

BIG BRANDS
BIG TROUBLE
Lessons Learned
the Hard Way
JACK TROUT



CONTENTS

Preface

CHAPTER 1. THE MOST POPULAR MISTAKES AND THEIR HIGH COST

CHAPTER 2. GENERAL MOTORS: FORGETTING WHAT MADE THEM SUCCESSFUL

CHAPTER 3. XEROX: PREDICTING A FUTURE THAT NEVER CAME

CHAPTER 4. DIGITAL EQUIPMENT CORPORATION: FROM NUMBER TWO TO NOWHERE

CHAPTER 5. AT&T: FROM MONOPOLY TO MESS

CHAPTER 6. LEVI STRAUSS: IGNORING COMPETITION IS BAD FOR YOUR BUSINESS

CHAPTER 7. CREST TOOTHPASTE: LOOK, MA, NO LEADERSHIP

CHAPTER 8. BURGER KING: ALWAYS UNDER NEW MANAGEMENT

CHAPTER 9. FIRESTONE: DEAD BRAND DRIVING

CHAPTER 10. MILLER BREWING: A "MILLER" TOO FAR

CHAPTER 11. MARKS & SPENCER: A BAD CASE OF "TOP-DOWN" THINKING

CHAPTER 12. TROUBLE IN THE WIND: BRANDS WITH UNRESOLVED PROBLEMS

CHAPTER 13. AN ARMY OF CONSULTANTS: BUT NO ONE TO HELP

CHAPTER 14. BOARDS OF DIRECTORS: BUT NO ONE TO HELP

CHAPTER 15. WALL STREET: NOTHING BUT TROUBLE

CHAPTER 16. KNOWING YOUR ENEMY CAN KEEP YOU OUT OF TROUBLE

CHAPTER 17. THE BIGGER THEY ARE, THE HARDER TO MANAGE

CHAPTER 18. TROUBLE BEGINS AND ENDS WITH THE CEO