***Paul International Company: different countries, same strategy? Big mistake?***



**Vital statistics:** Maxime Holder AGE: 47

NATIONALITY: French

POSITION: CEO FAMILY:

Married, 3 children

LANGUAGES: French, English, Spanish

Maxime Holder is the guardian of a brand that’s been in his family for five generations and stretches back to 1889. PAUL may have started life as a humble local bakery in the French city of Croix, but it’s now a mega international brand. And, while some might be tempted to stick rigidly to a tried-and-tested formula, its Chief Executive Officer has navigated a successful global expansion by adapting to the tastes and traditions of local markets into more than 25 countries.**Think differently:** “Our perception of the world is changing and there’s much less of an appetite for eating and drinking and wearing the same things in every country. What I now see is that it’s increasingly important for countries to keep their local brands and local identities. When we expand into different territories, we should adapt the brand to complement the local culture. I think that it is these brands that will succeed in the next 10 years”.**Delegate wisely:** “I was in charge of my company for 10 years in France before I decided to expand in the USA, Singapore and the UK, but it was a complicated decision to make. I slowly came to realize that I wasn’t the best one to be the CEO in each of these countries, so I recruited other people and gave more power to them. For example, I recruited a very clever lady as CEO of Paul UK and for every business call I received, she received 10. It was perhaps the best move of my life”.

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**Questions:**

1. Using the information given, present PAUL International Company.
2. After explaining what “*delegate”* (line 13) means, explain why it is important for a manager to be able to delegate tasks to their subordinates.
3. In what ways, could implementing the same strategy in different countries be a “big mistake”?
4. Give examples of “*local brands and local identities*” (lines 9 and 10) in relation with the area where you live.