

# 100 Best-selling cases

**2003 Edition**

**This bibliography  
contains abstracts of the  
100 best-selling cases  
during 2002.**

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# 100 Best-selling cases

**2003 Edition**



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# Guide to the case bibliography

This bibliography contains abstracts of the 100 best-selling ECCH cases during 2002. This represents a small sample of the cases distributed by ECCH.

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## Case entries

Cases are listed in alphabetical order and each case entry appears with an abstract and other relevant data.

The following is an illustration of a typical entry:

<b>302-045-1</b>	<i>Reference number</i>
<b>THE GUCCI-LVMH BATTLE</b>	<i>Title</i>
Mukund, A ICMR Center for Management Research, India	<i>Author(s)</i>
The case gives a detailed account of the dispute between two of the world's leading luxury good companies, Gucci and LVMH. The case examines how Gucci managed to thwart the takeover efforts of its rival LVMH. The case is so structured as to enable students to understand the tactics Gucci used to avoid being taken over by its rival LVMH. The case explains how the Gucci management used the ESOP poison pill and the PPR white knight. They should be able to look at the controversy from Gucci's as well as LVMH's point of view. The case is aimed at MBA/PGDBA students as part of the Business Strategy curriculum. ☒	<i>Author's institution</i>
<b>Global; Fashion; Large; 1999</b>	<i>Abstract</i>
<b>Takeovers</b>	☒ <i>On-line pdf inspection copy available</i>
<b>Poison pill</b>	<i>Setting: location; industry; size; year(s) of case event</i>
<b>White knight</b>	<i>Topics</i>
<b>Gucci</b>	
<b>LVMH</b>	
<b>PPR</b>	
7 pp	<i>Length in pages</i>
LIBRARY	<i>Source of data</i>
302-045-8 (5pp)	<i>Teaching note (length)</i>

## ***E-mail update service***

### **What is the service?**

Every month registered users of this service are sent information on new cases received by ECCH during the previous month. The service embraces cases from all sources, and thus is the most comprehensive of its type available worldwide.

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At the beginning of each month subscribers receive an e-mail containing a list of titles in their nominated category. Where more than one category has been nominated, an e-mail will be sent for each one. Information, including the abstract, can be viewed by clicking on a case title. There is also the option of downloading a pdf file containing all the details.

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- Knowledge, Information and Communication Systems Management
- Marketing
- Production and Operations Management
- Strategy and General Management

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# 100 Best-selling cases

(listed in alphabetical order)

**9-395-017**

## **3M OPTICAL SYSTEMS: MANAGING CORPORATE ENTREPRENEURSHIP**

Bartlett, CA  
Mohammed, A  
*Harvard Business School*

Focuses on the decision faced by a middle-level division manager concerning whether he should support an investment request to support a third attempt at launching a new product developed by a struggling business unit. Describes the long, difficult process by which the unit has developed the product – a computer privacy screen – after years of problems and continuing losses, and its absolute faith in the project. Also presents the division manager's concerns about the need for discipline and control, setting up a tension that is focused on the launch decision. Focusing on the role of the first line and middle-level general manager, the subject matter also allows an exploration of the challenge of creating and sustaining entrepreneurship in large organizations – in a company that has managed it with great success for decades.

**\$14 billion revenues; Event start date 1992; Event end date 1992**

**Business policy  
Corporate culture  
Entrepreneurship  
Implementation  
Innovation  
Middle management**

19 pp

CASE (FIELD)

5-398-094 (11pp)

**9-201-028**

## **AIRBUS A3XX: DEVELOPING THE WORLD'S LARGEST COMMERCIAL JET (A)**

Esty, BC  
Kane, M  
*Harvard Business School*

In July 2000, Airbus Industrie's supervisory board is on the verge of approving a \$13 billion investment for the development of a new super jumbo jet known as the A3XX that would seat from 550 to 1,000

passengers. Having secured approximately 20 orders for the new jet, the board must decide whether there is sufficient long-term demand for the A3XX to justify the investment. At the time, Airbus was predicting that the market for very large aircraft (VLA), those seating more than 500 passengers, would exceed 1,500 aircraft over the next 20 years and would generate sales in excess of \$350 billion. According to Airbus, it needed to sell 250 aircraft to break even, and could sell as many as 750 aircraft over the next 20 years. This case explores the two sets of forecasts, and asks students whether they would proceed with the launch given the size of the investment and the uncertainty in long-term demand. Illustrates the basic economics of large projects and the complexity in estimating even top-line demand for products with useful lives of up to 50 years. Also illustrates the role of governments in large projects, both as investors and as customers. Finally it explores the competitive dynamics between a monopolistic and a potential entrant in which entry costs exceed \$10 billion.

**Event start date 2000; Event end date 2000**

**Aerospace industry  
Business government relations  
Capital expenditures  
Corporate strategy  
Demand analysis  
Product development  
Product positioning  
Project finance  
Valuation**

20 pp

CASE (LIBRARY)

5-201-040 (31pp)

**IMD-5-0484**

## **ALTO CHEMICALS EUROPE (AR)**

Kashani, K  
*IMD, Lausanne*

This is the first of a three-case series (IMD-5-0484 to IMD-5-0486). The case describes the revision of a marketing strategy for a commodity chemical and the resulting sales force opposition that

confronts a new marketing manager. The changes in the strategy aim for: margin improvement, new segmentation, centralised decision-making and pan-European optimisation. The case could be used for discussing a variety of issues: pan-European marketing strategy, leadership style, management of change, managing within a matrix organisation, multinational strategy/implementation, sales force management. This case was previously numbered 597-016-1. [↗](#)

**Europe; Chemical; 1990  
Marketing planning  
Strategy  
Pan-European**

13 pp

FIELD

597-016-8 (9pp)

**300-014-1**

## **AMAZON.COM: FROM STARTUP TO THE NEW MILLENNIUM**

Stockport, GJ  
Street, D  
*The Graduate School of Business  
University of Cape Town*

This case analyses the growth of Amazon.com from 1994 to 1999. It provides an ideal case on emerging e-commerce strategies and strategic thinking because of its first mover development and prominence, its accelerated growth and its recent and rapid emergence as a significant e-commerce player. Amazon.com's development is significant because of its strategic approach in a still emerging industry, its dominance over more traditional retailers, as well as its explosive growth in new products, services and new geographical areas. The case also provides an example within the e-commerce environment. [↗](#)

**Worldwide; E-commerce; 13 million customer accounts; 1994-1999**

**E-commerce  
Business growth  
Defining the business  
E-business design  
Strategic choice**

**Competitor analysis**  
**Leadership and culture**  
**E-commerce and profitability**

43 pp

LIBRARY

300-014-8 (19pp)

**300-044-1**  
**AMAZON.COM, INC**

Earl, M  
 Anderson, J  
*London Business School*

Amazon.com is probably the most talked about example of business to consumer e-commerce. This case study describes the evolution of Amazon.com from the initial business idea in 1994 to an e-tailer with more than 10 million customers. The central question in the case is concerned with actual and potential sources of value creation given that Amazon.com reached a stock market valuation of over \$30 billion in 1999. Also to be discovered in the case are emerging and new rules for doing business electronically and insights on leadership and management in an e-business. This case contains colour exhibits. 

**International; E-commerce;**  
**500 employees; 1995-1999**  
**E-commerce**  
**E-business models**  
**On-line marketing**  
**Product diversification**  
**Alliances and partnerships**  
**Supply chain management**  
**Value on-line operations**  
**Geographic expansion**

15 pp

FIELD

**9-200-028**  
**AN OVERVIEW OF THE PROJECT**  
**FINANCE MARKET**

Esty, BC  
 Harris, S  
 Krueger, K  
*Harvard Business School*

Provides an introduction to the field of project finance and a statistical overview of the project finance market as of the mid-to-late 1990s. Consists of four sections. The first section defines project finance and contrasts it with other well-known forms of financing. The second section describes the evolution of project finance from its origins in the 13th century in the mining industry, to the US electric power industry in the 1970s and 1980s, and to a much wider range of applications and locations in the 1990s. The third section provides a statistical overview of the project finance market as it exists today in terms of industry, project, and participant data. The final section discusses current and likely future trends. There is also an appendix that describes sources of

industry data and other project finance information. Intended to familiarize readers with the concept of project finance. Provides descriptive statistics on the use of project finance (eg, the size of the market, the types of projects, and the location of projects, etc) as well as data on the major participants in the field.

**Banking**  
**Industry analysis**  
**Industry structure**  
**International finance**  
**Market analysis**  
**Project finance**

23 pp

NOTE

**9A95C005**  
**ANTAR AUTOMOBILE COMPANY –**  
**PART I: THE AUTOMATION PROJECT**

Mikalachki, A  
 McLennan, R  
*Richard Ivey School of Business*

A project manager in the Operational Research Department of an automobile assembly plant must decide how he can most effectively redirect his team to meet management's deadline and design expectations. For five months he had been supervising the work of three young company employees who were developing a simulated assembly line. However, because his current responsibilities left him in charge of four or five projects at a time, all in varying stages of completion, he had left his assistants to work together with very little intervention from him. As a result, he is facing the pressure of an uncompleted project and an unnecessarily elaborate design. (This case should be used with two supplements Antar Automobile Company cases, cases 9A95C016 and 9A95C017.) 

**Group behaviour**  
**Management succession**  
**Management of professionals**  
**Conflict resolution**

4 pp

8A95C05 (5pp)

**9A95C016**  
**ANTAR AUTOMOBILE COMPANY –**  
**PART II: TEAM AND INDIVIDUAL**  
**OBJECTIVES**

Mikalachki, A  
 McLennan, R  
*Richard Ivey School of Business*

A project manager in the Operational Research Department of an automobile assembly plant must decide how he can most effectively redirect his team to meet management's deadline and design expectations. For five months, he had been supervising the work of three young

company employees who were developing a simulated assembly line. However, because his current responsibilities left him in charge of four or five projects at a time, all in varying stages of completion, he had left his assistants to work together with very little intervention from him. As a result, he was facing the pressure of an uncompleted project and an unnecessarily elaborate design. (This case should be used with two supplements Antar Automobile Company cases, cases 9A95C005 and 9A95C017.) 

**Group behaviour**  
**Management succession**  
**Management of professionals**  
**Conflict resolution**

2 pp

8A95C05 (5pp)

**9A95C017**  
**ANTAR AUTOMOBILE COMPANY –**  
**PART III: CONFLICTING OBJECTIVES**

Mikalachki, A  
 McLennan, R  
*Richard Ivey School of Business*

A project manager in the Operational Research Department of an automobile assembly plant has to decide how he can most effectively redirect his team to meet management's deadline and design expectations. For five months he had been supervising the work of three young company employees who were developing a simulated assembly line. However, because his current responsibilities left him in charge of four or five projects at a time, all in varying stages of completion, he had left his assistants to work together with very little intervention from him. As a result, he was facing the pressure of an uncompleted project and an unnecessarily elaborate design. (This case should be used with supplement cases 9A95C005 and 9A95C016.) 

**Group behaviour**  
**Management succession**  
**Management of professionals**  
**Conflict resolution**

1 pp

8A95C05 (5pp)

**9-792-081**  
**APPLE COMPUTER – 1992**

Yoffie, DB  
*Harvard Business School*

In 1992, Apple received the only profitable standard other than IBM/Microsoft/Intel in the PC industry. The case examines Apple's dilemma of how to retain its profitability as the structure of the industry deteriorates. Apple's CEO poses the critical question: Can Apple shape the PC industry for the 1990s?

**Employees 12,000; \$7 billion revenues; Event start date 1992; Event end date 1992**

**Computer industry  
Corporate strategy  
Industry analysis  
Strategy formulation**

22 pp

CASE (FIELD)

5-792-098 (17pp)

**9-702-469**

**APPLE COMPUTER – 2002**

Yoffie, DB

Wang, Y

*Harvard Business School*

In 1980, Apple was the leader of the PC industry, but by 2002 it had suffered heavy losses at the hands of the Wintel camp. This case examines Apple's strategic moves as the PC industry evolves in the 21st century and poses the question: Can Steve Jobs make Apple 'insanely great' again? The teaching purpose is to teach industry analysis and problems in sustaining competitive advantage.

**Employees 9,600; \$5.4 billion revenues; Event start date 1977; Event end date 2002**

**Competitive advantage  
Computer industry  
Corporate strategy  
Industry analysis  
Personal computers  
Strategy formulation**

22 pp

CASE (LIBRARY)

5-702-473 (10pp)

**9-502-030**

**AQUALISA QUARTZ: SIMPLY A BETTER SHOWER**

Moon, Y

Herman, K

*Harvard Business School*

Harry Rawlinson is managing director of Aqualisa, a major UK manufacturer of showers. He has just launched the most significant shower innovation in recent history: the Quartz shower. The shower provides significant improvements in terms of quality, cost, and ease of installation. In product testing, the Quartz shower received rave reviews from both consumers and plumbers alike. However, early sales of the Quartz have been disappointing. Rawlinson is now faced with some key decisions about whether to change his channel strategy, promotional strategy, and the overall positioning of the product in the context of his existing product line. Designed to illustrate the challenges associated with bringing a new product to market. Allows for a rich discussion of customer behavior (including

end consumers and installers). In addition, allows for in-depth discussion of the positioning of a new product within the context of an existing product line and the use of multiple brands to manage products across their lifecycle.

**8 million sterling (pounds); Event start date 2001; Event end date 2001**

**Consumer behavior  
Consumer marketing  
Distribution channels  
Market entry  
Market positioning  
Marketing strategy  
Product development  
Product introduction  
Product positioning  
United Kingdom**

19 pp

CASE (FIELD)

**9-197-047**

**ARCH COMMUNICATIONS GROUP, INC**

Palepu, KG

Srinivasan, S

*Harvard Business School*

The market values Arch differently from analysts' values. Students are asked to evaluate the investment potential of Arch's stock based on industry fundamentals and analysts' forecasts. Company/stock valuation.

**Event start date 1980; Event end date 1996**

**Communications equipment  
Technology  
Valuation**

28 pp

CASE (LIBRARY)

**9-292-140**

**ARUNDEL PARTNERS: THE SEQUEL PROJECT**

Luehrman, TA

Teichner, WA

*Harvard Business School*

A group of investors is considering buying the sequel rights for a portfolio of feature films. They need to determine how much to offer to pay and how to structure a contract with one or more major US film studios. The case contains cash flow estimates for all major films released in the United States during 1989. These data are used to generate estimates of the value of sequel rights prior to the first film's release. Designed to introduce students to real options and techniques for valuing them. It clearly illustrates the power of option pricing techniques for certain types of capital budgeting problems. Also illustrates the practical limitations of such techniques.

**\$2.1 billion revenues; Event start date 1992; Event end date 1992**

**Capital budgeting  
Decision trees  
Entertainment industry  
Option pricing  
Real options  
Securities analysis  
Uncertainty**

19 pp

CASE (FIELD)

5-295-118 (14pp)

**9-591-133**

**BARCO PROJECTION SYSTEMS (A): WORLDWIDE NICHE MARKETING**

Moriarty, RT, Jr

McQuade, K

*Harvard Business School*

Deals with the issue of niche marketing in a worldwide market. Barco Projection Systems makes video, data, and graphics projectors for the industrial market. They have traditionally been the performance leader. In August 1989, Sony Corp introduced a higher performance graphics projector at a considerably lower price than Barco's existing projector. As a result, Barco is faced with being preempted in their fastest growing segment by a competitor with much larger resources. Deals with how a small niche player deals with considerably larger competitors in a global environment.

**\$50 million revenues; Event start date 1989; Event end date 1990**

**Industrial markets  
International marketing  
Marketing strategy  
Product development  
Product lines**

19 pp

CASE (FIELD)

5-592-098 (12pp)

**9-673-057**

**BENIHANA OF TOKYO**

Sasser, WE, Jr

Klug, JR

*Harvard Business School*

Discusses the development of a chain of 'theme' restaurants. The student is asked to evaluate the current operating strategy and suggest a long-term expansion strategy.

**Event start date 1972; Event end date 1972**

**Corporate strategy  
Expansion  
Multinational corporations  
Restaurants  
Services**

18 pp

CASE (FIELD)

5-677-037 (5pp)

**9-794-079**  
**BITTER COMPETITION: THE HOLLAND SWEETENER CO vs NUTRASWEET (A)**

Brandenburger, A  
 Costello, M  
 Kou, J

*Harvard Business School*

The NutraSweet Co has very successfully marketed aspartame, a low-calorie, high-intensity sweetener, around the world. NutraSweet's position was protected by patents until 1987 in Europe, Canada, and Japan, and until the end of 1992 in the United States. The case series describes the competition that ensued between NutraSweet and the Holland Sweetener Co (HSC) following HSC's entry into the aspartame market in 1987. Subsequent move and countermove in both the marketplace and the courts are described. Ends with the final countdown to the expiration of NutraSweet's US patent. Provides an opportunity to study a game in business that takes place at two levels: There is the surface game of tactics. And there is also the underlying game of value. At the tactical level, there are various points at which NutraSweet or HSC made a move with a view to shaping the perceptions of the other player. Turning to the underlying game of value, there are the actions that NutraSweet took during the period of patent protection. These actions served to maintain NutraSweet's added value in the post-patent game, and to deny added value to challengers.

**\$2 billion revenues; Event start date 1965; Event end date 1992**

**Beverages**  
**Competition**  
**Food**  
**Patents**  
**Strategy formulation**

14 pp

CASE (FIELD)

5-795-164 (28pp)

**9-595-057**  
**THE BLACK & DECKER CORP (A): POWER TOOLS DIVISION**

Dolan, RJ  
*Harvard Business School*

Presents Black & Decker's performance against a Japanese competitor and others in the power tools market. Black & Decker is anxious to regain its market share leadership in particular segments of the market. Allows exploration of issues of brand equity, product positioning, and competitive strategy in the context of international competition.

**\$4 billion revenues; Event start date 1990; Event end date 1990**

**Brands**  
**Competition**

**International marketing**  
**Marketing strategy**  
**Product introduction**  
**Tools**

13 pp

CASE (FIELD)

5-598-106 (22pp)

**396-075-1**  
**BLACK WATER RAFTING**

Paisley, JW  
*University of Waikato*

This is the first of a three-case series (396-075-1, 396-076-1 and 399-157-1). Based at Waitomo Caves, New Zealand, Black Water Rafting is a successful small business offering a novel float-through cave tour along an underground stream. Although the business is currently doing well, the owners realise they are in a vulnerable position over the longer term. This case illustrates the wide variety of issues faced by small business managers, and show the importance of maintaining good working relationships among all stakeholders. The risks associated with operating on a day-to-day basis are highlighted. [A]

**New Zealand; Tourism; Small (under 10 employees); 1990**

**Strategic planning**  
**Resource ownership**  
**Risk management**  
**Inter-relationships among stakeholders**

18 pp

FIELD

396-075-8 (7pp)

**396-076-1**  
**BLACK WATER RAFTING LTD (B)**

Paisley, JW  
*University of Manitoba*

This is the second of a three-case series (396-075-1, 396-076-1 and 399-157-1). The case takes place five years after the original Black Water Rafting case (396-075-1) and can be used independently or as a follow-up. The company has continued to grow and is now undergoing a large capital expansion. A number of issues related to competition and resource management have arisen, which could have a significant impact on the company's future operations. This case illustrates the potential opportunities and threats associated with operating a business as a relatively small part of a larger system, and explores different options for dealing with competitors. [A]

**New Zealand; Tourism; Small (under 30 employees); 1996**

**Competition**  
**Resource ownership**

**Operating environment**  
**Risk management**

19 pp

FIELD

396-076-8 (5pp)

**9-392-032**  
**BODY SHOP INTERNATIONAL**

Bartlett, CA  
 Elderkin, KW  
 McQuade, K  
*Harvard Business School*

Describes the start-up and rapid growth of a company whose founder holds strong, non-traditional beliefs about the role of the corporation and its responsibility to society. After profiling Anita Roddick as a person, the case describes the anti-mainstream approach she took to building her highly successful business (no advertising, simple packaging, non-traditional R&D). After elaborating on the strong values she has imposed on the business, concludes by highlighting questions of the business' transferability to the United States and its survivability as Anita steps back.

**Employees 2,000; \$100 million revenues; Event start date 1991; Event end date 1991**

**Business policy**  
**Consumer goods**  
**Corporate culture**  
**Corporate responsibility**  
**Entrepreneurial management**  
**International business**  
**Retailing**

19 pp

CASE (LIBRARY)

5-395-148 (7pp)

**294-009-1**  
**THE BOEING 777**

Bruner, RF  
 Christey, P  
 Clausen, H  
 Gollish, D  
 Koggersbol, N  
*INSEAD, Fontainebleau/Darden, Charlottesville, USA*

In October 1990, the Boeing company announced that it was launching a new aircraft model, the 777. The task for students in this case is to evaluate the 777 against a financial standard. The students must estimate a weighted average cost of capital (WACC) with which to evaluate the project IRRs. The general objective of this case is to exercise students' skills in estimating a weighted-average cost of capital and cost of equity. The need for students to estimate a segment WACC

draws out students' abilities to critique different estimates of beta.

**USA; Aircraft manufacture; Boeing; Large; 1990**

**Cost of capital  
Capital budgeting  
New product**

27 pp

GEN EXPERIENCE

294-009-8 (13pp)

**495-014-1**

**BRANSON'S VIRGIN: THE COMING OF AGE OF A COUNTER-CULTURAL ENTERPRISE**

Kets de Vries, M  
Dick, R

*INSEAD, Fontainebleau*

This case follows the development of Richard Branson from his early days as the editor of his own student magazine to his current status as founder and Chairman of the Virgin Group. It focuses on the iconoclastic, yet extremely effective, management style and business philosophy of a man who has become one of the world's best-known entrepreneurs. The broad overview of Richard Branson and Virgin given in the case itself is complemented by the personal interview with Richard Branson and the interview with Branson and his two managing directors, Robert Devereux and Trevor Abbott. From a teaching viewpoint, Virgin is of particular interest as a case study because of the questions raised about leadership in a creative organization. One of the major issues is that of entrepreneurship and the case allows for full discussion of this topic. However, the company also offers insight into a number of other management topics. Among these are the transition from entrepreneurial to more 'systematic' management; the formulation of strategy for, and the management of, rapid growth, particularly expansion into unrelated areas and expansion overseas; a corporate culture centred around youth and informality; a preference for promotion of 'insiders' who 'fit' rather than outside candidates; the personal characteristics of an entrepreneur; the management of creativity and the transition from a private enterprise to a public company and back again to private. A supplement (495-014-4) is available to accompany the case, together with an interview with Richard Branson (495-014-5) and two versions of a video: (495-014-3) - playing time 35m 30s, and (495-015-3) - playing time 18m 21s. There is a French translation available (F495-014-1). \*\*ECCH Award Winning Case 1996, ECCH European Case Awards Winner 1998 and ECCH European Case Awards Overall Winner 1999\*\* 

**UK; Music, airline, entertainment; 1970-1995**

**Leadership  
Entrepreneurship**

**Corporate culture  
Creativity in organisations**

26 pp

FIELD

495-014-8 (17pp)

**497-013-1**

**BRITISH PETROLEUM: TRANSFORMATIONAL LEADERSHIP IN A TRANSNATIONAL ORGANISATION**

Kets de Vries, M  
Florent, E

*INSEAD, Fontainebleau*

The case looks at the difference in Robert Horton's and David Simon's leadership styles in the context of the upheaval of the oil industry in the past 25 years, and the roles the two leaders played in the transformation process at BP. It examines the reasons why, although the two men's goals were nearly identical, their individual style determined failure for one, and success for the other. The case addresses issues of transformation and national and corporate cultures in a transnational organisation. The teaching objectives include: (1) addressing the concepts of triggers of change and barriers to change; (2) exploring the dynamics of the individual and organisational transformation processes; (3) analysing the role of the CEO and chairman in the transformation process; (4) emphasising the importance of a 'global mind-set' and cultural relativity in transnational organisations; and (5) discussing the ways in which corporate culture is shaped and changed, and the corporate culture and values of 'vanguard' companies like BP. A video 'British Petroleum: Transforming the Corporate Mind-set' (497-013-3) accompanied by a transcript, a supplement 'Transforming the Corporate Mind-set at British Petroleum: An Interview with Sir David Simon and John Browne' (497-013-4) and transparencies 'British Petroleum: Transformational Leadership in a Transnational Organisation' (497-013-7) are available to accompany this case. \*\*ECCH European Case Awards Category Winner 2000\*\* 

**Worldwide; Oil; 60,000 employees; 1990-1997**

**Corporate transformation  
Corporate change  
Corporate culture  
Leadership styles  
Executive role constellation  
'Teddy bear' effect  
National culture  
Emotional intelligence**

14 pp

LIBRARY

497-013-8 (21pp)

**9-296-049**

**CASE OF THE UNIDENTIFIED INDUSTRIES – 1995**

Fruhan, WE, Jr

*Harvard Business School*

Helps students to understand how the characteristics of a business are reflected in its financial statements. Predict the 11 firms/industries that are represented by 11 sets of financial/statements.

**Event start date 1995; Event end date 1995**

**Financial management  
Financial ratios**

2 pp

CASE (LIBRARY)

5-297-049 (7pp)

**9-495-031**

**CHARLOTTE BEERS AT OGILVY & MATHER WORLDWIDE (A)**

Ibarra, H  
Sackley, N

*Harvard Business School*

Examines Beer's actions on assuming leadership of Ogilvy & Mather Worldwide, the world's sixth largest advertising agency, during a period of rapid industry change and organizational crisis. Focuses on how Beers, the first outsider CEO, engages and leads a senior team through a vision formulation process. Chronicles closely the debates among senior executives struggling to reconcile creative, strategic, and global vs local priorities. Sixteen months later, with a vision statement agreed upon, Beers faces a series of implementation problems. Turnaround has begun, but organizational structures and systems are not yet aligned with the firm's new direction. Concludes as Beers must decide how to work best with her senior team to achieve alignment in 1994.

**Employees 7,000; \$750 million revenues; Event start date 1992; Event end date 1993**

**Advertising  
Leadership  
Multinational corporations  
Organizational change**

18 pp

CASE (FIELD)

5-495-033 (16pp)

**9-495-032**

**CHARLOTTE BEERS AT OGILVY & MATHER WORLDWIDE (B)**

Ibarra, H  
Sackley, N

*Harvard Business School*

Updates CEO Beers' progress two years after her initiation of a massive organizational change effort. Designed as an in-class handout.

**Advertising  
Leadership  
Multinational corporations  
Organizational change**

2 pp

SUPPLEMENT (FIELD)

5-495-033 (16pp)

**9-301-099  
CISCO SYSTEMS ARCHITECTURE: ERP  
AND WEB-ENABLED IT**

Nolan, RL  
Porter, K  
Akers, C

*Harvard Business School*

Describes the seven-year process of Cisco building its strategic I-Net. First Cisco completely replaced its back-office legacy systems beginning in 1994. At that time, the company standardized on Internet protocols. In addition, the company shifted strategic focus from IT back-office applications to front-office applications. After ERP, the company spent the next two years electronically connecting with customers. To understand the process of building a strategic I-Net in the network era. A rewritten version of two earlier cases. A consolidated version of the Cisco Systems ERP and Cisco Systems web-enablement cases. Designed to be taught in one class session (if two class sessions are available, it is recommended that Cisco ERP Systems be used for one session followed by Cisco Systems web-enablement).

**Event start date 2000; Event end date 2001**

**California Research Center  
ERP  
Information technology  
Silicon Valley  
Technological change  
World Wide Web**

23 pp

CASE (FIELD)

5-301-143 (15pp)

**9-595-026  
CITIBANK: LAUNCHING THE CREDIT  
CARD IN ASIA PACIFIC (A)**

Rangan, VK

*Harvard Business School*

Consumer Bank pondered the possibilities of launching a credit card in the Asia Pacific region. The bank's New York headquarters, and several of its country managers in the region, were not enthusiastic. But others were supportive because of the opportunity to expand the bank's customer base from the limited branch expansion allowed by local law. Students make a decision, and if a 'go' decision is made, they work out a comprehensive launch plan. The teaching purpose is to expose students to services marketing and, more importantly, the notion of acquisition cost

and lifetime value of a customer. Also introduces students to international marketing issues.

**\$200 million revenues; Event start date 1989; Event end date 1989**

**Asia  
Consumer credit  
International marketing  
Marketing strategy  
Pricing  
Product introduction  
Product positioning  
Service management**

25 pp

CASE (FIELD)

5-595-104 (14pp)

**9-394-060  
CONFLICT ON A TRADING FLOOR (A)**

Badaracco, JL, Jr  
Useem, J

*Harvard Business School*

A junior salesperson on FirstAmerica Bank's trading floor is assisting a top salesperson, Linda, on a deal to finance the construction of a new cruise ship for Poseidon Cruise Lines. While the terms of the deal are being worked out, he realizes Linda has taken advantage of the Poseidon executives' unfamiliarity with complex financial structures to build an outrageously high profit margin into the deal. When the executives become suspicious of the prices FirstAmerica is quoting, Linda asks the protagonist to send them an intentionally misleading fax so that the deal will not be held up. Holding the personal belief that 'before a blind man you shall not put a stumbling block', he does not know if he can bring himself to send the information. The teaching purpose is to give students a chance to think about ethical dilemmas they are likely to face in the business world. How would they react in a situation in which they are under enormous outside pressure to do something that runs counter to their ethical values?

**Event start date 1986; Event end date 1986**

**Commercial credit  
Ethics  
Foreign exchange  
Securities  
Values**

6 pp

CASE (FIELD)

5-394-194 (7pp)

**9-394-061  
CONFLICT ON A TRADING FLOOR (B)**

Badaracco, JL, Jr  
Useem, J

*Harvard Business School*

Supplements the (A) case.

**Commercial credit  
Ethics**

**Foreign exchange  
Securities  
Values**

2 pp

SUPPLEMENT (FIELD)

5-394-194 (7pp)

**9-580-104  
CUMBERLAND METAL INDUSTRIES:  
ENGINEERED PRODUCTS DIVISION –  
1980**

Shapiro, BP  
Sherman, JJ

*Harvard Business School*

Cumberland Metal Industries has developed a new product to help contractors drive piles faster. They are trying to decide how to price it. Provides substantial information on the industry, competition, etc. Students must decide what factors are relevant in making an industrial pricing decision. Decisions must also be made about promotion and distribution channels. Software for this case is available (9-589-528).

**\$18 million sales; Event start date 1980; Event end date 1980**

**Competition  
Construction  
Distribution channels  
Industrial goods  
Industrial markets  
Market entry  
New product marketing  
Pricing strategy**

16 pp

CASE (FIELD)

5-585-115 (12pp)

**9-495-046  
DATAVISION (A)**

Beer, M  
Rogers, GC

*Harvard Business School*

Depicts a 'team-building' intervention by an organizational consultant at a small computer company. Should promote discussion surrounding such techniques.

**Employees 500; \$3 million revenues; Event start date 1993; Event end date 1993**

**Computer industry  
Consulting  
Organizational development  
Teams**

15 pp

CASE (FIELD)

5-498-030 (12pp)

**9-495-047**  
**DATAVISION (B)**

Beer, M  
Rogers, GC  
*Harvard Business School*

To be handed out in class as a follow-up to Datavision (A).

**Computer industry**  
**Consulting**  
**Organizational development**  
**Teams**

3 pp

SUPPLEMENT (FIELD)

5-498-030 (12pp)

**9-495-048**  
**DATAVISION (C)**

Beer, M  
Rogers, GC  
*Harvard Business School*

Describes the events to follow Datavision (A) and (B). Covers the aftermath of two previous team-building meetings and leaves off with the protagonist struggling with how to proceed.

**Computer industry**  
**Consulting**  
**Leadership**  
**Organizational change**  
**Teams**

2 pp

SUPPLEMENT (FIELD)

5-498-030 (12pp)

**9-493-064**  
**DAVID FLETCHER**

Hill, LA  
Conrad, MB  
*Harvard Business School*

David Fletcher, manager of the Emerging Growth Fund at a New York investment management firm, decides to assemble a team of analysts to which he can delegate part of his workload. The case explores the challenges of being a producing manager and Fletcher's efforts to select and manage a team of professionals.

**Event start date 1993; Event end date 1993**

**Financial management**  
**Group behavior**  
**Group dynamics**  
**Investment management**  
**Management of professionals**  
**Organizational behavior**  
**Portfolio management**  
**Power and influence**

17 pp

CASE (FIELD)

5-494-117 (19pp)

**9-598-116**  
**DELL ONLINE**

Rangan, VK  
Bell, M  
*Harvard Business School*

Dell started online commerce for its PCs in 1996, and by 1997 had achieved a sales rate of \$3 million a day. The case describes the internal process that led to these dramatic results and poses the question of how the firm should leverage this activity to meet Michael Dell's goal of achieving 50% of the company's anticipated \$20 billion in sales by the year 2000 via Internet channels. The teaching purpose is to understand the buying behavior and transaction economics underlying Internet commerce and study its implications for channel evolution.

**\$7.7 billion revenues; Event start date 1996; Event end date 1997**

**Computer industry**  
**Distribution channels**  
**Electronic commerce**  
**Internet**  
**Personal computers**

27 pp

CASE (FIELD)

5-598-146 (8pp)

**501-055-1**  
**DIESEL FOR SUCCESSFUL LIVING:**  
**BRANDING STRATEGIES FOR AN**  
**UP-MARKET LINE EXTENSION IN THE**  
**FASHION INDUSTRY**

Chandon, P  
Grigorian, V  
*INSEAD, Fontainebleau*

Renzo Rosso, the president and founder of Diesel SpA – the innovative Italian casual wear company famous for its controversial 'For Successful Living' advertising campaign – is pondering the introduction of a new line of clothing: StyleLab. The objectives set for StyleLab are: (1) to enter the new and attractive high casual wear market; (2) to create an aura of prestige for the core D-Diesel line; and (3) to provide Diesel's designers with the opportunity to experiment with new cuts and fabrics, which could eventually trickle down to the main D-Diesel brand. The case focuses on the selection of the branding strategy for StyleLab, an independent brand with no link to Diesel (eg StyleLab), a sub-brand of Diesel (eg, DieselStyleLab), or an independent brand endorsed by Diesel (StyleLab by Diesel). The main objectives of the case are to develop an understanding of the key issues involved in managing a portfolio of brands and to evaluate alternative branding strategies for launching a new brand using a structured approach and tools. The case also illustrates critical issues in the marketing of fashion and luxury brands, most notably brand extensions. This case has been successfully taught in an MBA course on brand management. It can also be used in a session on branding in a marketing

management course. The large corpus of Diesel's controversial print and television advertisements also make the case suitable for an advertising course or the advertising module of a marketing management course. Finally, the case can also be used in a market research course to illustrate the value of experimental methods for studying the effects of branding. The case contains colour exhibits. A CD-ROM (501-055-0) is available to accompany the case, it contains PowerPoint presentations showing 31 of Diesel's print advertisements, examples of D-Diesel and StyleLab clothes and the exhibits of the case and teaching note. A video (501-055-3) is available to accompany the case. ☐

**Western Europe; Fashion; 1,000 employees, 260 million euros turnover; 1999**

**Branding**  
**Marketing**  
**Brand management**  
**Brand extension**  
**Fashion**  
**Luxury goods**  
**Advertising**  
**Logos**

26 pp

FIELD

501-055-8 (15pp)

**IMD-3-0873**  
**EASYJET: THE WEB'S FAVOURITE**  
**AIRLINE**

Kumar, N  
Rogers, B  
*IMD, Lausanne*

Stelios Haji-Ioannou, the 32-year-old CEO and founder of easyJet airlines, achieved profitability for the first time in 1999, almost 4 years after launching his London-based low-cost carrier. The concept behind easyJet was 'to offer low-cost airline service to the masses', and the airline accomplished this by adopting an efficiency-driven operating model, creating brand awareness, and maintaining high levels of customer satisfaction. A key issue in the case is whether the airline will continue to grow and survive in the highly competitive low-cost segment of the market. In 2000, Stelios was anxious to try his hand at launching other businesses, so he started a chain of Internet cafes. Some questioned whether Stelios would be able to successfully transfer his low cost business model to Internet cafes. Undeterred, Stelios moved ahead with his plan to create easyEverything, with the belief that he could make a profit by encouraging customers to surf the Internet, send email and shop on-line. This case contains colour exhibits. An abridged version of this case is available 'IMD-3-0873'. A video is available to accompany this case (300-036-3). Instructors should note that 'easyJet' is the first case in a series that includes

'easyEverything: The Internet Shop' (IMD-3-0874) and 'www.easyrentacar.com' (IMD-3-0875). \*\*ECCH European Case Awards Winner 2001 and ECCH European Case Awards Overall Winner 2002\*\*. This case was previously numbered 300-036-1. [🔗](#)

**Europe; Airline; 1,000 employees, US\$125 million turnover; 1999**

**Marketing strategy  
Industry analysis  
Service management**

22 pp

FIELD

IMD-3-0873TN (19pp)

### 301-017-1

#### **EBAY.COM – PROFITABLY MANAGING GROWTH FROM START-UP TO 2000**

Stockport, GJ  
Pudney, D  
van der Merwe, M

*The Graduate School of Management,  
University of Western Australia*

This case focuses upon the lessons for e-commerce strategy and managing growth whilst remaining profitable. The case chronicles eBay's development from start-up in 1995 to December 2000. It discusses eBay's development of its community and its focus on its core business as well as their use of alliances to provide value adding services. The case also chronicles eBay's acquisition strategy and its move to bricks-and-mortar. This case is especially relevant to the growing e-commerce industry where many e-commerce companies do not exist any more and others remain unprofitable. The fact that eBay was profitable from start-up to 2000 was rare in the e-commerce industry and this distinguishes this case study from other dot.com cases. In addition to making profit, eBay has grown to become the world's largest trading community within 5 years and captured an estimated 80% of the on-line auction market by 2000. [🔗](#)

**Global; Internet auction; \$400 million sales; 1995-2000**

**Internet auction industry  
Internet profitability  
Business model  
Global strategy  
Strategic leadership**

37 pp

LIBRARY

301-017-8 (19pp)

### 9-693-013

#### **EURO DISNEY: THE FIRST 100 DAYS**

Loveman, G  
Schlesinger, LA  
Anthony, RT

*Harvard Business School*

The Walt Disney Co theme parks historically have thrived on the basis of a formula stressing excellent customer service and a magnificent physical environment. The formula has proven successful in Japan, as well as the United States. With the controversial opening of Euro Disney in France, however, there has become reason to doubt the international appeal of the formula. The case documents issues involved with Euro Disney. Examines the transferability of a successful service concept across international boundaries.

**Employees 16,000; \$1 billion revenues; Event start date 1992; Event end date 1992**

**Entertainment industry  
France  
International business  
Service management**

23 pp

CASE (LIBRARY)

5-693-082 (12pp)

### 597-028-1

#### **FIRST DIRECT: BRANCHLESS BANKING**

Larreche, J-C  
Lovelock, C  
Parmenter, D  
*INSEAD, Fontainebleau*

First Direct has become the model of telebanking worldwide, despite similar initiatives undertaken by large international banks. The case describes the history of First Direct and the various components of its operations, especially around the central issue of relationships marketing at a distance. It helps students to understand all the various facets of a modern operation which makes it effective, unique and difficult to imitate. A superficial analysis of this successful new model, or of other ones, leads to fast conclusions and pole imitations. There is a Spanish translation available (E597-028-1). \*\* ECCH European Case Awards Overall Winner 2000\*\*. This case contains colour exhibits. [🔗](#)

**United Kingdom; Banking; 1997**

**Marketing  
Direct marketing  
Relationship marketing  
Services  
Banking  
Telebanking**

32 pp

FIELD

597-028-8 (16pp)

### 302-016-1

#### **FLYING INTO A STORM: BRITISH AIRWAYS (1996-2000)**

Manzoni, J-F  
Barsoux, J-L  
*INSEAD, Fontainebleau*

This case considers the transition at the head of British Airways from Lord Marshall, key architect of BA's spectacular restructuring and revitalisation in the 1980s, to his chosen successor Robert Ayling. In an increasingly deregulated market, Ayling's challenge is to sustain BA's position of leadership in the airline industry. He pursues an ambitious strategic alliance, a massive cost cutting drive and initiates a controversial change of corporate identity. Although the stock market initially approves of most of his strategy, he runs into trouble on the industrial relations front. A cabin crew strike in the summer 1997 hits employee morale and triggers a sustained dive in the airline's share price. For all Ayling's efforts over the following three years, he does not manage to redress the slump and his eventual removal does not come as much of a surprise. What is surprising is the insistence by BA's chairman that Ayling had set the right strategy, but was the wrong person to implement it. The case explores what went wrong. This is a very rich case that can be tackled from several angles. On the leadership succession side it illustrates the difficulties of making one's mark when taking over a highly successful company, especially coming after a very respected leader. On the leadership style angle, the case highlights the various roles of the leader – as strategist, architect and mobiliser – and the difficulties of building or rebuilding credibility and trust. It also raises questions on why leaders often become more abrasive as time passes and how much their style is shaped by their initial background and leadership experiences. The case can be used to examine how to bring about radical change, particularly when the company is doing well at the outset and staff's sense of urgency is correspondingly low. It also illustrates the importance of fair process in radical change efforts. Last but not least the case raises questions on the causes and consequences of 'company culture'. As CEO Marshall had created a culture of employee and customer care that was widely admired even beyond the airline sector. That culture seemed to go away fairly quickly as service levels dropped and employees felt no longer cared for. What happened? The case can be used as a stand alone case, or following a discussion of the case 'Becoming the World's Favourite Airline: British Airways 1980-93' (398-080-1) (which covers the King-Marshall years). Note: The first 18 months of Ayling's tenure (and hence of the period covered in this case) were discussed in the case 'Remaining the World's Favourite Airline: British Airways 1993-97' (398-081-1). That case was focused mainly on leadership succession and fair process.

This new case builds on this initial period and covers the next three years, culminating in the removal of Robert Ayling. These additional three years were very eventful and result in a much richer set of teaching issues. If you want to centre the discussion on fair process, we recommend using the 'Remaining the World's Favourite Airline' case. This present case will support a broader discussion. 

**United Kingdom; Airline; Over 60,000 employees; 1996-2000**

**Leadership  
Succession  
Radical change  
Corporate renewal  
Implementing a new strategy  
Fair process  
Corporate culture  
Customer service  
Industrial relations  
Cost cutting  
Service sector**

27 pp

LIBRARY

302-016-8 (37pp)

**599-038-1**

**FORD KA (A): BREAKING NEW GROUND IN THE SMALL CAR MARKET**

Christen, M  
Soberman, D  
Cothier, G

*INSEAD, Fontainebleau*

This is the first of a two-case series (599-038-1 and 599-039-1). In response to the changes in the European small car market, Ford decided to launch a second small car, the Ford Ka. The Ford Ka has already been developed, the production capacity determined, and the launch set for October 1996 in France. Before Gilles Moynier can get to the specifics of the marketing strategy, he must decide who the target customer for the Ford Ka should be. The (B) case reveals that Ford chose an attitudinal segmentation and presents initial sales results. The change in the segmentation approach made it difficult to assess the success of the launch and to determine what needed to be done next to continue to build the brand. The Ford Ka case introduces students to the fundamental marketing problem of market segmentation and target selection. Ford's situation does not fit the 'textbook' model exactly and thus, the case is an opportunity for students to see how theory is applied in the real world. Ford's problem is not unique. Often firms want to introduce an existing product to a new market. At a more detailed level, the case can be used to highlight the difference between segment formation and segment identification and the importance of considering implementation issues of a marketing strategy. The case also exposes students to typical market research tools used for market segmentation. This case contains colour exhibits. 

**France; Automobile; Sales FF18 billion (1995); 1996-1997**

**Segmentation  
Segment identification  
Target selection  
Product introduction in new markets  
Internal marketing**

33 pp

FIELD

599-038-8 (17pp)

**500-029-1**

**FORD MOTOR COMPANY: USING WEB-STRATEGIES TO DRIVE CUSTOMER RELATIONSHIP MANAGEMENT**

Vandermerwe, S  
Taishoff, M

*Imperial College Management School, London*

The Ford case charts how the world's second largest automotive company attempts, primarily through the use of the Internet, to transform itself from an automotive manufacturer to becoming a service provider, able to offer customers the full range of automotive products and services to cover their entire transportation experience over time. Product and even technological innovations were no longer sustainable strategies: margins across the industry were rapidly shrinking; customers were turning in droves to Web-based automotive intermediaries who provided a fuller range of services with infinitely less hassle than traditional dealers could; and the principles and tools of customer relationship management (CRM) were rapidly supplanting the traditional, mass marketing approaches of the past. Something radical had to be one. The case shows the steps – strategic, marketing and technological – made by the company to try to shift from transactions to relationships, and from episodic contacts with mass market customers, to lifelong interactions with individual customers. The role of e-technology and partners is emphasised. 

**Global; Automobile; \$162,558 million revenues; 1999**

**Relationship marketing  
CRM  
Customer orientation  
E-business  
E-commerce  
Lifetime customer value  
Customer retention  
Service based strategies**

20 pp

LIBRARY

500-029-8 (9pp)

**501-047-1**

**A FRUITFUL PASSION FOR ORANGE**

Knox, S  
Ryals, L

*Cranfield School of Management*

CRM at Orange has had a major impact on the customer experience. Improved services such as better connectivity and competitive pricing have been augmented with additional services such as customised billing, self-service facilities and new choices such as WAP and videophone. The Orange experience is provided as an example of a company that is strategically advanced in CRM but in the early stages of implementation. It is hoped that the insights drawn from this case study will aid understanding of the difficulties and opportunities CRM presents for a highly successful enterprise operating in a vibrant (and vicious) industry. More specifically, the study aims to: (1) explore the concept of Customer Relationship Management as a strategic vision; (2) demonstrate the application of CRM in combating churn; (3) highlight the role of IT in managing and maximising customer relationships; and (4) raise awareness of the organisational changes that adopting a CRM approach requires. 

**UK; Telecoms; Large; 1998-2001**

**Customer relationship management (CRM)  
Customer retention  
Telecoms**

21 pp

FIELD

501-047-8 (8pp)

**9-399-150**

**GE'S TWO-DECADE TRANSFORMATION: JACK WELCH'S LEADERSHIP**

Bartlett, CA  
Wozny, M

*Harvard Business School*

GE is faced with Welch's impending retirement and the question on many minds is whether anyone can sustain the blistering pace of change and growth characteristic of the Welch era. After briefly describing GE's heritage and Welch's transformation of the company's business portfolio of the 1980s, the case chronicles Welch's revitalization initiatives through the late 1980s and 1990s. It focuses on six of Welch's major change programs: The 'Software' Initiatives, Globalization, Redefining Leadership, Stretch Objectives, Service Business Development, and Six Sigma Quality. Can be used to develop multiple lessons, including corporate strategy development, transformational change, management and leadership, and corporate renewal.

**Employees 293,000; \$100 billion revenues; Event start date 1981; Event end date 1998**

**Business policy  
Conglomerates  
Corporate culture  
Corporate strategy  
Executives  
Leadership  
Management of change  
Organizational change  
Organizational development  
Strategy implementation**

24 pp

CASE (LIBRARY)

5-300-019 (16pp)

**9-594-106  
GOODYEAR: THE AQUATRED LAUNCH**

Quelch, JA  
Isaacson, B

*Harvard Business School*

After many years of R&D, Goodyear has developed the Aquatred, an innovative new tire. However, the tire industry has matured and evolved, raising questions concerning the Aquatred's ability to gain support from Goodyear's independent tire dealers. Students must use information on channel evolution and consumer behavior to make two decisions: whether to launch the Aquatred and whether to expand Goodyear's distribution network. Also explores issues involved in managing a complex distribution structure during a time of rapid change.

**Employees 105,000; \$10.9 billion revenues; Event start date 1992; Event end date 1992**

**Distribution channels  
Distribution planning  
Marketing implementation  
Marketing management  
Marketing strategy  
New product marketing  
Tire industry**

23 pp

CASE (FIELD)

5-595-016 (14pp)

**298-014-1  
GROUPE SCHNEIDER: ECONOMIC VALUE ADDED AND THE MEASUREMENT OF FINANCIAL PERFORMANCE**

Young, D  
*INSEAD, Fontainebleau*

Groupe Schneider is a world leader in electrical distribution, industrial engineering equipment, and industrial control and automation. In order to promote a stronger value creating culture, Schneider implemented a performance measurement system based on Economic Value Added. The case explores the difficulties of implementing value-based metrics in large multi-national companies,

and the use of Economic Value Added in management compensation. This case is a vehicle exploring Economic Value Added. The issues raised include the importance of value creation, the cost of capital, calculating Economic Value Added, management compensation, and other issues related to implementing Economic Value Added as a divisional performance measure. A technical note 'Management Compensation and Economic Value Added' (298-027-6) is available as a supplement to the case. \*\*ECCH European Case Awards Category Winner 2000\*\* [🔗](#)

**France, Worldwide; Electrical distribution, industrial engineering, control and automation; 63,000 employees in 130 countries; 1997**

**Economic Value Added  
Performance measurement  
Economic profit  
Management compensation  
Value based management**

25 pp

298-014-8 (26pp)

**9-396-212  
HARVEY GOLUB: RECHARGING AMERICAN EXPRESS**

Garvin, DA  
March, A  
*Harvard Business School*

Describes the large-scale change process initiated and led by Harvey Golub as CEO of American Express. Describes the organization he inherited, two successive waves of reengineering, his 'principles-driven' approach to decision making, and his goal of converting American Express from a diversified financial supermarket to one unified operating company. Introduces students to many of the basic principles in leading transformational change, explores the requirements for effective reengineering, and examines a leadership approach based on values and a few core principles. Also shows how a CEO can move a large entrenched organization in new directions. A Spanish translation is available '9-302-S41'.

**Employees 70,000; \$14 billion revenues; Event start date 1980; Event end date 1990**

**Business policy  
Financial services  
Leadership  
Management of change  
Reengineering**

23 pp

CASE (FIELD)

5-396-334 (18pp)

**9-384-049  
HONDA (A)**

Christiansen, ET  
Pascale, RT  
*Harvard Business School*

Describes the history of Honda Motor Company from its beginning through its entry into and subsequent dominance of the US market. The history is explained primarily in terms of strategic factors and quoted from two sources: an earlier case and Boston Consulting Group report on the motorcycle industry. Should be used with Honda (B).

**Event start date 1948; Event end date 1974**

**Business policy  
Competition  
Corporate strategy  
Japan  
Learning curves  
Motorcycles**

9 pp

CASE (PUB MAT)

5-386-034 (7pp)

**9-384-050  
HONDA (B)**

Christiansen, ET  
Pascale, RT  
*Harvard Business School*

Describes the history of Honda Motor Company from its beginning through its entry into and subsequent dominance of the US market as seen through the eyes of Honda executives. The history of Honda's successful entry into the US market is viewed as highly adaptive and fraught with error and serendipity. Honda (A) and (B) are designed to be used together to contrast two differing views of major events in a company's history, both of which are important for a general manager to understand.

**Event start date 1948; Event end date 1974**

**Business policy  
Corporate strategy  
Japan  
Management of change  
Management styles  
Motorcycles**

9 pp

CASE (FIELD)

5-386-034 (7pp)

**400-002-1  
THE HOUSE THAT BRANSON BUILT: VIRGIN'S ENTRY INTO THE NEW MILLENNIUM**

Kets de Vries, M  
Dick, R  
*INSEAD, Fontainebleau*

This case provides an opportunity to explore the person-organisation interface. From a developmental point of view, it examines the making of an entrepreneur. The case also allows for an exploration of the vicissitudes of leadership. It looks at effective leadership in the context of a high performance organisation, and finally, incites discussion about planning for the

future of an entrepreneurial organisation, in particular the use of brand to enter new, unrelated markets. The case focuses on leadership in a creative, entrepreneurial organisation. Virgin has made many brilliant moves and weathered spectacular setbacks. The case offers insight into these and other management issues that have come to the fore in Virgin's history. Among them are: (1) the transition from entrepreneurial to more conventional, 'systematic' management; (2) the formulation of strategy for, and the management of, rapid growth around stretching of a brand, particularly expansion into unrelated areas and expansion overseas; (3) the management of strategic alliances; (4) the development of a corporate culture centered around youth and informality; (5) a preference for promotion of insiders who 'fit' rather than outside candidates; (6) the management of creativity; and (7) the transition from a private enterprise to a public company and back again to private. [Q]

**Great Britain; Entertainment, airline; Large; 1968-2000**

**Richard Branson  
Virgin  
Entrepreneurs  
Leadership  
Brand management  
Venture capital firm**

33 pp

FIELD

400-002-8 (22pp)

**SM49A**

**INTEL CORP: THE HOOD RIVER PROJECT (A)**

Burgelman, RA  
Bamford, RS  
*Stanford University*

Describes Intel's Hood River project, a new business venture within Intel which sought to establish a market presence for the PC in the living room. Describes the actions of people at different levels in the organization, including the project leader, his direct managers, and Intel's senior management. It describes how the venture was initiated, how funding was won, and how the organization was structured to pursue the opportunity. Also describes the many challenges faced by the Hood River team, which included: defining a new market, establishing and cultivating partners, competing for limited funding resources, competing for limited organization (people) resources, and aligning the objectives of the project with the strategy of the corporation.

**Event start date 1995; Event end date 1997**

**Computer systems  
Entrepreneurial management  
Home entertainment equipment  
Leadership**

**Strategic planning  
Strategy implementation**

35 pp

CASE (FIELD)

**9A97D010  
INTERNATIONAL DECORATIVE GLASS**

Klassen, R  
Beamish, PW  
Barker, J  
*Richard Ivey School of Business*

International Decorative Glass (IDG) is a small manufacturer of glass panels which are inserted into exterior steel doors. While their primary market is in the US, most of IDG's manufacturing is done in China through a joint venture arrangement. In response to rapidly growing customer demand, the vice president of operations, is considering the expansion of either their Chinese or Canadian manufacturing operations. Alternatively, he has been approached by a supplier to form a new joint venture manufacturing operation in Vietnam. Financial, political and infrastructural considerations must be weighed, in addition to any signal that would be sent to their current Chinese partners. [Q]

**International business  
Manufacturing capacity  
Joint ventures  
Manufacturing strategy**

18 pp

8A97D10 (14pp)

**9-200-039  
IRIDIUM LLC**

Esty, BC  
Qureshi, FA  
Olsen, W  
*Harvard Business School*

Part of a module on financing large projects in the elective curriculum course entitled 'Large-Scale Investment'. Set in August 1999, just after Iridium, a global communications firm, declared bankruptcy. While the case describes Iridium's creation, development, and commercial launch, it concentrates primarily on the firm's financial strategy and execution as it raised more than \$5 billion of capital. Describes the specific securities Iridium issued, the sequence in which it issued them, and the firm's financial performance prior to bankruptcy. Using analyst forecasts, students can value the firm prior to bankruptcy, but will recognize how difficult it is to value technology start-ups given the uncertainty in demand. Intended to challenge existing theories of capital structure: is Iridium's target capital structure of 60% debt optimal? Helps students understand the benefits and limitations of issuing different kinds of securities (eg cash-pay vs zero coupon bonds, bank debt vs public bonds,

etc) and the complexity of sequencing different kinds of securities. The overall objective is to help students understand the relevant issues in financing large, greenfield projects.

**Employees 1,000; \$5 billion revenues; Event start date 1990; Event end date 1999**

**Bankruptcy  
Capital investments  
Capital structure  
Project finance  
Telecommunications  
Valuation**

20 pp

CASE (LIBRARY)

5-200-050 (34pp)

**199-001-1  
JD HALL AND SONS LIMITED CASE A**

Williamson, TC  
*Manchester Metropolitan University*

This is the first of a two-case series (199-001-1 and 199-002-1). This case examines the circumstances surrounding a serious downturn in the trading performance of a medium-sized family owned, painting and contracting business. Cash flow problems and a breakdown in trust between the company and its bankers threaten its future. The task is to evaluate the financial position of the company to assess the likelihood of the bank being willing to provide sufficient funds to enable its survival. The objectives of this case are to: (1) develop awareness of the nature of a business engaged in contracting activity and of the implications that impact on its financial performance and reporting thereof; (2) introduce and exercise tools and concepts of financial statement analysis (including financial ratios analysis, working capital and cash-flow statement appraisal); (3) introduce and exercise tools and concepts of corporate credit appraisal (including the 5-C's of credit appraisal and security evaluation); and (4) provoke thought about the financial and non-financial factors that impact upon the quality of a bank-client relationship. [Q]

**England; Commercial painting and contracting; £8 million turnover, 180 employees; 1992-1995**

**Financial management  
Corporate strategy  
Financial statement analysis  
Corporate credit appraisal  
Banking  
Medium sized firm**

11 pp

LIBRARY

199-001-8 (10pp)

**199-002-1**  
**JD HALL AND SONS LIMITED CASE B**

Williamson, TC  
*Manchester Metropolitan University*

This is the second of a two-case series (199-001-1 and 199-002-1). This case describes the events over a six-month period to June 1995 following an emergency meeting at which a deterioration in the trading and financial position of the company has been addressed. The Board of Directors face the prospect of the company being placed in receivership unless they can restore bank confidence in their ability to halt the firm's decline. Further setbacks arise. Two reports are commissioned to investigate the firms' prospects of survival, but conflicting opinions are received. The task for the Board is to decide upon an action plan to safeguard the company's future. Can it survive, or is receivership inevitable? The teaching objectives of this case are to: (1) present an opportunity for students to consider alternative courses of action to secure the company's future; (2) explain the differences between a Company Voluntary Arrangement (CVA) and receivership; (3) provide an insight into the motivation of bankers in preferring receivership to a CVA; (4) provoke debate about professional ethics; (5) raise awareness of bank society evaluations in a receivership situation; and (6) encourage students to consider reasons for the company's failure. ☒

**England; Commercial painting and contracting; £8 million turnover, 180 employees; 1992-1995**

**Financial management**  
**Corporate strategy**  
**Financial statement analysis**  
**Corporate credit appraisal**  
**Banking**  
**Medium sized firm**  
**Business ethics**

4 pp

LIBRARY

199-002-8 (5pp)

**9-596-036**  
**LAND ROVER NORTH AMERICA, INC**

Fournier, S  
*Harvard Business School*

Charles Hughes, President and CEO of Land Rover North America, Inc, is debating product positioning options for the new Land Rover Discovery. The positioning decision must consider the role of the Discovery vis-a-vis other vehicles in the LRNA line, the brand's strengths and weaknesses versus competition, and the positioning of the Land Rover umbrella brand in the UK. An allocation of marketing funds across brands and mix elements must also be determined and decisions on the company's innovative retailing strategy and experience marketing initiatives made.

The case contains rich consumer behavior data. The teaching purpose is to: (1) demonstrate the process of turning consumer research data into sound brand and line positioning recommendations; (2) expose students to concepts of brand personality and brand equity and shows how these shape and contain management decisions; and (3) explore difficulties of managing brand equity on global basis. Includes color exhibits.

**Employees 80; Event start date 1994; Event end date 1994**

**Advertising**  
**Automobiles**  
**Brands**  
**Market research**  
**Marketing mixes**  
**Product management**  
**Product positioning**

32 pp

OTHER

5-597-043 (20pp)

**9-597-002**  
**LAUNCHING THE BMW Z3 ROADSTER**

Fournier, S  
Dolan, RJ  
*Harvard Business School*

James McDowell, vice president of marketing at BMW North America, Inc, must design Phase II communication strategies for the launch of the new BMW Z3 Roadster. The program follows an 'out-of-the-box' pre-launch campaign centered on the placement of the product in the November 1996 James Bond hit movie, GoldenEye, and including other 'non-traditional' elements such as a product appearance on Jay Leno's Tonight Show, an offering of a Bond Edition Roadster in the Neiman Marcus Christmas Catalog, and large-scale public relations activities. McDowell must assess the effectiveness of the pre-launch activities and design marketing tactics that can sustain product excitement until product availability in March. The teaching purpose is to: (1) stimulate creative ideas concerning new product launch planning; (2) encourage a point of view regarding the role of cross-promotions and movie product placements (a) within the marketing mix and (b) in the context of a new product launch and (3) structure thinking about 'a new marketing paradigm' that does not rely on television advertising. Includes color exhibits.

**Automobiles**  
**Brands**  
**Communication strategy**  
**New product marketing**  
**Product positioning**  
**Public relations**

25 pp

OTHER

5-500-025 (32pp)

**9-798-063**  
**LEADERSHIP ONLINE: BARNES & NOBLE vs AMAZON.COM (A)**

Ghemawat, P  
Baird, B  
*Harvard Business School*

Describes the attempt of a traditional retailer, Barnes & Noble, to counter the challenges posed by an Internet-based start-up, Amazon.com.

**Employees 20,000; \$2 billion revenues; Event start date 1996; Event end date 1997**

**Competition**  
**Electronic commerce**  
**Internet**  
**Publishing industry**  
**Retailing**

21 pp

CASE (LIBRARY)

5-798-119 (15pp)

**501-011-1**  
**L'ORÉAL (A): FIGHTING THE SHAMPOO BATTLE**

Franch, J  
Quintana, N  
*ESADE, Barcelona as part of the Community of European Management Schools (CEMS)*

This is the first of a two-case series (501-011-1 and 501-012-1). This case study discusses how L'Oréal decided to become a leader in the European shampoo market, a market that only a few years earlier had not been a company priority because competition was very much based on price and margins were too narrow. Elseve was L'Oréal's shampoo brand leader in the French market and the challenge for the company was to make it a leader throughout Europe. The immediate issue of this case is to discuss the definition of strategic priorities in the international marketing of Elseve, one of the L'Oréal brands, while providing a global view of the European market. This case study is suitable for use very early in a course on International Marketing or Global Marketing, possibly in the second or third class, when dealing with the issue of international competitive marketing strategies. A video 'L'Oréal: A True Partnership' (501-011-3) is available to accompany the case series. This version contains colour exhibits. There is a multimedia version of this case series that can be used instead of the paper version '501-011-0'. \*\*EFMD Case Writing Competition 2001 Category Winner\*\* ☒

**Strategic vision**  
**Competitive position**  
**Strategic priorities**  
**Global marketing vs multi-domestic marketing**  
**Pan-European marketing**

**Entry strategies****Product and brand management**

25 pp

FIELD

501-011-8 (21pp)

**496-005-1****LOUIS ROBERT (B): THE DEAL**

Leleux, B  
Muzyka, DF  
Rossell, G

*INSEAD, Fontainebleau*

This is the second of a two-case series (496-004-1 and 496-005-1). Louis Robert, a recent MBA graduate from INSEAD with extensive consulting experience but limited financial resources, is analysing the leveraged acquisition of a chain of furniture stores in Northern France. The case focuses on deal analysis and structuring to take full advantage of taxes and also highlights negotiation strategies. There is a Spanish translation available (E496-005-1).

**France; Furniture retailing;  
15 employees/\$10 million; 1993**  
**Structure**  
**Financing**  
**Holding**  
**Leverage**  
**Entrepreneurship**

17 pp

FIELD

496-005-8 (14pp)

**301-040-1****LUFTHANSA 2000: MAINTAINING THE CHANGE MOMENTUM**

Ghoshal, S  
Bruch, H

*London Business School*

In 1991 Lufthansa was almost bankrupt. Eight years later, at the general business meeting on the 16th of June 1999 Jurgen Weber (CEO) announced record results in Lufthansa's history that spanned more than 70 years. In eight years, the company had gone from the brink of bankruptcy to becoming one of the world's leading airline companies, a founding member of the STAR ALLIANCE – the airline industry's most comprehensive network – aspiring to become the leading aviation group in the world. Lufthansa had undergone some radical changes that reversed a record loss of DM 730 million in 1992 to a record pre-tax profit of DM 2.5 billion in 1998 (an increase of 42% compared to 1997 when the pre-tax profit was DM 1.75 billion). Revenues increased by 4.8%, from DM 21.6 billion in 1997, to DM 22.7 billion in 1998. The Seat Load Factor (SLF – proportion of seats filled) reached 73%, a record performance in Lufthansa's history (1.5 percentage points increase compared to 1997 and 9 percentage points increase compared to 1991). After the first step of the turnaround it was apparent that

transformation had just begun and that a much more fundamental change had to follow to assure the company's future. The Lufthansa Executive Board (Vorstand) and the Supervisory Board (Aufsichtsrat) decided to follow a concept of sustaining renewal (redevelopment) at 3 levels; operational, structural, and strategic. In 1999, none of these processes were fully completed. In fact, sustaining the change process was seen as the key management challenge. A video '301-040-3' is available to accompany this case. There is a Spanish translation available 'E301-040-1'. \*\*EFMD European Case Writing Competition 2000 Category Winner\*\* [🔗](#)

33 pp

FIELD

301-040-8 (18pp)

**599-033-1****MARKETING AND GROWTH STRATEGIES – A SOFTWARE CASE**

O'Sullivan, D  
*University College Cork, Ireland*  
O'Sullivan, J  
*ACT Venture Capital, Dublin*

This case looks at the strategic marketing issues faced by Qumas, a company marketing document management software. Qumas markets its products to companies that operate in government regulated sectors, ie pharmaceutical, chemical and aerospace industries. The company has been developing and marketing products since 1994 and has recently opened sales offices in the east and west coast of America and Brussels. At the time of the case the company is attempting to identify a viable market position that will allow it to continue to grow. The case provides a basis for discussing strategic marketing of software products as well as business to business marketing. The issue of how the company should finance its growth is also addressed. [🔗](#)

**Global; Software; Medium; 1995-2000+**  
**Marketing strategy**  
**Growth strategy**  
**Software**  
**Market positioning**  
**Entry strategy**  
**Venture capital**

20 pp

FIELD

599-033-8 (16pp)

**602-010-1****MARKS & SPENCER AND ZARA: PROCESS COMPETITION IN THE TEXTILE APPAREL INDUSTRY**

Pich, M  
Van der Heyden, L  
Harlé, N  
*INSEAD, France-Singapore*

This case was written to illustrate the importance of business process design as a basis for competition in the textile industry. The case illustrates the impressive performance of Zara, the new fashion player from Spain, which has innovated in process design so as to deliver new collections in its stores with a lead-time of 5 to 7 days. The more traditional approach in textile retailing is illustrated here by Marks & Spencer (M&S), the well-known UK retailer. Notwithstanding M&S's current problems, the case does not fall into an overly simple comparison between a young, innovative competitor and an ageing glory. The authors have taught this case both in executive education and in the MBA core class on process and operations management. There are four important concepts that we typically stress, more or less, depending on pedagogical objectives: (1) newsvendor losses in the textile industry; (2) the role of postponement in final design; (3) the 'lean enterprise' aspect of Zara; and (4) process competition and innovation, embedded in technology evolution. There is a Spanish translation available (E602-010-1). [🔗](#)

**UK, international; Retail, textile apparel; Large; 1998-2001**

**Process competition**  
**Operations management**  
**Supply Chain**  
**Retail Apparel**  
**Delayed customisation**  
**Time-based competition**  
**Newsboy model**  
**Innovation**

17 pp

LIBRARY

602-010-8 (37pp)

602-010-9 (s/w)

**9-799-158****MATCHING DELL**

Rivkin, JW  
Porter, ME  
*Harvard Business School*

After years of success with its vaunted 'Direct Model' for computer manufacturing, marketing, and distribution, Dell Computer Corp. faces efforts by competitors to match its strategy. This case describes the evolution of the personal computer industry, Dell's strategy, and efforts by Compaq, IBM, Hewlett-Packard, and Gateway 2000 to capture the benefits of Dell's approach. Students are called on to formulate strategic plans of action for Dell and its various rivals. Designed to be taught in any of several places in an MBA course on competitive strategy. Permits an especially detailed examination of imitation; illustrates how fit among activities and incompatibilities between competitive positions can pose particularly high barriers to imitation. Can also be employed to illustrate competitor analysis, the

evolution of industry structure, and relative cost analysis.

**\$19 billion revenues; Event start date 1998; Event end date 1998**

**Competition  
Computer industry  
Cost analysis  
Industry structure  
Personal computers  
Strategic planning**

31 pp

CASE (LIBRARY)

5-700-084 (24pp)

**397-025-1**

**THE MATRA-RENAULT 'ESPACE' ALLIANCE AND THE EUROPEAN MINIVAN MARKET**

Garrette, B  
Dumont, A  
Dussauge, P

*Groupe HEC, Jouy-en-Josas*

The Matra-Renault 'Espace' Alliance case is a business strategy case. It is primarily aimed at discussing the competitive advantage of the Renault Espace minivan, namely a significant product differentiation, gained through technological and organisational innovation. A second step in the case discussion is to question the sustainability of this competitive advantage, now that several powerful competitors (Fiat and PSA on the one hand, and Volkswagen and Ford on the other hand) have teamed up in order to produce and market direct rivals to the Espace people carrier. The case also addresses a third topic, which is the strategic management of alliances uniting competing firms, and the likely outcomes of such partnerships. It is accompanied by a video 'Matra-Automobile and the Espace Adventure' (F397-025-3) featuring the most important characters of the story: the CEOs of Matra-Automobile and Renault, as well as the Renault Espace and its competitors. This is in French, with English subtitles and introduction. [📄](#)

**France, Europe; Automobile; Renault 100,000 employees, Matra-Auto 4,000 employees; 1996**

**Competitive advantage  
Product differentiation  
Alliance negotiation  
Alliance strategy  
Innovation**

27 pp

FIELD

**9-396-357**

**MCKINSEY & CO: MANAGING KNOWLEDGE AND LEARNING**

Bartlett, CA

*Harvard Business School*

Describes the development of McKinsey & Co as a worldwide management consulting firm from 1926 to 1996. In

particular, it focuses on the way in which McKinsey has developed structures, systems, processes, and practices to help it develop, transfer, and supply knowledge among its 3,800 consultants in 69 offices worldwide. Concludes by focusing on three young consultants operating in each dimension of the firm's organization – the local office, the industry practice, and the firm's competence center. MD Rajat Gupta wonders if the changes he has made are sufficient to maintain the firm's vital knowledge development process. Can be used in general management, service management, or international management courses to focus on the GM's role in making knowledge and expertise a source of competitive advantage.

**Employees 6,000; \$1.8 billion revenues; Event start date 1996; Event end date 1996**

**Business policy  
Consulting  
Innovation  
Knowledge transfer  
Management of professionals  
Multinational corporations  
Organization**

20 pp

CASE (FIELD)

5-398-065 (16pp)

**302-079-1**

**MICHELIN AND THE GLOBAL TYRE INDUSTRY IN 1999**

Cool, K  
Gee, F

*INSEAD-CEDEP, Fontainebleau*

The case chronicles the history of the tyre industry up until 1999, focusing on globalisation, economics and segmentation. The moment in the case is just after Edouard Michelin takes over from his father, immediately announcing layoffs. The case focuses on Michelin's strategy. The case is quite comprehensive, allowing a discussion of industry globalisation and restructuring, competitors responses, and how to compete in a global, mature industry. [📄](#)

**Global; Tyre manufacturing; 2000  
Industry restructuring  
Globalisation  
Supply chain analysis  
Vertical integration  
Multi-point competition  
Industry over-capacity  
Mature industry  
Family-run business**

38 pp

LIBRARY

**301-024-1**

**NANDO'S INTERNATIONAL: TAKING CHICKEN TO THE WORLD**

Klein, S  
De Blois, L

*Wits Business School, University of the Witwatersrand, South Africa*

Rob Brozin, Chairman of Nando's International, based in South Africa, was reconsidering the company's international expansion program in general, and the decision to enter Singapore and Malaysia in particular. The time was April 1997, and the company had completed a successful listing on the Johannesburg Stock Exchange. The aims of the listing were to insulate the South African operations from the risks of international expansion and to raise necessary capital for expansion. The key uncertainty facing Brozin was the extent to which Nando's success in South Africa was transferable abroad. The company had limited success with previous international expansion, but believed that the mistakes of the past had been corrected. The case outlines Nando's origins and the development of its unique corporate culture. Early international developments are described and the restructuring that followed is summarized. The case ends with the decision to go into SE Asia in 1997. The teaching objectives include: (1) to understand the pressures on a company to go global; (2) to identify the reasons for a company's domestic success and its core competencies; (3) to evaluate whether, under what conditions, and to where, success may be transferable; and (4) to consider which aspects of a firm's operations need to be adapted from country to country, and which can and should remain standardised. A video 'Nando's International: Taking Chicken to the World' (301-024-3) is available to accompany the case. This case was submitted for inclusion in the Indiana University CIBER Case Collection through a CIBER-sponsored case competition. [📄](#)

**International; Fast food; Medium; 1997**

**Globalisation  
International growth and growth strategies  
International marketing  
People management and communications systems  
Corporate culture  
Organisational structure  
Financial and product standards control  
Managing global cultural diversity  
Entrepreneurship  
Selection of partners**

30 pp

FIELD

301-024-8 (5pp)

**9-598-061**

**NOTE ON MARKETING STRATEGY**

Dolan, RJ

*Harvard Business School*

Describes the major elements of marketing strategy: the decisions to be made and the underlying analysis to support that decision making.

**Decision making  
Marketing strategy**

17 pp

NOTE

**395-113-1  
NOVOTEL**

Baden-Fuller, C  
Hunt, B  
*City University Business School,  
London*

Calori, R  
*Groupe ESC Lyon, France*

The Novotel case study describes the Retours vers le Future (Back to the Future) change programme. This initiative is both radical and innovative and has changed structure, systems and processes. The programme is changing work behaviours and thereby changing the ways in which NOVOTEL units are run and the way in which NOVOTEL competes. The teaching notes focus students' attention on a number of features. These include the timeliness, speed and scope of the change initiative; the radical and innovative nature of management's response to the threat; the top-down programme which allowed bottom-up consultative processes; the fact that changes were made simultaneously in 200 hotels throughout Europe. □

**Europe; Hotel, hospitality; 250 hotels (approx); 1991-93/4**

**Rejuvenation  
Radical corporate change  
Strategic momentum**

33 pp

FIELD

395-113-8 (23pp)

**600-013-1  
PERMAFRESH CORPORATION: A CASE  
IN ENTREPRENEURIAL NEW  
CONSUMER PRODUCT  
DEVELOPMENT**

Bhattacharya,  
S; Fehervary, A  
*INSEAD, Fontainebleau*

This case considers the development of a new product from the concept generation phase. It incorporates issues like design outsourcing and collaboration with extend agencies in new product development. The teaching objectives are to raise issues like outsourcing, financing and sharing risks and rewards in entrepreneurial new product development. □

**USA; Start-up; 1998-1999  
New product development  
Entrepreneurship**

22 pp

FIELD

600-013-8 (18pp)

**9-299-012  
PETROLERA ZUATA, PETROZUATA CA**

Esty, BC  
Millett, MM  
*Harvard Business School*

Petrozuata is a proposed \$2.5 billion oil-field development project in Venezuela. The case is set in 1997 as the project sponsors, Conoco, Inc and PDVSA (Venezuela's national oil company), are planning to meet with various development agencies and rating agencies regarding the proposed financial structure. The sponsors hope to raise a portion of the \$1.5 billion debt in the capital markets, which will require an investment-grade rating. The key questions are whether the project will achieve an investment-grade rating and, if not, how to finance the project. Describes what turned out to be an extremely well-crafted financial transaction, one that was named 'Deal of the Year' in 1997 by virtually every journal covering project finance. Addresses questions like why use project finance, how to allocate project risk, and how to value project investments. Also addresses the ratings process and, in particular, the possibility that a deal can pierce the sovereign ceiling (to receive a higher rating than the country rating in which it is located). Finally, shows how the capital markets are becoming an important source of funds for development projects.

**Employees 150,000; \$77 billion  
revenues; Event start date 1996; Event  
end date 1997**

**Capital markets  
Developing countries  
International finance  
Natural resources  
Petroleum  
Project finance  
Risk assessment  
South America  
Valuation**

22 pp

CASE (FIELD)

5-299-013 (38pp)

**589-030-1  
PHILIP MORRIS KK**

Turpin, D  
*IMD, Lausanne*

The marketing manager of Philip Morris KK (PMKK) must decide how his company should react after learning that competitor RJ Reynolds plans to introduce a Yen 200 cigarette in Japan, attacking PMKK's position in the lower end of the Japanese market.

**Japan; Food and tobacco; 1987  
Pricing  
Competition  
Market positioning**

27 pp

FIELD

589-030-8 (7pp)

**9-302-049  
PHILIPS vs MATSUSHITA: A NEW  
CENTURY, A NEW ROUND**

Bartlett, CA  
*Harvard Business School*

Describes the development of the international strategies and organizations of two major competitors in the global consumer electronics industry. The history of both companies is traced and their changing strategic postures and organizational capabilities are documented. Particular attention is given to the major restructuring each company is forced to undertake as its competitive position is eroded. Illustrates how global competitiveness depends on organizational capability, the difficulty of overcoming deeply embedded administrative heritage, and the limitations of both classic 'multinational' and 'global' models. A rewritten version of an earlier case.

**Employees 270,000; \$40 billion – \$60  
billion revenues; Event start date 1970;  
Event end date 2001**

**Competition  
Electronics  
International operations  
Multinational corporations  
Organizational change  
Organizational structure  
Strategy implementation**

20 pp

CASE (LIBRARY)

5-302-063 (14pp)

**9-580-108  
POLAND SPRING BOTTLING CORP**

Shapiro, BP  
Sherman, JJ  
*Harvard Business School*

Poland Spring is a small domestic bottler of mineral water trying to compete in a rapidly expanding market against Perrier, the dominant brand, and 20 other foreign and domestic waters. Company management must decide how to position and promote its product with limited resources. An excellent case to force decision making on consumer marketing strategy.

**\$4 million annual sales; Event start date  
1979; Event end date 1979**

**Advertising strategy  
Beverages  
Competition  
Distribution channels  
Market segmentation  
Marketing strategy  
Pricing strategy  
Product positioning**

32 pp

CASE (FIELD)

**501-042-1  
PRICELINE (A)**

Kumar, N  
Low, C  
*IMD, Lausanne*

This is the first of a two-case series (501-042-1 and 501-043-1). After pioneering a 'name-your-price' on-line commerce service model in 1998, Priceline sold record numbers of air tickets. In 1999, it extended this service model to the on-line sale groceries, planning to capitalise on its newly acquired Internet brand recognition.

**USA; Travel; Sales US\$1,235 billion, 359 employees; 1999**

**Internet  
Pricing**

4 pp

LIBRARY

**501-043-1  
PRICELINE (B)**

Kumar, N  
Low, C  
*IMD, Lausanne*

This is the second of a two-case series (501-042-1 and 501-043-1). This (B) case is an update, revealing key events from October 2000 to March 2001. It begins with the shutdown of Priceline's on-line groceries business and ends with the company's 98% decline in share price from its 52-week high in March 2001.

**USA; Travel; Sales US\$1,235 billion, 359 employees; 2001**

**Internet  
Pricing**

2 pp

LIBRARY

**301-050-1  
RENAULT AND NISSAN – A MARRIAGE  
OF REASON**

Lasserre, P  
Flament, A-C  
Fujimura, S  
Nilles, P  
*INSEAD-EAC, Singapore*

In 1999 Renault acquired 36.8% of Nissan, the Japanese troubled car manufacturer. This case describes the successful integration process that leads to the recovery of Nissan. Teaching objectives include: (1) strategic alliances and acquisitions; (2) the rationale for global alliances; and (3) integrating acquisitions. [↗](#)

**Japan; Automotive; \$121 billion; 1999-2000**

**Strategic alliances  
Acquisitions  
Integrating acquisitions  
Asian business**

**Japan  
Global strategies**

22 pp

LIBRARY

301-050-8 (15pp)

**9-587-055  
ROHM AND HAAS (A): NEW PRODUCT  
MARKETING STRATEGY**

Rangan, VK  
Lasley, S  
*Harvard Business School*

Joan Macey, Rohm and Haas' market manager for Metalworking Fluid Biocides, found that sales of a new biocide, Kathon MWX, was utterly disappointing. This was all the more puzzling since sales of her other product – Kathon 886 MW, a liquid biocide used only in large-capacity tanks – was well on target and held a steady 30% market share. In May 1984, about five months after the new product was launched, Joan Macey was reviewing her entire marketing strategy with a view to bringing Kathon MWX sales closer to target. Of particular concern to her were the distribution and communication strategies used for the new product.

**\$2 billion revenues; Event start date 1984; Event end date 1984**

**Chemicals  
Distribution channels  
Marketing strategy  
New product marketing**

15 pp

CASE (FIELD)

5-587-129 (12pp)

**9-693-029  
ROYAL AUTOMOBILE CLUB RESCUE  
SERVICES DIVISION:  
TRANSFORMATION THROUGH  
TECHNOLOGY**

Sasser, WE, Jr  
Hallowell, R  
*Harvard Business School*

The Royal Automobile Club uses a new computer and telephone system to improve its service standards and profitability. After the initial impact of changes from technology, the organization faces a need to choose between future technological development or organizational change.

**Corporate strategy  
Information systems  
Services  
Technology  
United Kingdom**

22 pp

CASE (FIELD)

**399-122-1  
RYANAIR – THE LOW FARES AIRLINE**

O'Higgins, E  
*University College Dublin*

Ryanair is the first budget airline in Europe, modelled after the successful USA carrier, Southwest Airlines. The case incorporates a history and description of Ryanair and its principle characters, Ryanair's operation and challenges as a budget airline, and a portrayal, for comparison, of Ryanair's role model Southwest Airlines. The latter part of the case consists of a description of Ryanair's strategy, having analysed the competitive arena in which Ryanair operates and the company's own particular mix of resources and operations. This entails an assessment of the sustainability of Ryanair's strategy, especially as it compares to its own chosen role model, Southwest Airlines. Having developed an understanding of Ryanair's situation, students should be able to develop future moves for the company. A video (399-122-3) and transparencies (399-122-7) are available to accompany the case. There is a Spanish translation available 'E399-122-1'. \*\*ECCH Irish Case Writing Competition Category Winner 1999 and 1999 EFMD European Case Writing Competition Category Winner\*\*. The supplementary teaching note was written by Hugh Macmillan and Mahen Tampoe. [↗](#)

**Europe; Airline**

**Strategic analysis  
Industry analysis  
Resources and capabilities  
Sustainable competitive advantage  
Business strategy  
European airline industry**

30 pp

LIBRARY

399-122-8 (18pp)

399-122-9 (12pp)

**9A94M004  
SABENA BELGIAN WORLD AIRLINES:  
WEYJTJENS' FIRST ASSIGNMENT**

Crossan, MM  
Pierce, B  
*Richard Ivey School of Business*

The case provides an update on the events subsequent to the (A) case, 9A94M003. It outlines the strategic changes implemented by Pierre Godfroid, Sabena's CEO, and introduces Erik Weytjens, a recent graduate of an MBA program. This case outlines Weytjens first assignment to solve a major logistics problem in the dishwashing department. The case, along with the follow-on series of cases provides the opportunity to: (1) make decisions and take action under realistic constraints of limited information, time and credibility; and (2) reflect on how the pattern of actions supports or undermines strategy. [↗](#)

**Business policy  
Management of change**

**International business  
Policy formulation and  
implementation**

8 pp

8A94M03 (20pp)

**9-500-053**

**SECURITY CAPITAL PACIFIC TRUST: A  
CASE FOR BRANDING**

Fournier, S  
Thorp, S

*Harvard Business School*

Concerns a real estate operations and investment trust that is considering whether it should pursue branding as a strategic investment. Through interpretation of case data and video from focus groups, students deduce the consumer (cognitive, psychological, and economic), environmental, and company factors that are conducive to branding, thereby illuminating their understanding of when it makes sense to brand. Analysis of extensive survey data allows students to consider the secondary question about how to brand as they formulate brand positioning recommendations. The teaching purpose is to teach students how to evaluate the question 'To brand or not to brand'. Extensive data regarding search, evaluation, and choice of a high-involvement durable good makes this case suitable for a class on consumer decision-making processes. Includes color exhibits.

**Employees 1,200; \$300 million  
revenues; Event start date 1996; Event  
end date 1997**

**Brand management  
Marketing management  
Real estate  
Real estate investment  
Service management**

30 pp

OTHER

**9-683-068**

**SHOULDICE HOSPITAL LIMITED**

Heskett, JL  
*Harvard Business School*

Various proposals are set forth for expanding the capacity of the hospital. In assessing them, serious consideration has to be given to the culture of the organization and the importance of preserving it in a service delivery system. In addition to issues of capacity and organizational analysis, describes a well-focused, well-managed medical service facility that may well point the way to future economies in the field.

**Event start date 1982; Event end date  
1982**

**Canada  
Capacity planning  
Expansion  
Hospital administration  
Organizational behavior**

**Services  
Social enterprise**

18 pp

CASE (FIELD)

5-686-120 (16pp)

**IMD-5-0384**

**SKF BEARINGS: MARKET  
ORIENTATION THROUGH SERVICES  
(B) THE MISSION AND CUSTOMER  
STRATEGY**

Vandermerwe, S  
Taishoff, M  
*IMD, Lausanne*

Shortly after accepting the offer to become CEO of the newly created SKF Bearings Services in 1987, Goran Malm, long a proponent of market driven change at SKF, defined his mission: 'trouble free operations'. Rather than simply make and sell bearings, which SKF, the world's largest bearing company, had excelled at, SKF Bearing Services was to offer customers 'solutions'. Quickly selecting his key team members, Malm set about instituting a market driven approach throughout his division, which was responsible for handling the vehicle and industrial aftermarket. Push through distributors and pull through advertising and the creation of 'maintenance support centres', which he called 'service factories', were key to implementing the change process. This case is part of a series which includes (A) and (C) cases (IMD-5-0383 and IMD-5-0385) and 'SKF Bearings: Market Orientation Through Services' (IMD-5-0376). There is a German translation available 'D591-020-1'. This case was previously numbered 591-020-1.

**Sweden; Bearings; SFr 25.1 billion  
sales; 1987-1989**

**Market driven change  
Services and manufacturing**

11 pp

FIELD

591-019-8 (8pp)

**9-599-126  
SNAPPLE**

Deighton, J  
*Harvard Business School*

Tells the story of Snapple's rise and fall, and poses the question 'Can it recover?' Many soft-drink brands flourished in the 1980s serving New York's Yuppies, but only Snapple made the big time. It went from local to national success and was poised to go international when the founders sold out to Quaker. The brand proved harder to manage than Quaker anticipated and in 1997 was sold for a fraction of its acquisition price. The case presents factors accounting for the growth and decline and provides a qualitative study of the brand. What action should the new owners take?

**Employees 500; \$500 million revenues;  
Event start date 1972; Event end date  
1997**

**Beverages  
Brands  
Distribution  
Entrepreneurship  
Market positioning  
Marketing management  
Strategic market planning**

17 pp

CASE (FIELD)

5-500-033 (8pp)

**9-694-023**

**SOUTHWEST AIRLINES – 1993 (A)**

Heskett, JL  
Hallowell, R  
*Harvard Business School*

Southwest Airlines, the only major US airline to be profitable in 1992, makes a decision as to which of two new cities to open, or to add a new long-haul route. Provides windows into Southwest's strategy, operations, marketing, and culture. Illustrates how an airline can simultaneously be low-cost leader, service leader, and profit leader.

**Event start date 1993; Event end date  
1993**

**Airlines  
Corporate strategy  
Operations research  
Service management**

29 pp

CASE (FIELD)

**9-581-026**

**STRATEGIC ISSUES IN DISTRIBUTION**

Takeuchi, H  
*Harvard Business School*

Provides students with an in-depth understanding of the channel decision from the manufacturer's point of view. The two issues addressed in the note are selection of channel design and channel management.

**Distribution channels  
Distribution planning  
Franchising**

17 pp

NOTE

**9-693-019**

**TOYOTA MOTOR MANUFACTURING,  
USA, INC**

Mishina, K  
*Harvard Business School*

On May 1, 1992, Doug Friesen, manager of assembly for Toyota's Georgetown, Kentucky, plant, faces a problem with the seats installed in the plant's sole product – Camrys. A growing number of cars are

sitting off-line with defective seats or are missing them entirely. This situation is one of several causes of recent overtime, yet neither the reason for the problem nor a solution to it is readily apparent. As the plant is an exemplar of Toyota's famed production system (TPS), Friesen is determined that, if possible, the situation will be resolved using TPS principles and tools. Students are asked to suggest what action(s) Friesen should take and to analyze whether Georgetown's current handling of the seat problem fits within the TPS philosophy. The teaching purpose is to: (1) provide comprehensive knowledge on Toyota Production System; (2) exercise advanced root cause analysis; and (3) demonstrate the totality of manufacturing, especially the link between production control and quality control.

**Employees 4,000; \$1-5 billion revenues; Event start date 1992; Event end date 1992**

**Automobiles  
International operations  
Process analysis  
Production controls  
Quality control  
Suppliers**

22 pp

CASE (FIELD)

5-693-046 (25pp)

**9-384-185  
VALUATION TECHNIQUES**

Stevenson, HH  
Roberts, MJ  
*Harvard Business School*

Describes several approaches to valuation of a going concern: assets, earnings, and cash flow.

**Entrepreneurship  
Valuation**

8 pp

NOTE

**595-023-1  
VIRGIN ATLANTIC AIRWAYS: TEN YEARS AFTER**

Larreche, J-C  
Denoyelle, P  
*INSEAD, Fontainebleau*

The Virgin Atlantic Airways (VAA) case was written on the occasion of the company's tenth anniversary. In 10 years, VAA has brought many innovations to the airline industry and won many awards for its service. It has fought against giants on an international scale and has survived the airline industry's most difficult years. The case describes the history of the firm, its achievements, and its practices especially in terms of operations, human resources and marketing. The main purpose of the case is to discuss the concept of customer

value delivery and to understand the mechanisms by which VAA can profitably offer its customers high service quality at a low price. Other possible pedagogical objectives are positioning, innovation, service, quality and public relations. The case is best suited for courses on Marketing Management or Services Management. There is a French translation available (F595-023-1). This case contains colour exhibits. \*\*ECCH European Case of the Year 1996\*\* [Q](#)

**UK, International; Airlines; 1994**

**Marketing  
Services  
Value  
Delivery  
Entrepreneurship  
Public relations  
Leadership  
Pricing**

37 pp

FIELD

595-023-8 (29pp)

**9-794-024  
WAL-MART STORES, INC**

Bradley, SP  
Ghemawat, P  
Foley, S  
*Harvard Business School*

Focuses on the evolution of Wal-Mart's remarkably successful discount operations and describes the company's more recent attempts to diversify into other businesses. The company has entered the warehouse club industry with its Sam's Clubs and the grocery business with its Supercenters, a combination supermarket and discount store. Wal-Mart experienced a drop in the value of its stock price in early 1993, which it still has not made up. Explores the issue of sustaining competitive advantage. Wal-Mart has advantages over its competitors in areas such as distribution, information technology, and merchandising, to name a few. How sustainable are these, and what are the threats to Wal-Mart's continued success?

**Employees 440,000; \$68 billion revenues; Event start date 1994; Event end date 1994**

**Competition  
Discount department stores  
Industry structure  
Retailing  
Strategy formulation  
Strategy implementation**

22 pp

CASE (LIBRARY)

5-395-225 (7pp)

**KSG1545.0  
THE WASHINGTON OPERA**

Lehman, E  
*Kennedy School of Government*

When the board of the Washington Opera Company decides to seek to catapult the successful regional organization into the exclusive ranks of the top opera companies in the US and the world, it faces a series of daunting strategic problems. This case describes the high-risk strategy which it chooses, most notably its decision to tap its funding base, in order to try to double its operating budget, to hire as its director the world-famous opera star Placido Domingo and to seize the chance to purchase and renovate a building which could serve as its new home. The difficulties it encounters and the changes in strategy it decides to pursue allow for discussion of strategic planning in a major nonprofit arts organization. [Q](#)

**Non-profit management**

18 pp

**KSG1545.1  
THE WASHINGTON OPERA: EPILOGUE**

Lehman, E  
*Kennedy School of Government*

When the board of the Washington Opera Company decides to seek to catapult the successful regional organization into the exclusive ranks of the top opera companies in the US and the world, it faces a series of daunting strategic problems. This case describes the high-risk strategy which it chooses, most notably its decision to tap its funding base, in order to try to double its operating budget, to hire as its director the world-famous opera star Placido Domingo and to seize the chance to purchase and renovate a building which could serve as its new home. The difficulties it encounters and the changes in strategy it decides to pursue allow for discussion of strategic planning in a major nonprofit arts organization. [Q](#)

**Non-profit management**

2 pp

**9-498-045  
WOLFGANG KELLER AT KONIGSBRAU-HELLAS AE (A)**

Gabarro, JJ  
*Harvard Business School*

Raises issues concerning performance evaluation, performance appraisal, managing ineffective performance, and conflicts in management style. A rewritten version of an earlier case.

**\$100 million sales**

**Beverages  
Human resources management  
Leadership  
Management styles  
Performance appraisal  
Superior and subordinate**

18 pp

CASE (FIELD)

5-400-069 (20pp)

**9-498-046  
WOLFGANG KELLER AT  
KONIGSBRAU-HELLAS AE (B)**

Gabarro, JJ  
*Harvard Business School*

Designed as an in-class handout following the (A) case. A rewritten version of an earlier case.

**Beverages**  
**Human resources management**  
**Leadership**  
**Management styles**  
**Performance appraisal**  
**Superior and subordinate**

5 pp

SUPPLEMENT (FIELD)

5-400-069 (20pp)

**9-195-158  
XEROX: OUTSOURCING GLOBAL  
INFORMATION TECHNOLOGY  
RESOURCES**

Applegate, LM  
Davis, K  
*Harvard Business School*

In order to increase revenues, develop new technologies, and manage information technology more efficiently, Xerox decided to sign a 10-year, \$3.2 billion contract with Electronic Data Systems (EDS). This case describes the events that preceded Xerox's decision to outsource information technology.

**Event start date 1993; Event end date 1993**

**Computer systems**  
**Information technology**

**Innovation  
Organizational change  
Suppliers**

32 pp

CASE (FIELD)

5-196-055 (13pp)

## ***Helpline for case selection***

If you are having problems finding the right case, or need hints on case searching ECCH provides a helpline facility. To take advantage of this service please contact Lucy Baldwin, Case Information Officer at [help@ecch.cranfield.ac.uk](mailto:help@ecch.cranfield.ac.uk) or on telephone **+44 (0)1234 756410**

It will be useful if you can provide information on:

- the type of case you are looking for (subject area, topics, length etc)
- the case setting (country, industry etc)
- the course to be used on
- the students' level of experience

# 100 Best-selling cases

(listed in alphabetical order)

**Ref no**            **Title**

## Entrepreneurship

9-384-185          Valuation Techniques

## Finance, Accounting and Control

9-201-028          Airbus A3XX: Developing the World's Largest Commercial Jet (A)  
 9-197-047          Arch Communications Group, Inc  
 9-292-140          Arundel Partners: The Sequel Project  
 294-009-1          The Boeing 777  
 9-296-049          Case of the Unidentified Industries – 1995  
 9-394-060          Conflict on a Trading Floor (A)  
 9-394-061          Conflict on a Trading Floor (B)  
 9-493-064          David Fletcher  
 298-014-1          Groupe Schneider: Economic Value Added and the Measurement of  
    Financial Performance  
 9-200-039          Iridium LLC  
 199-001-1          J D Hall & Sons Limited Case (A)  
 199-002-1          J D Hall & Sons Limited Case (B)  
 9-200-028          An Overview of the Project Finance Market  
 9-299-012          Petrolera Zuata, Petrozuata CA

## Human Resource Management/Organisational Behaviour

9A95C005          Antar Automobile Company – Part I: The Automation Project  
 9A95C016          Antar Automobile Company – Part II:: Team and Individual Objectives  
 9A95C017          Antar Automobile Company – Part III: Conflicting Objectives  
 495-014-1          Branson's Virgin: The Coming of Age of a Counter-Cultural Enterprise  
 497-013-1          British Petroleum: Transformational Leadership in a Transnational Organisation  
 9-495-031          Charlotte Beers at Ogilvy & Mather Worldwide (A)  
 9-495-032          Charlotte Beers at Ogilvy & Mather Worldwide (B)  
 400-002-1          The House that Branson Built: Virgin's Entry into the New Millennium  
 496-005-1          Louis Robert (B): The Deal

## Marketing

IMD-5-0484          Alto Chemicals Europe (AR)  
 9-502-030          Aqualisa Quartz: Simply a Better Shower  
 9-591-133          Barco Projection Systems (A): Worldwide Niche Marketing  
 9-595-057          The Black & Decker Corp (A): Power Tools Division  
 9-595-026          Citibank: Launching the Credit Card in Asia Pacific (A)  
 9-580-104          Cumberland Metal Industries: Engineered Products Division – 1980  
 9-598-116          Dell Online  
 501-055-1          Diesel for Successful Living: Branded Strategies for an Un-Market Line Extension in the  
    Fashion Industry

Ref no	Title
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### Marketing (cont'd)

597-028-1	First Direct: Branchless Banking
599-038-1	Ford KA (A): Breaking New Ground in the Small Car Market
500-029-1	Ford Motor Company: Using Web-Strategies to Drive Customer Relationship Management
501-047-1	A Fruitful Passion for Orange
9-594-106	Goodyear: The Aquatred Launch
9-596-036	Land Rover North America, Inc
9-597-002	Launching the BMW Z3 Roadster
501-011-1	L'Oréal (A): Fighting the Shampoo Battle
599-033-1	Marketing and Growth Strategies – A Software Case
9-598-061	Note on Marketing Strategy
589-030-1	Philip Morris KK
9-580-108	Poland Spring Bottling Corp
501-042-1	Priceline (A)
501-043-1	Priceline (B)
9-587-055	Rohm and Haas (A): New Product Marketing Strategy
9-500-053	Security Capital Pacific Trust: A Case for Branding
IMD-5-0384	SKF Bearings: Market Orientation Through Services (B): The Mission and Customer Strategy
9-599-126	Snapple
9-581-026	Strategic Issues in Distribution
595-023-1	Virgin Atlantic Airways: 10 Years After

### Production and Operations Management

600-013-1	Permafresh Corporation: A Case in Entrepreneurial New Consumer Product Development
602-010-1	Marks & Spencer and Zara: Process Competition in the Textile Apparel Industry
9-693-019	Toyota Motor Manufacturing, USA, Inc

### Strategy and General Management

9-395-017	3M Optical Systems: Managing Corporate Entrepreneurship
300-014-1	Amazon.com: From Start-up to the New Millennium
300-044-1	Amazon.com, Inc
9-792-081	Apple Computer – 1992
9-702-469	Apple Computer – 2002
9-673-057	Benihana of Tokyo
9-794-079	Bitter Competition: The Holland Sweetener Co vs Nutrasweet (A)
396-075-1	Black Water Rafting
396-076-1	Black Water Rafting Ltd (B)
9-392-032	Body Shop International
9-301-099	Cisco Systems Architecture: ERP and Web-Enabled IT
9-495-046	Datavision (A)
9-495-047	Datavision (B)
9-495-048	Datavision (C)
IMD-3-0873	easyJet: The Web's Favourite Airline
301-017-1	Ebay.com – Profitability Managing Growth From Start-up to 2000
9-693-013	Euro Disney: The First 100 Days
302-016-1	Flying into a Storm: British Airways (1996-2000)
9-399-150	GE's Two-Decade Transformation: Jack Welch's Leadership

**Ref no**            **Title**

**Strategy and General Management (cont'd)**

9-396-212	Harvey Golub: Recharging American Express
9-384-049	Honda (A)
9-384-050	Honda (B)
SM49A	Intel Corp: The Hood River Project (A)
9A97D010	International Decorative Glass
9-798-063	Leadership Online: Barnes & Noble vs Amazon.com (A)
301-040-1	Lufthansa 2000: Maintaining the Change Momentum
9-799-158	Matching Dell
397-025-1	The Matra-Renault 'Espace' Alliance and the European Minivan Market
9-396-357	McKinsey & Co: Managing Knowledge and Learning
302-079-1	Michelin and the Global Tire Industry in 1999
301-024-1	Nando's International: Taking Chicken to the World
395-113-1	Novotel
9-302-049	Philips vs Matsushita: A New Century, A New Round
301-050-1	Renault and Nissan a Marriage of Reason
9-693-029	Royal Automobile Club Rescue Services Division: Transformation Through Technology
399-122-1	Ryanair – The Low Fares Airline
9A94M004	Sabena Belgian World Airlines: Weytjens' First Assignment
9-683-068	Shouldice Hospital Limited
9-694-023	Southwest Airlines – 1993 (A)
9-794-024	Wal-Mart Stores, Inc
KSG1545.0	The Washington Opera
KSG1545.1	The Washington Opera: Epilogue
9-498-045	Wolfgang Keller at Konigsbrau-Hellas AE (A)
9-498-046	Wolfgang Keller at Konigsbrau-Hellas AE (B)
9-195-158	Xerox: Outsourcing Global Information Technology Resources



## ***How to order***

**PHONE**..... Call **+44 (0)1234 750903** anytime between 8.30am and 5.30pm GMT Monday to Friday  
(formal confirmation of all telephone orders is necessary before items are dispatched)

**FAX**..... Complete an order form and fax direct on **+44 (0)1234 751125**

**POST**..... Complete an order form and send to **The European Case Clearing House  
Cranfield University, Wharley End  
Bedfordshire MK43 0JR England**

**E-MAIL**..... Send the details of your order to **ECCH@cranfield.ac.uk**

**INTERNET**.... Orders may also be placed via our web site at **http://www.ecch.cranfield.ac.uk**

## **TERMS OF BUSINESS**

### **1. DEFINITIONS**

- 1.1 **"Buyer"**:  
Means the person, company or organisation which buys or agrees to buy the Goods from the Seller.
- 1.2 **"Conditions"**:  
Means terms and conditions of sale set out herein together with any further special terms and conditions as may be agreed in writing by the Seller.
- 1.3 **"Contract"**:  
Means the contract between the Seller and the Buyer incorporating the Conditions and the matters set out in the order overleaf.
- 1.4 **"Delivery Date"**:  
Means the date specified by the Seller (if at all) when the goods are to be delivered to the buyer provided always that time shall not be of the essence in this respect.
- 1.5 **"Goods"**:  
Means the items which the Buyer agrees to buy from the Seller consisting of (but not limited to) written case studies, books, videos and published or unpublished written articles.
- 1.6 **"Price"**:  
Means the price of the goods excluding the cost of carriage, packaging, insurance and VAT.
- 1.7 **"Seller"**:  
Means the European Case Clearing House, Cranfield University, Wharley End Bedfordshire MK43 0JR England.

### **2. CONDITIONS APPLICABLE**

- 2.1 These conditions apply to all contracts for the sale of the Goods by the Seller to the Buyer to the exclusion of all other terms and conditions including any terms or conditions which the Buyer may purport to apply under any purchase order, confirmation of order or other similar document.
- 2.2 All orders for Goods shall be deemed to be an offer by the Buyer to purchase Goods pursuant to these Conditions.
- 2.3 Acceptance of delivery of Goods shall be deemed conclusive evidence of the Buyer's acceptance of these conditions.
- 2.4 Any variations to these Conditions (including any special terms and conditions agreed between the parties) shall be inapplicable unless agreed in writing by the Seller.

### **3. THE PRICES AND PAYMENT**

- 3.1 The Price of the Goods shall be the Seller's quoted price which shall be binding upon the Seller provided that the Buyer shall accept the Seller's quotation within thirty days. The Price is exclusive of VAT which shall be calculated, if applicable, at the rate applying on the date appearing on the Seller's invoice. The Price is furthermore exclusive of postage and packaging and of carriage.
- 3.2 Payment of the Price, VAT (if applicable), postage and packaging and carriage shall be due as follows:
- 3.2.1 in relation to members of the European Case Clearing House within 30 days of the date of the Seller's invoice.
- 3.2.2 in relation to non-members of the European Case Clearing House at the time the Buyer orders the goods and the Seller shall not be bound to deliver the Goods until the Buyer has paid for them in full.
- 3.2.3 in relation to payment of the price time for payment shall be of the essence.
- 3.3 Interest on overdue invoices shall accrue from the date when payment becomes due until the date of actual payment at a rate of 5% above TSB Plc's base lending rate from time to time applicable and shall accrue at such rate after as well as before any judgment.
- 3.4 In relation to both members and non-members of the European Case Clearing House the following shall apply:
- 3.4.1 the Buyer shall not be deemed to have paid for the Goods in full until such time as the Seller's bank account has been credited with the full amount as set out on the invoice.
- 3.4.2 the Buyer shall at all times be responsible for paying any bank or other charges, taxes, duties or commission imposed by the Buyers' Bankers or by the Sellers' Bankers or by any other competent authority and in so far as the Seller shall not receive full payment due to deduction of any such charges the Buyer shall not be deemed to have paid for the goods in full.

### **4. WARRANTIES AND LIABILITY**

- 4.1 The quantity and description of the Goods shall be as set out in the Seller's invoice and the Seller warrants that the Goods will at the time of delivery correspond to the description of the Goods given by the Seller in the invoice. Subject to paragraph 6 below the Buyer shall be entitled to reject the Goods if they do not correspond to the description given by the Seller.
- 4.2 Except where the Buyer is dealing as a consumer (as defined in the Unfair Contract Terms Act 1977 s12) all other warranties, conditions or terms relating to fitness for purpose, satisfactory quality or condition of the Goods whether implied by statute or common law or otherwise are excluded.
- 4.3 The Seller gives no warranty (and none shall be implied) with regard to the correctness of any statement or opinion contained, set out or referred to in the Goods.

### **5. DELIVERY OF THE GOODS**

- 5.1 Subject to paragraph 3 above delivery of the Goods shall be made (unless otherwise agreed in writing between the Buyer and the Seller) by posting the Goods via normal First Class Post, Registered Post or Recorded Delivery Post, to the address specified by the Buyer in the order or, where no address is specified, to the Buyer's address appearing on any correspondence sent by the Buyer to the Seller. Where the Buyer is situated outside the United Kingdom the Goods will be sent to the Buyer's address via Air Mail.
- 5.2 The Seller accepts no responsibility for the goods whilst in transit save that the Seller may, in its absolute discretion, replace Goods where the Seller is reasonably satisfied that the Goods have not been received.

### **6. ACCEPTANCE OF THE GOODS**

- 6.1 The Buyer shall be deemed to have accepted the goods forty eight hours after receipt by the Buyer.
- 6.2 After acceptance the Buyer shall not be entitled to reject Goods which do not correspond to the description given by the Seller.

### **7. TITLE AND RISK**

- 7.1 Title shall pass on delivery of the Goods.
- 7.2 Risk shall pass as follows:
- 7.2.1 where the Goods are to be delivered via the Post or by Air Mail on posting of the Goods.
- 7.2.2 where Goods are delivered by a Carrier upon the date that the Goods are tendered for delivery.

### **8. REMEDIES OF BUYER**

- 8.1 Except where the Buyer is dealing as a consumer (as defined in the Unfair Contract Terms Act 1977 s12):
- 8.1.1 where the Buyer rejects any goods then the Buyer shall have no further rights whatsoever in respect of the supply to the Buyer of such goods or the failure by the Seller to supply goods which conform to the Contract.
- 8.1.2 where the Buyer accepts or has deemed to have accepted any goods then the Seller shall have no liability whatsoever to the Buyer in respect of those Goods.
- 8.2 The Seller shall not be liable to the Buyer for late delivery of the Goods.

### **9. LIMITATION OF SELLER'S LIABILITY**

- 9.1 The Seller shall be under no liability whatsoever to the Buyer for any indirect loss and/or expense (including loss of profit) suffered by the Buyer howsoever the same may arise and in any event under no circumstances shall the liability of the Seller exceed the price of the Goods.

### **10. HEADINGS**

- 10.1 All headings are for ease of reference only and shall not affect the construction of this contract.

### **11. SEVERANCE**

- 11.1 Any provision of this contract which is or may be void or unenforceable to the extent of such invalidity or unenforceability be deemed severable and shall not affect any other provision of this contract.

### **12. PROPER LAW OF CONTRACT**

- 12.1 This contract is subject to the laws of England and Wales.

### **13. SELLERS CANCELLATION CLAUSE**

- 13.1 The Seller may cancel this contract at any time before the goods are delivered by giving written notice to the Buyer. On giving such notice the Seller shall promptly repay to the Buyer any sums paid in respect of the Price.
- 13.2 The Seller shall not be liable for any loss or damage whatsoever arising from such cancellation.

### **14. INTELLECTUAL PROPERTY**

- 14.1 All intellectual property rights pertaining to the Goods (including but not limited to copyright, registered and unregistered trade and service marks, know how, and moral rights) shall as between the Seller and the Buyer be the property of the Seller and in so far as the Seller shall not be the owner of such intellectual property rights the Seller warrants that it is the duly authorised agent of the owner of such intellectual property rights and is entitled to deal with such intellectual property rights as set out in the contract.
- 14.2 The Buyer shall not be entitled to request nor shall the Buyer be entitled to receive any proof of ownership by the Seller of such intellectual property rights or proof that the Seller acts as the duly authorised agent of the owner and furthermore the Buyer shall not be entitled to refuse to perform in full its obligations under this contract in any way by virtue of the Sellers refusal or inability to provide any such proof of ownership of such intellectual property rights or of the Sellers appointment as agent of the owner.
- 14.3 The Buyer shall not be permitted to copy, sell, assign, hire, display, or broadcast the Goods in any manner whatsoever (whether for payment or otherwise) save as may be expressly authorised by the Seller in writing.

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