Stockholm (Sweden), Barcelona (Spain), Paris (France), Thessaloniki (Greece).
- MAM's international distributors are located in China, Israel, Slovakia, Slovenia, Finland, Uruguay, Australia, Italy, Czech Republic, Chile, Malaysia, Bulgaria, South Africa, Kuwait, United Arab Emirates, Poland, Benelux, Venezuela, Panama, Cyprus, Russia, Tunisia.

9.2. MAM's Baby Products and Prices

No	MAM Products	Av. Price (USD\$)
1	MAM (First) Soother	8.25
2	MAM Air Pacifier	5.99
3	MAM Anti Colic Bottle	6.99
4	MAM Baby Bottles	10.00
5	MAM Beast Milk Storage Cups	73.00
6	MAM Bottle (3 step nurser)	27.45
7	MAM Bottle Brush	11.48
8	MAM Breast Pads	11.99
9	MAM Breast Pump	9.99
10	MAM Cup	6.99
11	MAM Diaper Bag	69.99
12	MAM Feeding Line	19.99
13	MAM Hold Me Bottle	14.99
14	MAM Keeper	5.49
15	MAM Learn to Drink Cup	11.38
16	MAM Microwave Sterilizer	32.80
17	MAM Nipple Shields	10.99
18	MAM Oral Care Rabbit	7.99
19	MAM Original (Ulti) Soother	7.43
20	MAM Pacifier Pod	12.99
21	MAM Soft Pacifier	5.99
22	MAM Start Pacifier	8.99
23	MAM Teether	13.80
24	MAM Twist Clip	5.49
	TOTAL	16.69

Source: www.mambabyproducts.com, eBay and Amazon.

9.3. MAM Organisational Structure



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