**Bartlett and Ghoshal’s international, multi-domestic, transnational and global strategies**

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| **Meet the authors** |
| Sumantra Ghoshal was born in India in 1948. He took his undergraduate degree in Physics and worked as a graduate for the Indian Oil Corporation. Whilst there, he became interested in understanding why certain business organisational structures are more effective. He completed two doctorates – the first from the Massachusetts Institute of Technology (MIT) and the other from Harvard. He moved into lecturing at MIT before becoming Professor of Strategic Leadership at the London Business School in 1994. In 1989 he co-authored *Managing across borders* with Chris Bartlett. Sadly, he died in 2004, aged 55 years.  Christopher Bartlett studied for an economics degree at the University of Queensland in Australia. He joined a large Australian business as their marketing manager, before joining McKinsey in London as a management consultant. He gained an MBA from Harvard University in 1971 and then completed his doctorate in business administration there in 1979. On completion of his doctorate he joined the teaching staff at Harvard Business School. He currently holds the position of Professor of Business Administration, Emeritus. |

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| High | Global strategy | Transnational strategy | |
| Global integration |
| International strategy | Multi-domestic strategy | |
| Low | Local responsiveness | | High |

Ghoshal and Bartlett’s theory relates to large multi-national corporations and considers the strategies that they must adopt to succeed. The theory states that there are four potential strategies that an organisation can adopt: global strategy, transnational strategy, international strategy and multi-domestic strategy.

**Global strategy**

Here the organisation will offer a standard portfolio of products across all nations that it is selling to. It is important that these standardised products are accepted by customers in all of the local markets in the various nations. This global standardisation allows the company to potentially operate a global manufacturing base as well as developing a standardised supply chain. There are clear advantages for the firm in terms of economies of scale.

**Multi-domestic strategy**

The firm which adopts this strategy customises its product portfolio in each different country that it operates in. Not only are the products differentiated and customised, the firm also has distinct marketing and branding across the different nations, it’s logistic and distribution chains are separate and there are often manufacturing bases which produce exclusively for a certain market.

**Transnational strategy**

Essentially, this is a local as well as global strategy. The business aims for a certain amount of standardisation, but also takes into account the different levels of demand across regional markets. Firms adopting this type of strategy need to quickly consider the degree of standardisation that is going to occur across its product portfolio as well as considering the level of customisation. One example of how a firm might adopt a Transnational Strategy is that it may well implement differentiated products across the different markets, but use a standardised supply chain and manufacturing base.

**International strategy**

This strategy is related to growing the business by operating in and selling to consumers in new markets across the world. These new markets will not offer customers with the given product and therefore international strategy provides the firm with an opportunity to develop global market share. However, it is not always easy to undertake international strategy and the firm may well struggle to develop new markets or establish effective supply chains and centres for its marketing.