

7	Sedap (Malaysia) Sdn. Bhd. (Part I)	Cake mix	Malaysia	Market research; new product; market entry strategy
8	Sedap (Malaysia) Sdn. Bhd. (Part II)	Cake mix	Malaysia	Universality concept in marketing; cultural differences; product image and position; advertising theme
9	Anggerik Sdn. Bhd. (Part I)	Fresh cut orchid flowers	Singapore, Western Europe, Others	Strategy for export; control; price; distribution; competition from neighbouring countries
10	Anggerik Sdn. Bhd. (Part II)	— ditto —	Netherlands, Switzerland, Australia, Federal Republic of Germany, Canada, Sweden, Kuwait	Distribution planning; market research and information

Preface

My interest in problems encountered by Malaysian firms that engage in international marketing and export activities goes back to the late seventies when I was asked to conduct a survey of Malaysian exporters for the International Trade Centre UNCTAD/GATT, Geneva. It did not take long for me to realize that Malaysian companies face rather different problems in their attempt to make inroads into foreign markets when compared with firms operating from developed economies. In view of the official encouragement to export and market overseas, it is clear that the management skills needed to deal with problems on the international scene had to be developed. This collection of cases represents a small effort towards the development of managerial manpower in the area of international marketing. Although the case method is an important tool that may be deployed in any management development programme, realistic cases based on Malaysian firms which are more beneficial for users in this part of the world are certainly difficult to come by (apart from my earlier casebook, *Marketing Management Cases in Malaysia* [Kuala Lumpur: Longmans, 1979], which does not include international marketing).

On the other hand, in preparing the material for this volume, I have been mindful of the reality that the case method is but one of the several pedagogical tools for management training and education. In other words, the cases are expected to be used along with other methods of instruction such as lectures, seminars, syndicate work, games, etc. Reliance on the use of the cases alone for any course in international marketing would be far from adequate. Also, students are expected to be familiar with basic concepts of marketing, strategy, and policy as well as differences between domestic and international marketing when using the cases.

To help users in the choice of material included in this publication, a Case Reference Table is provided immediately after the Contents page to indicate the main variables or areas involved in each case. Specifically, it is hoped that the cases will contribute towards the development of analytical and decision-making capabilities amongst executives and business students alike.

Lastly, I would be ungrateful if I failed to express my gratitude to the companies and their management, whose names have been disguised, for their time and co-operation; to the University of Malaya for funding the field research; to my MBA class in International Marketing at the University of Malaya for part of the data collection; to colleagues who have tested earlier drafts of the cases; to Professors Richard Holton and David Aaker of the Graduate School of Business, University of California, Berkeley for their encouragement and help; to the Institute of Southeast Asian Studies, Singapore for facilities at the final stages of the project; and to my brother Dr Selwyn Lee and my parents Mr & Mrs S.T. Lee who accommodated me during my stays in California and Singapore respectively. To these people I am heavily indebted. Needless to say, the usual disclaimer on errors applies.

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