



Lee Kum Kee Co. Ltd (A): The Family Recipe



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Synopsis
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Philips Consumer Lifestyle

PCL: A breakdown in the Enforcement of Management Controls

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- **Leading European multinational company in the healthcare and electronics industry.**
- **Cost leadership strategy but continue to strive for top quality and innovative products.**
- **Focuses on their consumer electronic segment, which has a product base that includes color TV sets, DVD players, audio products, PC monitors and PC peripherals.**
- **Took advantage of the emerging market of China in 1985.**
- **PCL operations are relatively autonomous.**
- **Key stakeholders discussed in the case include the sales team, the dealers, the chain retailers, the authorized service centers (ASC) and their manufacturing factory**



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