

"ANYONE WITH MORE THAN A PASSING INTEREST IN HOW  
GLOBAL BRANDS DEVELOP SHOULD TAKE NOTE"

FINANCIAL TIMES

# Brand BREAKOUT

HOW **EMERGING  
MARKET BRANDS  
WILL GO GLOBAL**

**NIRMALYA KUMAR** and  
**JAN-BENEDICT E.M. STEENKAMP**

# Resumo de Brand Breakout: How Emerging Market Brands Will Go Global

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