

## Web-sites

Aviva, an insurance company, has rebranded its products and services and is completing a major strategic transformation that is designed to change it from a regional to a global company: see, <http://www.aviva.com/about-us/strategy/>

Bank of China is one of Asia's fastest growing companies. In 2010 it outlined its key strategies, including not only growth, but risk management, see: <http://pic.bankofchina.com/bocappd/report/201004/P020100420533582636641.pdf>

The Coca-Cola Company's vision, mission, and values, are shown on: [http://www.thecoca-colacompany.com/ourcompany/mission\\_vision\\_values.html](http://www.thecoca-colacompany.com/ourcompany/mission_vision_values.html)

General Electric (GE) is probably the world's biggest company and it has five million shareholders. Because of its sheer size it has been severely affected by the recession. This has caused a rethink about its purpose and it is likely to move away from activities such as financial services to emphasize again its industrial core, see: [http://www.ge.com/investors/financial\\_reporting/annual\\_reports.html](http://www.ge.com/investors/financial_reporting/annual_reports.html)

GlaxoSmithKline (GSK) set out new strategic priorities in 2009: to grow a diversified business, deliver more products of value, and to simplify GSK's operating model. See: <http://www.gsk.com/mission-strategy/index.htm>

Heineken is one of the world's great brewers and is committed to growth and remaining independent. For information about the company, its strategy, operations and brands, see: <http://www.heinekeninternational.com/homepage.aspx>

Hewlett-Packard (HP) was known for its core values called the 'HP Way'. These values suffered a reverse after the Compaq merger, but the company has now written its HP Way as 'shared values' and 'corporate objectives', see: <http://www.hp.com/hpinfo/abouthp/corpobj.html>

IKEA has a strong purpose, which is to offer home furnishings that are functional and well-designed, but at prices as low as possible to make them available to everybody. See how this purpose influences everything the company does: [http://www.ikea.com/ms/en\\_GB/about\\_ikea/press\\_room/student\\_info.html](http://www.ikea.com/ms/en_GB/about_ikea/press_room/student_info.html)

The John Lewis Partnership includes the UK's retail businesses, Waitrose, John Lewis and Greenbee. Its 70,000 employees are 'Partners' in the business, which gives JLP a unique competitive advantage, see: <http://www.johnlewispartnership.co.uk/Display.aspx?MasterId=4a2a97d7-a437-4719-b382-a17c7a007e87&NavigationId=596>

The National Grid is an international electricity and gas company; this industry is vitally important to the world's environment. This is reflected in the company's purpose statements and strategy, see: <http://www.nationalgrid.com/corporate/About+Us/Our+Strategy/>

Nissan's alliance with Renault has proved to be one of the most successful strategic partnerships. For a description of this alliance, see: [http://www.nissan-global.com/EN/DOCUMENT/PDF/ALLIANCE/HANDBOOK/2009/Alliance\\_Facts\\_AndFigures\\_2009.pdf](http://www.nissan-global.com/EN/DOCUMENT/PDF/ALLIANCE/HANDBOOK/2009/Alliance_Facts_AndFigures_2009.pdf)

Ryanair has been one of the fastest growing European companies, with a similar business model to Southwest Airlines, its approach has been disciplined and no one can be in any doubt for what it stands for; a history of the company is given at: <http://www.ryanair.com/en/about>

Southwest Airlines is a pioneer of budget air travel. Despite the recession it has continued to earn record revenues and comes top in customer satisfaction tables in the USA. See 'the Southwest difference one report' for 2009: <http://216.139.227.101/interactive/luv2009/>

Tata is an Indian-owned group of diversified businesses from steel to tea. In recent years the group has sought to globalise its activities to become less reliant on domestic markets. Its core purpose can be seen at: <http://www.tata.com/aboutus/index.aspx?sectid=pihbI04W7W0=>

Tesco has over the last 15 years quadrupled its sales, dominating the UK grocery market, and expanding overseas to become the third largest supermarket business in the world, see: <http://www.tescopl.com/>

Toyota is known for the way it organises its processes around the value created for its customers. In recent times, however, some fatal accidents with its cars in the USA have brought this into question. See how the company is aiming to become a more responsive, safety-focused organization: <http://www.toyota.com/about/news/corporate/2010/05/20-1-Lentz-statement.html>

Unilever launched its new vision in 2009 to double the size of the company while reducing its overall impact on the environment. See its strategy, annual and sustainability reports: <http://www.unilever.com/aboutus/>

Vodafone was a start-up company 1983 and had grown to become the world's largest mobile phone company. Its five-point strategy created in 2006 was revised in 2009. See: [http://www.vodafone.com/start/investor\\_relations/strategy0.html](http://www.vodafone.com/start/investor_relations/strategy0.html)

## Careers

Nearly all of the large international companies that offer careers to graduates supply information about their purpose, strategic management, and strategy. Website addresses of these companies are brought together in website career guides. For example, one of the most popular in the UK is: [www.prospects.ac.uk/links/countries](http://www.prospects.ac.uk/links/countries) - this site makes available web addresses for companies inside China, India, and other places.