

GILLETTE COMPANY

BUSINESS STRATEGY

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A HISTORY

A.1 Company History

The Gillette Company is the world leader in the men's grooming product category as well as in certain women's grooming products. Although more than half of company profits are still derived from shaving equipment--the area in which the company started--Gillette has also attained the top spots worldwide in writing instruments (Paper Mate, Parker, and Waterman brands) and correction products (Liquid Paper), toothbrushes and other oral care products (Oral-B), and alkaline batteries (Duracell products, which generate almost one-fourth of company profits). Gillette maintains 64 manufacturing facilities in 27 countries, and its products are sold in more than 200 countries and territories, with more than 60 percent of sales occurring outside the United States.

A.2 Entrepreneurial Beginnings

One summer morning in 1895, an ambitious traveling salesman found that the edge of his straight razor had dulled. King Gillette later said that the idea for an entirely new kind of razor, with a disposable blade, flashed into his mind as he looked in irritation at his dull blade. King Gillette had been searching for the right product, one that had to be used--and replaced--regularly, around which to build a business. His innovation in shaving technology was just such a product. Another safety razor, the Star, was already on the market at the time but, like the straight razor it was meant to replace, its blade needed stropping before each use and eventually had to be professionally honed. Gillette envisioned an inexpensive, double-edged blade that could be clamped over a handle, used until it was dull, and then discarded.

Gillette spent the next six years trying to perfect his safety razor. Scientists and toolmakers he consulted were pessimistic, and thought the idea impractical. Gillette, 40 years old at the time and a successful salesman, inventor, and writer, did not give up. In 1901 he joined forces with William Nickerson, a Massachusetts Institute of Technology-educated machinist. Nickerson developed production processes to make Gillette's idea a reality, while Gillette formed the American Safety Razor Company to raise the estimated \$5,000 they needed to begin manufacturing the razor. Gillette became president of the company and head of a three-man directorate. Production of the razor began early in 1903.

The renamed Gillette Safety Razor Company began advertising its product in October 1903, with the first ad appearing in Systems Magazine. The company sold 51 razor sets at \$5 each and an additional 168 blades-- originally at 20 for \$1--that first year.

In 1904 Gillette received a patent on the safety razor; sales rose to 90,884 razors and 123,648 blades that year. The following year the company bought a six-story building in South Boston. By 1906 the company had paid its first cash dividend. During the years before World War I Gillette steadily increased earnings through print advertisements, emphasizing that with his razor men could shave themselves under any conditions without cutting or irritation.

At the same time, Gillette was expanding abroad. He opened his first foreign office, a London sales branch, in 1905. By 1909 he had established manufacturing plants in Paris, Montreal, Berlin, and Leicester, England, and offices in France and Hamburg, Germany. By 1923, foreign business accounted for about 30 percent of Gillette's sales.

In 1910 King Gillette decided to sell a substantial portion of his controlling share of the company to the company's major investor, John Joyce. Gillette had succeeded in fighting off challenges for control of the company from Joyce in the past, but this time he took approximately \$900,000 and bowed out. Gillette retained the title of president and frequently visited foreign branches, but he no longer played an active role in company management. Joyce was made vice-president, a position he used to manage day-to-day operations. When Joyce died in 1916, his longtime friend, Edward Aldred, a New York investment banker, bought out the Gillette shares left to Joyce's estate and took control of the company. Aldred remained on Joyce's management team.

A.3 Company Perspectives

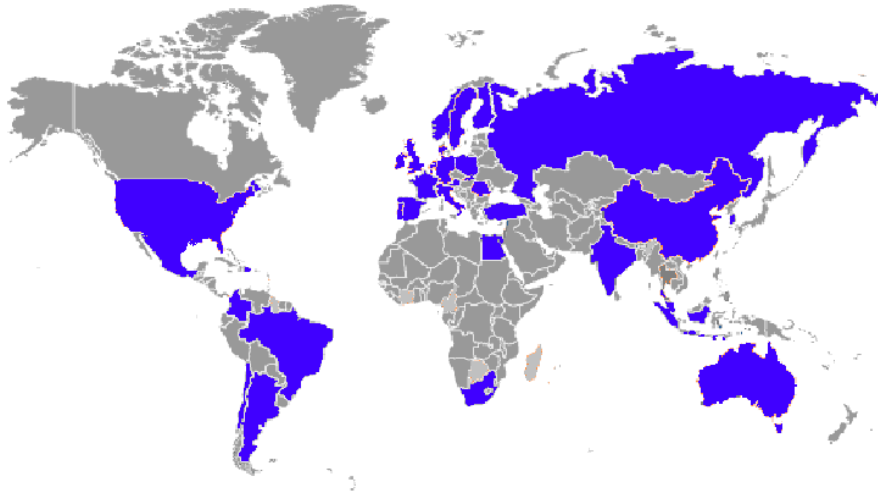
The Gillette Company is a globally focused consumer products marketer that seeks competitive advantage in quality, value-added personal care and personal use products. We are committed to building shareholder value through sustained profitable growth.

Key Dates:

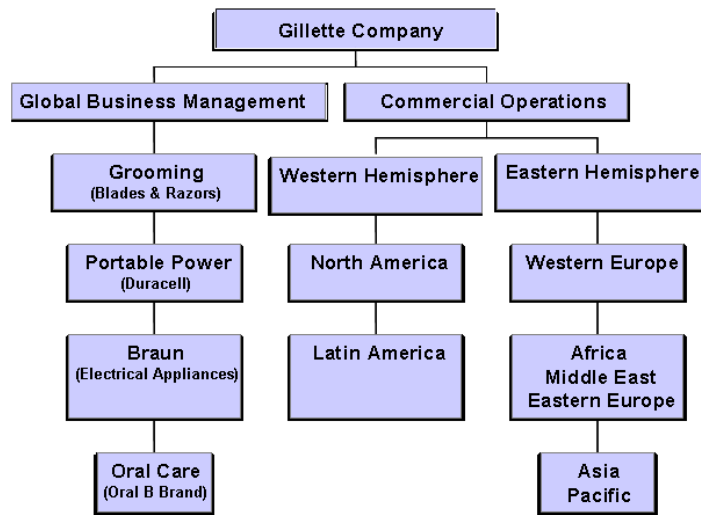
- 1901 Founded by King C Gillette with William Nickerson in Boston.
- 1902 1st Product – Double edged, T shape disposable razors.
- 1905 Develops new markets by opening London Offices.
- 1914 Gillette brokers deal with US Army (3.5 Million razors, 36 Million blades)
- 1950 Spends \$6 Million for TV rights to Baseball World series for 6 years.
- 1964 Gillette splits into 2 SBUs, for grooming, the other for all other products.
- 1973 Net Sales exceed \$1Billion.
- 1980 Net Sales exceed \$2 Billion.

- 2001 Gillette has 61 Facilities in 25 Countries, and employs 40,000 people

Gillette Worldwide Subsidiaries



Organizational chart



B GLOBAL STRATEGY

B.1 Gillette Strategy

Global resources organised and deployed to achieve market leadership in all their products and also to maintain and increase existing market share in male and female grooming products.

Gillette also have a great Corporate Strategy, their strategies are.

1. aggressive research and advertising
2. strategic diversification e.g. mergers & acquisitions
3. new product developments (invest in technology and product innovation)
4. focus on core competencies
5. maximise e-commerce opportunities
6. build strong product portfolio

Besides their great and reliable strategy, Gillette also have a brilliant Corporate Objective. Their purpose of objective is to make them a market leader.

1. global focus on consumer products
2. global competitive advantage in quality, value added personal care/use products
3. Global Market
4. competing in the triad markets (Europe, Japan, North and South America)
5. industry concentration (SWOT Analysis)
6. global market leadership in male and female grooming products

B.1.1 Diversification Moderated

Gillette diversification where moderated and its starting in the Mid- 1970s. Mockler moderated Ziegler's diversification policy. He concentrated on a limited number of promising markets, particularly high-volume, repeat-purchase consumer items, selling Ziegler's least successful acquisitions-- including Buxton in 1977, Welcome Wagon in 1978, and Hyponex and the Autopoint mechanical pencil business in 1979--and pumping money into promising companies compatible with already-existing manufacturing or distribution capabilities. Mockler stuck with the Cricket disposable lighter even though high introductory marketing costs and a costly price

war with the Bic Pen Corporation, owned by the French Société Bic, kept it from showing a profit.

Mockler also held on to the West German Braun company. Ziegler had bought the family-owned business in 1967 to gain entry to the European electric-shaver market and for the quality and style of its small-appliance designs. Mockler pared Braun's less profitable lines and rode out a Justice Department antitrust suit against the acquisition. The suit eventually prevented Gillette from introducing Braun shavers in the U.S. market before 1984. Mockler also increased Gillette's advertising budget and undertook companywide cost-cutting measures in all other divisions. Before the results of those policies could be seen, Mockler faced other problems. Growing fear of fluorocarbons, which deplete the earth's ozone layer, affected sales of products in aerosol cans during the 1970s.

Gillette eventually developed new product-delivery systems to replace aerosol cans, such as nonaerosol pumps and roll-ons, for Gillette's already-established product line, and he put advertising dollars behind the products, which included Right Guard and Soft & Dri deodorants and Adorn and White Rain hair sprays. He also started development of a new deodorant product, Dry Idea, which feels dry when applied. Dry Idea was launched in 1978 after two years of development at a cost of \$118 million. It quickly recovered a quarter of the deodorant market for Gillette.

Gillette faced a more serious threat from Bic. In the 1960s Bic came to the United States with a 19¢ disposable pen, which made dramatic cuts into sales of Gillette's 98¢ Paper Mate pens. In the 1970s Bic attacked Gillette's Cricket disposable lighter with its own disposable lighter. Since the Cricket was more expensive to make--it had more moving parts than the Bic--Gillette was losing the price war. Lighters and pens, however, produced only 15 percent of Gillette's pretax profits; razor blades accounted for 71 percent of profits. When Bic began producing disposable razors and purchased American Safety Razor, with its 13 percent of the blade market, from Personna and Gem blades, Gillette had to respond. Gillette countered by competing with Bic on price while emphasizing the higher quality of its products. Gillette brought out the Eraser Mate pen despite marketing studies that questioned demand for an erasable pen, and sales soared. By 1980 Gillette had improved profitability despite the attack by Bic.

B.2 Merger and Acquisition Strategy

They also make a move about merger and also acquisition. They look forward to the future, whether the if merger and acquisition with another company is the best way. This is some of Diversification –whether make or buy decisions case in Gillette.

- Stainless steel blade controversy and the multi-product market strategy
- String of multiple acquisitions - some successful and some unsuccessful
- Moderation of Diversification due to failed acquisitions

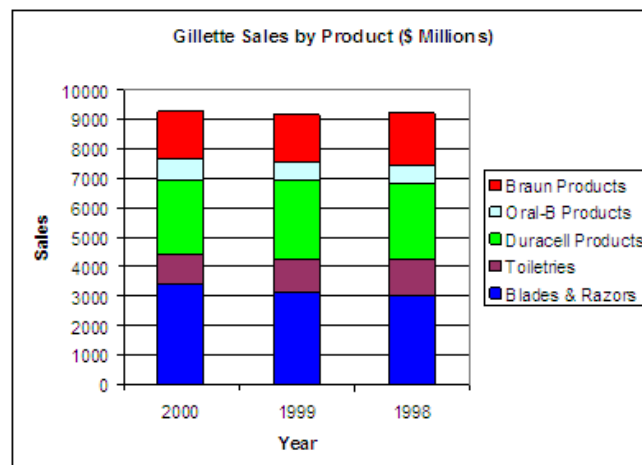
B.3 Gillette Marketing Strategy

Strategic Market Objectives

1. Achieve a well integrated programme of marketing mix elements.
2. To enter the direct sell market via the Internet.
3. Target Market Analysis
4. early entry into the UK market by the FDI mode
5. presence in the UK as a strategy for European Common Market
6. high industry concentration ratio (SWOT Analysis)
7. market leadership in men's shaving products

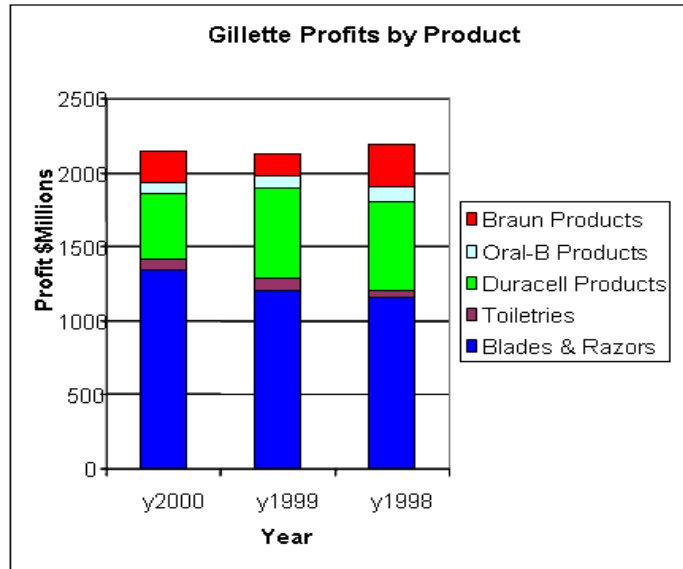
B.3.1 Sales By Product

- Sales of Blades & Razors up 8% 1999-2000
- Sales of toiletries and Duracell products are both down from 1999 - 2000
- Oral B products have had the largest increase of sales of 10% from 1999 - 2000
- Braun has recovered from 1999 where its sales dropped by 9% from 1998 and has increased by 3% in year 2000



B.3.2 Gillette's Profit By Product

1. Blade and Razor profits up 11% in 2000, due mainly to sales of Mach 3
2. Profits for Toiletries and Duracell are both down but this is in line with Sales
3. Oral B's profit only increased by 3% even though sales increased by 10%, this was due to higher marketing expenses
4. Braun's profits increased by 41%, this reflects sales growth/improved mix and lower overheads



B.4 Company SWOT Analysis

Strengths	Weaknesses
Market Leader Strong Brand Image Global Presence Aggressive Advertising Quality & Innovation Portfolio Range (Mach 3 etc)	Long Development Cycles Relatively Static Market Growth Heavy Dependence on High Street Retail Outlets Expensive Brand Maintenance
Demographic Changes Changing Societal Attitudes Consumer Brand Preference Demand for High Quality Use of JIT and ICT (e-com) New Production Technology Increased Grooming Sophistication	New Competitors Cloning of Successful brands Increasing Buyer Power (Inventory De-stocking) Growth in Substitutes Own Label Fits Economic Downturn
Opportunities	Threats

C COMPETITOR SHAVING PRODUCTS

C.1 BiC

Company Perspectives, Bic's core activities are the manufacture and sale of stationery products, lighters and shavers. Bic monitors the entire manufacturing process, giving constant attention to the development and improvement of its products. Bic's aim is to provide consumers with top quality products for their day- to-day lives at the minimum fair price.

Company History, BIC Corporation is the country's leading manufacturer of disposable ballpoint pens and cigarette lighters. It is also an industry leader in the production of disposable shavers. BIC has extensive manufacturing facilities in North and South America, including in Toronto, Canada; Milford, Connecticut; Clearwater and St. Petersburg, Florida; Guatemala City, Guatemala; and Cuautitlan, Mexico. BIC's products are primarily low-cost plastic items. Its pens, lighters, and shavers are typically the most affordable in their category, retailing for less than other brands. Pens comprise about half of the company's production, as well as half of its sales and earnings. One of BIC's most prominent products is its clear plastic ballpoint. BIC's lighter is the top- selling lighter in North America, first popularized in the 1970s with the slogan "Flick my BIC." BIC also makes correction fluid and correction pens and has acquired a premium pen manufacturer, Sheaffer.

Early History, The company was founded by Marcel Bich, who left his job as production manager for an ink company in 1945 to set up his own business outside of Paris, manufacturing parts for fountain pens and mechanical pencils. During this time ballpoint pens, although still very expensive, were becoming popular in Europe, and the first ballpoint pens were introduced in the United States, selling for \$12.50 each at New York's Gimbel's Department Store.

First Bich expanded his business to include the manufacture of plastic barrels for ballpoint pen companies, and then, in 1949, he introduced his own line of ballpoint pens. Called BICs--using the phonetic spelling of Bich's name--the pens were of a simple design, nonretractable with clear plastic barrels, and sold for around 19 cents each. Whereas early ballpoint pens were known to clog and leak, Bich's pens proved reliable and achieved immediate success in Europe with annual sales exceeding \$5 million by 1955. Bich then turned his attention to marketing his products in the United States.

The Waterman Pen Company in Seymour, Connecticut was founded by Lewis E. Waterman, a U.S. insurance salesperson and part-time inventor, who developed the first practical fountain pen in 1884. At one time Waterman Pen was the world's leading maker of fountain pens. In the 1950s, however, with the growing popularity of ballpoint pens, the company had begun to falter. In 1958 Bich agreed to purchase 60 percent of the company for \$1 million. When the true financial condition of the company became known, Bich was able to acquire the remaining

40 percent for nothing. The company was renamed the Waterman- BIC Pen Corporation, and its headquarters was moved to Milford, Connecticut.

The inexpensive BIC pens did not catch on as quickly in the United States as they had in Europe, probably because the U.S. market had been flooded with shoddy pens by other companies. The leading brand in the "over-a-dollar" pen market was made by the PaperMate pen company, purchased in 1955 by The Gillette Company. Bich's U.S. managers urged him to make a more expensive ballpoint to compete with PaperMate, but Bich resisted. He reportedly told his advisers, "Waterman is 100 percent mine. You are going to do what you are told."

Several BiC products which compete with Gillette.

- Sensitive
- Twin Select Sensitive Skin
- Twin Lady Shaver
- Twin Select Silky Touch
- Softwin
- Softwin for Women
-

C.2 Wilkinson Sword

Company History, Wilkinson Sword Ltd., formerly known as Schick- Wilkinson Sword in the United States, is the world's second-largest maker of razor blades and shaving accessories and other personal care products, a market that has dominated the brand's focus since the company's invention of the stainless steel blade in the 1950s. However, the company is one of the world's most distinguished names in sword-making history, and that operation continues to manufacture ceremonial and commemorative swords in its United Kingdom workshop.

Wilkinson Sword was also long associated with high-quality gardening shears and scissors, which are manufactured under license by Finland's Fiskars. The Wilkinson Sword brand has undergone a number of ownership changes, including its purchase by battery maker Energizer Holdings in 2003. With new owner, Wilkinson Sword has prepared a new thrust at its arch rival, Gillette, which also owns rival battery maker Duracell. In May 2003, Wilkinson Sword debuted its newest razor innovation, the four-bladed Quattro.

Growth and Diversification in the 20th Century, Wilkinson's production remained relatively modest until the 1880s. The high bending and breakage rates of the British Army's bayonets during fighting in the Sudan in 1885 were blamed for a large number of deaths there, leading to public outcry. In order to replace the blades, the Ordnance Board turned toward Wilkinson, contracting for an order of 150,000 bayonets. The order encouraged the company to expand its production facilities, and by 1899, Wilkinson had opened a second production plant, in Chelsea.

By then, Latham had added a new partner, introducing the Randolph family as a major force in the company's future growth. In 1889, the company formally incorporated, becoming Wilkinson Sword. Soon after, the company began diversifying its business. In 1890, Wilkinson Sword started to produce cut-throat, or straight-edge, razors. The company also began to develop other cutting edges, and particularly, one of the first safety razor designs. By 1896, the company had hit upon a new design featuring a hollow, rounded single-edged blade. That razor became known as the Pall Mall, launched in 1898. Its success enabled the company to expand its production again, with the opening of a plant in Acton.

While cutting edges seemed a natural outgrowth of the company's long experience in sword-making, Wilkinson Sword's diversified interests ranged widely in the decades leading to World War II. In the early years of the 20th century, Wilkinson Sword added a number of new products, including bicycles, typewriters, motorcycles, and automobiles. By the 1930s, the company had parlayed this production expertise into a new product category, that of fire and safety systems for aircraft, under a licensing agreement made in 1934 with Gravinier Manufacturing Company. In support of that activity, the company built a new manufacturing plant in Coinbrook in 1939.

Cutting edges remained a company staple, however. During World War I, the company's production became vital to the British war effort, with a contract for two million bayonets. Following the war, the company turned its production of cutting edges to a new area, that of pruning sheers and gardening equipment. Wilkinson Sword soon grew into the United Kingdom's leading manufacturer in this market.

Meanwhile, sword production had become a fading sector. By the outbreak of World War II, the bayonet had become more and more outmoded, and Wilkinson Sword's orders for that conflict amounted to just 10,000 bayonets. Steel shortages throughout the conflict also limited the company's razor blade production. Yet Wilkinson Sword remained a highly respected name in sword-making. The company crafted, among others, the sword presented to Josef Stalin by Winston Churchill after Russia's defeat of the German army at Stalingrad in 1943.

Key Dates:

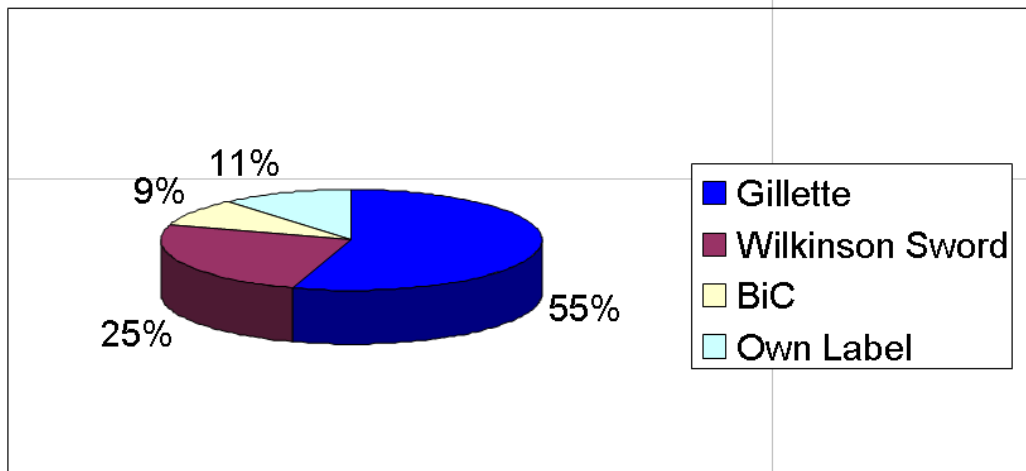
- 1772: Henry Nock sets up gun maker's workshop in London.

- 1804: Nock becomes royal gun maker to King George III; James Wilkinson, Nock's son-in-law, takes over business after Nock's death; begins production of bayonets.
- 1824: Henry Wilkinson, James' son, takes over business and begins developing stronger blade production techniques.
- 1844: The Eprouvette sword-testing machine debuts.
- 1858: John Latham takes over business after Wilkinson retires.
- 1889: Company formally incorporates as Wilkinson Sword.
- 1890: Company begins production of razors.
- 1896: The first safety razor design, the Pall Mall, is introduced.
- 1920: Garden shear production commences.
- 1956: First stainless steel razor blade is introduced.
- 1961: The Teflon-coated stainless steel blade is launched.
- 1964: Wilkinson Sword goes public on London Stock Exchange.
- 1973: Acquires Scripto in diversification move; British Match acquires Wilkinson Sword, forming Wilkinson Match.
- 1978: Allegheny International acquires Wilkinson Match and breaks company up into its components.
- 1986: Wilkinson Sword sold to Swedish Match.
- 1988: Swedish Match is sold to Stora Kopparberg.
- 1989: Stora Kopparberg sells off consumer products division, including Swedish Match and Wilkinson Sword, to Eemland Holdings consortium.
- 1992: Eemland sells off Wilkinson Sword to Warner Lambert, which forms Schick-Wilkinson Sword.
- 2003: Schick-Wilkinson Sword is sold to Energizer Holdings.

Several Wilkinson Sword products that compete with Gillette.

- Extra II
- FX Diamond
- Lady Protector+
- Protector 3D Diamond
- Xtreme 3

UK Market Share For Blades & Razor (1998)



Source: Mintel Report, 1998

Market Positioning



C.3 Blades and Razor Strategy

As Gillette main product and its greatest weapon to compete with other company. Gillette keep developing their Blades and Razor. How they done its strategy were describe as follow.

- Innovation through Research & Development
- Premium Brand - Premium Price
- Build Global Product Branding
- Build Strong Brand Loyalty

- Greater Efficiency at Lower Cost.
- Maintain Superior Growth in Market Share
- Build Shaving Systems Sub-Segment
- Invest in technology and product innovation
-

C.4 Razor Wars

This is how Gillette compete with BiC. BiC as one of Gillette biggest competitor were having a simmiliar product and strategy like Gillette.

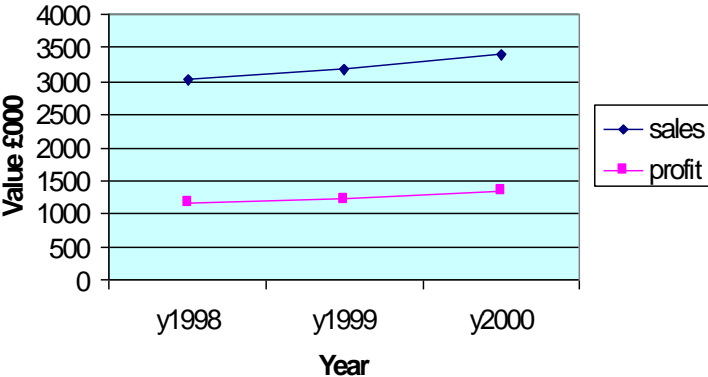


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|---|--|
| <ul style="list-style-type: none"> • The Defender • Product Development • Consumer Research • Elevate the "Psychology of Shaving" • Captive Systems mean High Margins • Women Shavers are Growth Area | <ul style="list-style-type: none"> • Razors are a Commodity • Shaving is a Chore • Price • Positioning • Innovation • Short Product Life Cycles • Disposables |
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C.5 SALES / PROFITABILITY RAZORS & BLADES

- Increase in sales from 1998 - 2000 is 13%
- 5% 1999 and 8% 2000
- Increase in profit from 1998 - 2000 is 16%
- 5% 1999 and 11% 2000
- Gillette attributes the increase in sales and profits primarily to the sales growth of the Mach3 in North America, Europe and Latin America.

Razors & Blades - Profitability

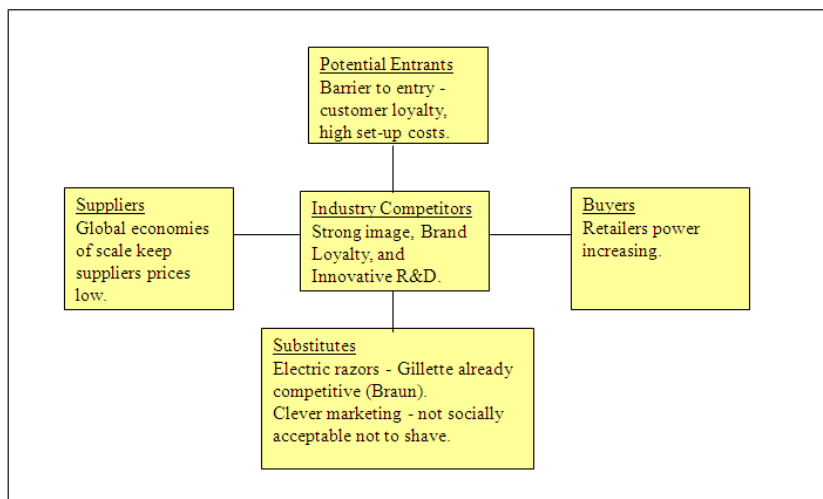


D CONCLUSIONS

Gillette as a one of a giant Diversifying capital, investment, products and other resources to maintain and expand position as market leader.

- Strategically positioned as leader, and regularly reorganising its structures to respond quickly to changes in business and competitive trends.
- Developing and maintaining a high profile for its brand names through marketing.
- Continuing to maximise efficiency in production and distribution, rather than focusing on direct retailing.
- Likely to remain as the market leader of Grooming sector products for the foreseeable future.

D.1 PORTERS FIVE FORCES MODEL Blades & Razors



Source: Porter, 1978

What is the Five Forces model of Porter? Description

The Five Forces model of Porter is an Outside-in business unit strategy tool that is used to make an analysis of the attractiveness (value) of an industry structure. The Competitive Forces analysis is made by the identification of 5 fundamental competitive forces:

- **Entry of competitors.** How easy or difficult is it for new entrants to start competing, which barriers do exist.
- **Threat of substitutes.** How easy can a product or service be substituted, especially made cheaper.

- **Bargaining power of buyers.** How strong is the position of buyers. Can they work together in ordering large volumes.
- **Bargaining power of suppliers.** How strong is the position of sellers. Do many potential suppliers exist or only few potential suppliers, monopoly?
- **Rivalry among the existing players.** Does a strong competition between the existing players exist? Is one player very dominant or are all equal in strength and size.

Sometimes a sixth competitive force is added:

- **Government.**

Porter's Competitive Forces model is probably one of the most often used business strategy tools. It has proven its usefulness on numerous occasions. Porter's model is particularly strong in thinking **Outside-in**.

Threat of New Entrants depends on:

- Economies of scale.
- Capital / investment requirements.
- Customer switching costs.
- Access to industry distribution channels.
- Access to technology.
- Brand loyalty. Are customers loyal?
- The likelihood of retaliation from existing industry players.
- Government regulations. Can new entrants get subsidies?

Threat of Substitutes depends on:

- Quality. Is a substitute better?
- Buyers' willingness to substitute.
- The relative price and performance of substitutes.
- The costs of switching to substitutes. Is it easy to change to another product?

Bargaining Power of Suppliers depends on:

- Concentration of suppliers. Are there many buyers and few dominant suppliers? Compare: Kraljic Model.
- Branding. Is the brand of the supplier strong?
- Profitability of suppliers. Are suppliers forced to raise prices?

- Suppliers threaten to integrate forward into the industry (for example: brand manufacturers threatening to set up their own retail outlets).
- Buyers do not threaten to integrate backwards into supply.
- Role of quality and service.
- The industry is not a key customer group to the suppliers.
- Switching costs. Is it easy for suppliers to find new customers?

Bargaining Power of Buyers depends on:

- Concentration of buyers. Are there a few dominant buyers and many sellers in the industry?
- Differentiation. Are products standardized?
- Profitability of buyers. Are buyers forced to be tough?
- Role of quality and service.
- Threat of backward and forward integration into the industry.
- Switching costs. Is it easy for buyers to switch their supplier?

Intensity of Rivalry depends on:

- The structure of competition. Rivalry will be more intense if there are lots of small or equally sized competitors; rivalry will be less if an industry has a clear market leader.
- The structure of industry costs. Industries with high fixed costs encourage competitors to manufacture at full capacity by cutting prices if needed.
- Degree of product differentiation. Industries where products are commodities (e.g. steel, coal) typically have greater rivalry.
- Switching costs. Rivalry is reduced when buyers have high switching costs.
- Strategic objectives. If competitors pursue aggressive growth strategies, rivalry will be more intense. If competitors are merely "milking" profits in a mature industry, the degree of rivalry is typically low.
- Exit barriers. When barriers to leaving an industry are high, competitors tend to exhibit greater rivalry.

Strengths of the Five Competitive Forces Model. Benefits

- The model is a strong tool for competitive analysis at industry level. Compare: PEST Analysis
- It provides useful input for performing a SWOT Analysis.

Limitation of Porter's Five Forces model

- Care should be taken when using this model for the following: do not underestimate or underemphasize the importance of the (existing) strengths of the organization (**Inside-out strategy**).
- The model was designed for analyzing individual business strategies. It does not cope with synergies and interdependencies within the portfolio of large corporations.
- From a more theoretical perspective, the model does not address the possibility that an industry could be attractive because certain companies are in it.
- Some people claim that environments which are characterized by rapid, systemic and radical change require more flexible, dynamic or emergent approaches to strategy formulation.
- Sometimes it may be possible to create completely new markets instead of selecting from existing ones.

D.2 FUTURE GILLETTE STRATEGIES

Gillette as one of the biggest company that runs in Razor and Blade sector, always making improvement in every single occassion. Gillette implementing the PORTERS FIVE FORCES MODEL perfectly. Thereby this are some of Gillette furute strategies, in order to make them as a market leader in every single year.

- High Branding/Quality - Premium Price
- Develop New Market Segments & Niches through R&D
- Maintain/Promote Strong Brand Loyalty
- Tailoring Demographic Targeting (E.g. US vs Europe)
- Reduction in Product Unit Costs
- Grow Razor Systems Segment
- Strategic Alliances (Suppliers and Distributors)
- Shedding Non-Core Businesses (E.g. Papermate)

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