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HARIBO AND THE GUMMI BEAR BUSINESS: A STICKY SITUATION

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Abstract

The primary subject matter of this case concerns decisions about business and international strategy in an industry with slowing growth, increasing competition, and customer power. Secondary issues examined include the strengths and weaknesses of internal operations, the role of company culture and history, and leadership.

This case is appropriate for advanced undergraduate and graduate level students who have had exposure to strategic analysis and strategy formulation. The case can be used at different stages in a strategy course by focusing on different strategy concepts brought out in the case.

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