

# MULTIQUIMICA DO BRASIL 1999

"We really compensated about our position in Brazil. Our pharmaceutical products are being hurt by both local and foreign producers and our foreign customer policies may need to change." So said Dean Howard, controller of the foreign operations of the pharmaceutical group of Multichemical Industries, Inc. "Look at Brazil. For example, our sales are falling while those of Hoffmann are up."

This conversation took place in January 1999 as Dean was reviewing the preliminary 1998 results of the foreign operations of the pharmaceutical group with the group's general manager, Paul McConnell. The men were in the company's corporate offices in Houston, Texas.

## Background

Multichemical Industries, Inc. sold 75 different products in over 50 countries during 1998. Sales for the year were \$3.1 billion (see Appendix I for financial data). The company's principal product groups were pharmaceuticals, industrial chemicals, agricultural chemicals, and petrochemicals. Multichemical's divisional structure accounted for 30% of total sales in 1998, with the majority of the activity taking place in Brazil.

Multiquimica do Brasil (MB) was responsible for all sales and manufacturing which took place in Brazil. Thus, no manager had responsibility for products in several of the firm's product groups. Sales during the year were \$65 million, 67% of foreign sales. This wholly-owned subsidiary was founded in 1993 with the initial objective of establishing manufacturing facilities for agricultural chemicals and central American and pharmaceutical products in Brazil. Prior to that, Multichemical had been active in Brazil through export sales. In other words, products that were manufactured in the United States had been sold in Brazil through local, independent importers. Multichemical did not operate either manufacturing facilities or a divisional office in the country until 1993.

The new subsidiary began manufacturing and selling herbicides in 1993. MB did not show a profit until 1996. The losses that were incurred were primarily attributable to two factors—the large start-up costs associated with a new business unit, and the time required to build a market in Brazil. As a result of the losses sustained during the 1993-1995 period in Brazil, MB was restricted to a substantial amount in tax loss carryforwards in Brazil. (The term "tax loss carryforward" refers to the fact that one may, in effect, use the extent that they exceed taxable income of the preceding three years to be carried forward, thus reducing future taxable income.)

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## **Table of Contents Multiquimica Do Brasil 1999**

1. Understanding the eBook Multiquimica Do Brasil 1999
  - The Rise of Digital Reading Multiquimica Do Brasil 1999
  - Advantages of eBooks Over Traditional Books
2. Identifying Multiquimica Do Brasil 1999
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Multiquimica Do Brasil 1999
  - User-Friendly Interface
4. Exploring eBook Recommendations from Multiquimica Do Brasil 1999
  - Personalized Recommendations
  - Multiquimica Do Brasil 1999 User Reviews and Ratings
  - Multiquimica Do Brasil 1999 and Bestseller Lists
5. Accessing Multiquimica Do Brasil 1999 Free and Paid eBooks
  - Multiquimica Do Brasil 1999 Public Domain eBooks
  - Multiquimica Do Brasil 1999 eBook Subscription Services

- Multiquimica Do Brasil 1999 Budget-Friendly Options
- 6. Navigating Multiquimica Do Brasil 1999 eBook Formats
  - ePUB, PDF, MOBI, and More
  - Multiquimica Do Brasil 1999 Compatibility with Devices
  - Multiquimica Do Brasil 1999 Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Multiquimica Do Brasil 1999
  - Highlighting and Note-Taking Multiquimica Do Brasil 1999
  - Interactive Elements Multiquimica Do Brasil 1999
- 8. Staying Engaged with Multiquimica Do Brasil 1999
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Multiquimica Do Brasil 1999
- 9. Balancing eBooks and Physical Books Multiquimica Do Brasil 1999
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Multiquimica Do Brasil 1999
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Multiquimica Do Brasil 1999
  - Setting Reading Goals Multiquimica Do Brasil 1999
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Multiquimica Do Brasil 1999
  - Fact-Checking eBook Content of Multiquimica Do Brasil 1999
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends

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- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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