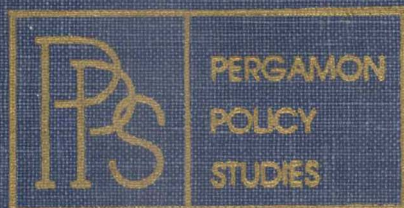
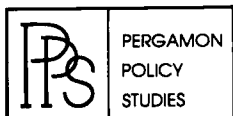


International Marketing Strategy

Revised Edition

Edited by
Hans Thorelli
Helmut Becker





ON BUSINESS

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Preface

You are looking at the second, revised edition of a book on international marketing strategy first published in 1973. The first edition has been sold out for some time. The rapidly changing world marketing environment as well as the availability of excellent new writing on the subject prompted a revised edition rather than a simple reprint.

In preparing this book of readings, original editor Hans B. Thorelli has been joined by Professor Helmut Becker as co-editor. Our theme, Strategic Planning in International Marketing, is carried forward from the first edition. In most specifics the contents are changed, however, on the basis of extensive search, sifting, and editing. We can say with confidence that within this compact volume each contribution covers an important topic and each principal article is written by an outstanding expert. Over two-thirds of the readings are new to this edition, and several of the items carried over have been updated.

This edition puts a premium on practical, empirical applications. Thus, about one-fourth of all readings are case studies of actual successes and failures in international marketing, each illustrating the prime points made in the main articles. Many of these, too, are interspersed with concrete examples.

We expect the book to be equally well adapted to executives and students, for reasons detailed in the introduction. It will also be useful to public policymakers who wish to understand the operations and motivations of the companies they deal with in performing their administrative duties. Above all, we expect that readers from all corners of the globe will find ideas and counsel of value to them. We all need to learn from each other – and we all benefit in the process.

Introduction

THE BLOOMING IMPORTANCE OF INTERNATIONAL MARKETING

International trade is blooming as well as important: trade between nations is growing at a rate of 6 percent in physical volume and at twice that rate if inflation is included. The value of world exports now is about 1.3 trillion (1,300 billion or 1,300,000 million) dollars. This figure is similar to the total annual output of all underdeveloped countries in the world. In addition to trade itself, the output of goods and services by multinational companies abroad and marketed in the respective countries where the subsidiaries are located probably exceeds 600 billion dollars. With this broad definition of international marketing it comprises a volume of around 2 trillion dollars.

Many countries are vitally dependent on international commerce. Belgium and Holland derive more than 40 percent of their gross national products from world trade. For most industrial nations the figure is over 20 percent. Traditionally, among Western industrialized countries, the U.S.A. has been least dependent on international trade, which accounts for only about 6.5 percent of GNP. Nonetheless, due to the magnitude of the American economy, this modest share is sufficient to make the U.S.A. one of the largest trading partners of the world. Furthermore, American dependence on international commerce will increase greatly in the next few decades, due to accelerating depletion of domestic national resources and vast growth in luxury imports, reflecting individualization of consumption in affluent economies. Growing international economic dependence in America will also stem from the geometrical progression of technology that simply makes it impossible for any single nation to keep on top in all fields. The original development of steel oxygen technology, miniaturized TV, and supersonic transport in other nations are cases in point.

The Tokyo Round of multinational trade negotiations completed in 1979 may be viewed as a declaration of renewed faith in open

international markets. With sustained economic development, international trade will inevitably continue to flourish as long as the principles of these agreements are allowed to operate. Meanwhile, we may well have to face such major dislocations as OPEC in other areas of commodity trade. A net effect of such events on importing nations is to increase the need to develop export marketing skills. These skills are also at a premium in the scramble to prevail on such opportunities as those created by China's half-open door policy.

The EEC is by far the largest trader in the world, followed by the United States – currently being overtaken by West Germany. For a quarter of a century the U.S. share of the world market has been declining for two reasons. First, with more rapid economic development in many other countries it is only natural that the trade of those countries has increased more rapidly than that of the U.S.A. Second, the rest of the industrial world has been catching up with American technology, managerial know-how, and financial prowess. These have been the prime sources of U.S. competitive strength. Paradoxically, American management – the originator of modern marketing concepts and wonderfully adept at implementing these concepts at home – has often been woefully inept in applying them abroad. In view of future U.S. international economic dependence, American business clearly faces an enormous challenge in international marketing.

Different categories of nations have strikingly different shares of the world export market. The industrial West plus Japan accounted for two-thirds of total world exports in the mid-seventies. No less than about one-half of total world exports were from one industrial country to another! OPEC nations at that time still accounted for a modest 13 percent, which, however, was substantially equal to the world export market share of all other Third-World nations (not far from one hundred) taken together. The Communist bloc – including China – accounted for only 10 percent, two-thirds of which represented transactions between bloc members. These numbers lend significance to the great debates about North-South and East-West trading relations in the future.

Clearly, in years ahead international marketing will be even more pervasive than it is today. Indeed, most businesses will be either globetrotters or globewatchers. Globetrotters, an increasing proportion of all firms, are those who engage in export, import, or production abroad; this group is likely to set the pace in most of the economies of the world. Those who elect to stay at home will have to be globewatchers; that is, they will have to face up to ever-increasing competition with overseas firms in their own home market. Even such a trite local venture as the village barbershop will have to follow international fashions on hair colors and hairdos, or face the prospect (hair-raising as it may be) of extinction. Indeed, globewatching in general has great merit: by observing marketing in other cultures the executive (or the student) frequently gains a better understanding of marketing in his own.

WITH THE READER IN MIND

This being a book on marketing, we have attempted to keep the customer in mind. We envisage two groups of readers: seasoned executives and university students of business. The manager should find the book integrated and comprehensive enough to hold its own, whether he personally is a globetrotter or a domestic executive sizing up the international scene. The book also caters to the business student looking for a single concentrated source on international operations. In academic curricula focused on marketing or international business, this collection of readings should find its prime use as a fairly rich supplement to any textbook.

It should be evident, then, that we are assuming some practical or theoretical familiarity with marketing management and at least the rudiments of international trade policy and theory. While the book does specialize on international marketing our selections have been made in full awareness of the fact that in international operations, more than elsewhere, marketing is inextricably intertwined with other management functions. Let it not be forgotten: in nine cases out of ten international business begins with export or import, and the lifeblood of the international firm is marketing abroad.

The treatment here differs from most other books of readings in international marketing. This collection has an integrative framework to both guide and stimulate the reader – and to ensure a useful selection of readings. The overall theme is the adaptation of marketing strategy to the special requirements of international market structures, as outlined below and detailed in Part One. In contrast to other books of readings which deal with differences in domestic operating conditions (comparative marketing), this collection focuses on international marketing. It is more analytical than descriptive – we feel that descriptive material, in these fast-moving times, ages rapidly. To promote integration of materials we have edited and abbreviated a great many selections. In this manner, too, it has been possible to include a greater number and range of contributions. We have also minimized incest by overlap – too many articles are making the rounds of the readings books. By digging further, we are able to present here many valuable contributions not elsewhere reprinted. Finally, in an unorthodox twist, we have resorted to excerpts from books and monographs when no suitable articles were at hand – or tailor-made readings ourselves. In this manner we have dealt with for example international pricing, a vital problem area paradoxically left out of most other international marketing collections.

The level of generalization aimed at is that of the practically oriented and analytically interested executive, as well as of the university student contemplating a career in international marketing at home or abroad. We are avoiding the extreme of generality as found in some background writings on cultural anthropology and international economics as well as the opposite extreme of specificity as encountered in the export-manual type of discussion of bills of lading and letters of credit. The watchword is managerial pragmatism based in sound theory.

Our purpose, then, is to provide an analytical framework in international marketing rather than specific answers for the concrete situation. The objective is to help the reader define the problems he is likely to encounter in international marketing, bearing in mind that defining the problem is the single most important prerequisite to solving it. The executive and the student have a characteristic in common: they are looking for impulses to stimulate their own thinking rather than for a set of patent medicines allegedly curing all maladies. The present collection is intended to meet this need. It should enable the reader to make his own diagnosis of differences and similarities in market structures around the world, and it provides guidelines for the planning of appropriate marketing strategies.

The book should be equally relevant whether the reader (or his company) be European or American, a national of an industrialized or of an industrializing country. If a majority of the selections stem from American sources it is simply because thus far most of the best writings on international marketing have appeared in the United States. We have tried, however, to avoid items looking at the world as a kind of enlarged Yankee playground.

SUCCESS FORMULA: HARMONIZING STRUCTURE AND STRATEGY

Ultimately, the whole field of marketing revolves around a single key question: how to adapt marketing strategy to the prevailing market conditions (i.e., the market structure). Whoever has the answer to this question carries the key to success. In domestic marketing it takes no great discerning skills to see that the marketing of ladies' fashion goods differs from that of Coca-Cola, which in turn differs from the marketing of petro-chemicals or productive equipment for industry. But to note such gross differences is not enough. They are of little interest to a hosiery manufacturer trying to find a niche next to twenty other hosiery manufacturers all catering to the same general market. The rise and fall of firms and brands about which we read daily in the financial pages shows that even subtle variations in strategy may spell the differences between failure and success in the marketplace.

The principal distinction between domestic and international marketing is that as you move from the former to the latter the problem of harmonizing (or "matching") strategy and structure takes on two additional dimensions. One set of complications is encountered in the interface between nations: tariffs, quotas and invisible trade barriers, xenophobia, currency problems, East-West embargoes, UN sanctions, and other manifestations of nationalism and international politics. The second array of complications stems from the very fact that one deals with two or more markets on the international scene. Market structures for a given product may vary appreciably from one country to the next due to such factors as differences in values, styles of life, economic development, government regulation of business, and political stability. The scale of operations apart, Coca-Cola can be successfully marketed

in almost the same way in New York and Bombay, but this clearly is not the case with beef hamburgers. The free auto markets of Europe differ drastically from the rigidly regimented ones in most Latin American countries. Superciliously, an economist may tell you that the differences between domestic and international operations are only a matter of degree. Remind him that so is a difference between normal body temperature and one five degrees above (or below).

Unfortunately, marketing as a discipline has not yet developed to the stage where we have scientifically validated prescriptions about what marketing strategies to apply under given market conditions. A pioneering foray is being made around the PIMS (Profit Impact of Market Strategy) data bank by the member companies of the Strategic Planning Institute (see Reading 20). The shortage of valid principles does not mean that it is not worth our while to think about international marketing in a systematic way. On the contrary, the very absence of scientific laws on the subject makes an analytical framework for our thinking all the more desirable. To develop such a framework is precisely what we are attempting in Part One of this book.

HOMOGENIZATION AND HETEROGENIZATION OF DEMAND

One of the most perplexing questions in international marketing is to what extent the emergence of multinational markets (EEC, LAFTA, etc.) and the rapidly increasing communication across national borders will result in greater homogenization (standardization) or greater heterogenization (differentiation, fractionalization) of demand. The corresponding issue for the international marketing strategy planner is whether to capitalize upon (and promote) sameness with its attendant economies of scale, or upon individualized demand which frequently offers a set of profitable niches or submarkets somewhat removed from the hazards of head-on competition. Again, the issue of international market segmentation has not received the attention it deserves in the literature.

Part Five is addressed largely to this question. We observe that people have assumed too uncritically that the EEC and similar creations would result overnight in total regional homogenization. This assumption is far from the case. Studies made by the European Commission have consistently revealed amazingly wide – and persisting – disparities in price on products ranging all the way from refrigerators to detergents as between the common market countries. While this is a reflection of the fact that mobility of economic resources is still far from perfect and that distribution structures and trade margins vary considerably inside the community, there is, of course, a long-term trend towards equalization at work. Part Five makes additional points concerning multinational homogenization of demand by income and lifestyle groupings and about likely future cyclical developments alternating between homogenization and heterogenization of markets.

TRIBALISM IN THE GLOBAL VILLAGE

We hear a great deal about Spaceship Earth and the Global Village. And indeed strong technological and cultural forces are pulling the peoples of the world together. Satellite communications are revolutionizing business communications and, via television, enabling everyman to be on the scene – in real time – in almost any corner of the world. By way of Concorde, transatlantic passage takes only half a working day. Worldwide computer hookups are vastly simplifying the coordination of global concerns; the impact of this single development we have probably only begun to understand. Study and vacation abroad are almost as commonplace to the middle class today as the sojourn at a domestic resort of yesterday.

The links of technology and culture across national frontiers do suggest the nascency of One World. Paradoxically, in the midst of these forces of fusion, man has spawned fission: since the last world war some fifty territories have become independent nations, an increase of more than one-third in the number of suboptimization centers in economic development and international politics. Paradoxically, too, notwithstanding American leadership of the free world, nationalism has become rampant. This is most obvious, and psychologically understandable, in the case of the less developed countries. But the LDCs have no monopoly on nationalism, as witnessed by the policies of a de Gaulle or the writings of a Servan-Schreiber, the restrictions on foreign capital investment in Sweden and Japan, the immigration laws of Switzerland and, lately, the restrictive international economic policies of a somewhat disillusioned United States, itself plagued by trade deficits and balance-of-payments problems. The causes of economic nationalism are many. Common markets and customs unions notwithstanding, in one form or another it will be with us for quite a while.

Economic tribalism is at the root of international dislocations at the level of diplomacy as well as that of international marketing by private firms. Parts Two and Three are intended to provide a basis for a deeper understanding of this situation, as well as of the constraints – and opportunities – it presents to the international marketer.

THE CHALLENGE OF INTERNATIONAL MARKETING

A modern marketing system is indispensable to the smooth functioning of an industrialized economy. Mass production would indeed be inconceivable without mass distribution and mass communication. Customer-oriented marketing is not likely to lose in importance in post-industrial society as that is portrayed in the article on the American market in Part Four. A major challenge of international marketing among developed nations in the future will be to effectuate the exchange of styles of life from one culture to another which will doubtless constitute a cardinal element of the coming individualization among increasingly sophisticated consumers.

Marketing can also play a key role in economic development of industrially backward countries, although this is not yet generally realized. Thus it is that marketing development has been almost completely neglected in UN and other assistance programs. This is because we have accepted too uncritically the notion that in the LDCs you have to start with heavy industry, and you have to have socialist or other autocratic governments, willing to suppress private consumption. Indeed, in this view marketing is really a sort of parasitical activity encouraging waste of scarce resources. Reality is precisely the reverse: only if marketing is given at least as much emphasis as heavy industry, agriculture, and education can nations hope to achieve the twin goals of rapid economic progress and internal political freedom. The key is the motivational effects of modern marketing, which results in a dramatic transformation of attitudes towards work, achievement, savings, family planning and consumption.

Beginning thirty years ago, Sears, Roebuck and Company in Latin America has provided an excellent example of a multinational marketing organization rendering a powerful contribution to local economic development. It does this in many ways, by:

1. Fostering thousands of local suppliers.
2. Introducing new concepts of quality and, not least, of quality standards.
3. Introducing consumer credit.
4. Emphasizing big volume and low margins (the reverse is traditional in less developed countries).
5. Introducing the notion of one-stop shopping.
6. Providing consumer information on an unprecedented scale.
7. Substituting same-price-for-all for wasteful and discriminating haggling.
8. Emphasizing that the customer is king. He is not the means of either merchants or governments.

As indicated by Peter Drucker in Part Eight, perhaps the most important effect of Sears' operations in Latin America has been that of shaking up the established ultraconservative department and specialty stores. These local operators have rapidly adopted – or even carried further – many of these progressive policies, resulting in the overdue arrival of some real competition for the favors of the consumer. Old-time distribution was parasitic and static in outlook. Modern marketing is a prime vehicle of development.

There is enormous challenge in international marketing. From a business point of view, it generally offers greater uncertainty than domestic marketing, but the risks are not necessarily much greater. On the contrary, they may often be reduced by an "international portfolio" approach. The payoffs are often greater than at home precisely because the international marketer brings something new to the situation abroad. From a personal point of view, it offers the satisfaction of contributing to the quality of life and to local economic growth, it

broadens our horizons, and, last but not least, it teaches us valuable lessons about how to handle international competition as well as regional and special-group marketing problems in domestic markets.

THE PLAN OF THE BOOK

This collection of readings is somewhat unique in the number of contributions included in a compact volume, as suggested above. To bring this bounty together, all the while minimizing overlaps, it was necessary to excerpt and edit several items. Such an approach was possible only due to the outstanding cooperation of participating authors.

Beyond seeking coverage for relevant areas of subject matter, the selection of readings in the central parts of the book has been guided by two principal concerns. We have tried to provide an integrated mix of survey-type, conceptually oriented articles with quite specific contributions oriented to particular markets or firms. We have also included in most of those parts at least one item on the EEC and one on the less developed countries. It seemed preferable to give these two vital and different areas of the world some special treatment, rather than to follow the law of least resistance encountered in collections with one stray article on each of a dozen countries. Short case stories are used to illustrate particular successes (or failures) in international marketing.

The general scheme is as follows:

Part One deals with the harmonization of market structure and marketing strategy as the key to success in international operations and provides an analytical framework for the parts to follow.

Part Two emphasizes the close linkage between politics and economics in international relations and seeks to project the implications of major developments in this interface between the nations to international marketing.

Parts Three and Four deal with market structures. Part Three deals with the role of public policy in regulating market structures and practices in different countries. Part Four is concerned with international demand analysis and the identification of marketing opportunities. It also deals with the differential availability of market data, transportation facilities, and other aspects of marketing infrastructure.

Part Five is focused squarely on the harmonization of marketing strategy and market structure. Product, pricing, promotion, and distribution strategies in different environments are given special emphasis.

Part Six looks at international marketing from the point of view of the small or medium-sized company, concentrating on factors to consider in going international and means of gaining a foothold abroad.

Part Seven is concerned with the problems of coordination of marketing operations in the large multinational corporation.

Part Eight pulls the threads of the book together. The marketing plan is viewed as the practical means by which market structure and strategy may be harmonized. What is involved in international marketing planning is analyzed both at the conceptual level and in down-to-earth, checklist fashion.

The reader will note that each Part concludes with a "Further Reading" list to complement and reinforce our selections.

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