

100 best-selling cases

2005 edition

## How to use the case bibliography

This bibliographical supplement presents the 100 best-selling cases from the ecch catalogue during 2004. It incorporates abstracts of all the cases and full bibliographical details such as setting, topics and details of any teaching note. Visit the ecch website at [www.ecch.com](http://www.ecch.com) to view and download a pdf version of the bibliography.

Cases appear alphabetically by title, each with its own entry. Teaching notes do not have separate entries. Their reference numbers and lengths appear within the corresponding case entry.

### Case entry:

#### 404-015-1

#### KIDNAPPED IN COLOMBIA

Rarick, CA  
Barry University, Florida

Dan and Melissa Woodruff, an American couple, moved to Medellin, Colombia when Dan is offered a position with his....

*Colombia; Textiles; 275 employees; 2001*

Kidnapped  
Colombia  
Political risk

9pp  
Library  
404-015-8 (4pp)

#### Reference number

#### Title

#### Author(s)

#### Author's institution

#### Abstract

#### Setting

#### Topics

#### Length

#### Source

#### Teaching note (length)

### Reference number

This is the number to use when ordering the item.

### Title

Cases in a series are generally denoted by the use of (A), (B), (C) etc.

### Author(s)

The individual(s) listed either wrote or supervised the writing of the case.

### Author's institution

Where there are multiple institutions, their names will appear directly under the corresponding author(s).

### Abstract

The abstract summarises the content of the case and its teaching objectives.

### Setting

This provides information on the geographical location of the subject of the case, the type of industry, the size of the organisation and the year(s) of the case event.

### Topics

These are key words, subjects and issues within the case which are supplied by the author(s).

### Length

The length is given either in pages or in minutes if a video; if the item is a CD-ROM this will be indicated here; s/w means software.

### Source

This relates to the main source of data:

**Field** Field-based research

**Library** Published sources

**Gen exp** Generalised experience

### Teaching note (length)

If a teaching note is available for the case its reference number will appear here followed by its length in pages in brackets.

## Case search at www.ecch.com

Visit the case search section of the ecch website to identify relevant cases from the ecch collection and view over 21,000 full text inspection copies. To search the database of over 41,000 items, you have two options: Advanced search and Quick search. Once you have identified your case, you can order a paper inspection copy or, if authorised, preview it on-line.

**Advanced search** helps you identify a case that most closely meets your requirements. Refine your search by selecting up to four of the following and additional specific options (eg publication year). The more criteria you select, the more refined your search will be:

- reference number
- abstract
- title
- topic
- author
- industry
- author's institution
- geographic location

**Quick search** enables you to find a particular case you know of, by inputting one piece of accurate data (eg reference number or featured company). Be specific, because quick search will display all entries where an exact match is found.

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- **Monthly e-mail updates**  
A free service giving details of cases registered during the preceding month.
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- **ECCHO**  
Recently relaunched, ECCHO includes case reviews, features and information on the case method, as well as a free case that teachers can use.



### need help to find the right case?

Are you having problems finding the right case? Would you like hints on case searching? ecch provides a free helpline.

Be ready to provide information on the:

- Type of case you are looking for
- Setting of the case
- Course the case will be used on
- Students' level of experience

ecch helpline: [help@ecch.com](mailto:help@ecch.com) or +44 (0)1234 756410.

# European Case Awards 2005

## Overall winner

**602-010-1**

**MARKS AND SPENCER AND ZARA: PROCESS COMPETITION IN THE TEXTILE APPAREL INDUSTRY**

Michael Pich, Ludo Van der Heyden and Nicolas Harlé  
*INSEAD*

## Entrepreneurship

**802-030-1**

**THE RENOVOSTORY (A): VENTURE CAPITAL AT THE CUTTING EDGE**

Simon Barnes  
*Imperial College London, Tanaka Business School*

## Finance, Accounting and Control sponsored by IBS, Hyderabad

**201-001-1**

**GREAT EASTERN TOYS (A)**

Gabriel Hawawini and Lee Remmers  
*INSEAD*

## Human Resource Management / Organisational Behaviour

**400-003-1**

**ALICE IN WONDERLAND? A DIFFERENT APPROACH TO ORGANISATIONAL CHANGE**

Manfred Kets de Vries, Helene Gorter-Van Gorp and Elizabeth Florent-Treacy  
*INSEAD*

## Knowledge, Information and Communication Systems Management

**903-012-1**

**KNOWLEDGE MANAGEMENT AT SIEMENS SPAIN**

Rafael Andreu, America Grau, Emma Lara and Sandra Sieber  
*IESE*

## Marketing sponsored by The Chartered Institute of Marketing

**IMD-5-0537**

**MEDI-CULT: PRICING A RADICAL INNOVATION**

Nirmalya Kumar and Brian Rogers  
*IMD*

## Production and Operations Management

**603-002-1**

**ZARA**

Kasra Ferdows *McDonough School of Business, Georgetown University*  
José AD Machuca *Universidad de Sevilla*  
Michael Lewis *Warwick Business School*

## Strategy and General Management

**302-033-1**

**THE TRANSFORMATION OF BP**

Sumantra Ghoshal, Lynda Gratton and Michelle Rogan  
*London Business School*

## 100 best-selling cases

**303-001-1**

### **2003 SPECIAL OLYMPICS WORLD SUMMER GAMES: MANAGING A STAKEHOLDER NETWORK**

Mc Namara, P  
Murray, G  
Gramp, C  
Brown, P

*Michael Smurfit Graduate School of Business, UCD*

It's June 2002 – just one year before the world's largest sporting event of 2003 will be held in Ireland's capital city, Dublin. The 11th Special Olympics World Summer Games will bring together over 7,000 athletes with a learning disability from 166 international delegations. The sporting competition will take place over nine days, across more than 22 venues in Dublin, with the wider Games embracing the whole island of Ireland. The organisational task is immense. The challenge for Mary Davis, CEO of 2003 Special Olympics World Summer Games Limited, is to achieve this mission with a cash budget of 34 million euros and a further 23 million euros through in-kind product and service donations. The case is rich in quotes giving direct voice to the five main stakeholders: corporate sponsors (eg Bank of Ireland, Toyota, etc), government, 30,000 volunteers, 2003 Special Olympics World Summer Games Limited (the nodal firm) and athletes. Interviewees include a diverse group ranging from the sponsorship management of the Games Premier Sponsor, volunteers, the CEO and managers of the nodal firm, and An Taoiseach, Bertie Ahern (Prime Minister of Ireland). The primary teaching focus is on the strategic management of networks of stakeholders. Teaching experience with this case has shown that the scale of the task, namely delivering the largest sporting event in the world on such a limited financial and human resource budget, and the novelty with which these resource gaps are bridged, challenges students to consider the complexity faced by a CEO in managing a network of stakeholders. Students have the opportunity to consider fundamental questions such as: What are the underlying objectives of each stakeholder? Why does such a diverse range of stakeholders co-operate in the delivery of the Games? Are all stakeholders equally salient at all times? Is the key to managing a network of stakeholders recognising both the underlying motivations of each stakeholder group and the variance of

their relative importance across time? Supporting this case is a suit of videos (available for free on the web) that brings the athletes, Games and stakeholders to life. The video clips feature the athletes talking about their experiences as persons with a learning disability, footage from the 1999 Games and a promotional video featuring corporate sponsors, government, the nodal firm and athletes (<http://www.ucd.ie/~busadmin/petermcnamara.htm>). The teaching note was written by Peter Mc Namara, Caroline Gramp and Paul McGrath.

**2002 - 2003**

**Olympics  
Stakeholder management  
Sponsorship  
Cause related marketing  
Social responsibility  
Strategy  
Organisational structure  
Voluntary sector  
Sport  
Learning disability  
Government-public-private partnership  
Social legitimacy**

27 pp  
FIELD  
303-001-8 (20pp)

**UVA-E-0092**

### **A NOTE ON FIVE TRADITIONAL THEORIES OF MORAL REASONING**

Werhane, PH

*Darden Business Publishing, Darden Graduate School of Business Administration*

Business decisions, by their nature, involve ethical considerations because: (1) most economic decisions are choices where the decision maker could have done otherwise; (2) every decision or action affects people; and (3) every decision or set of decisions is embedded in a belief system that presupposes some basic values or their abrogation. The task of justifying moral beliefs and integrating them into business situations and the process of applying ethical standards to everyday decision making are incomplete and can be exasperating. But the business manager has recourse to the long tradition of ethical study. This note outlines some of the basic terms used in the study of ethics and describes the task of business ethics. Most important, the text describes five theories of moral reasoning – utilitarianism, rule-

based morality, a rights approach, a contemporary Aristotelian approach to virtuous character, and social justice – that set out minimum standards for an acceptable moral decision that can serve as criteria for moral business judgements.

**Business ethics**

11 pp

**UVA-E-0179**

### **A NOTE ON QUESTIONABLE PAYMENTS IN BUSINESS**

Freeman, RE  
Werhane, PH  
Lee, A  
Tolbert, C

*Darden Business Publishing, Darden Graduate School of Business Administration*

Written to accompany 'Questionable Payments' (UVA-E-0178), this note provides insights into the issue of questionable payments (eg, bribery and extortion).

**Corporate culture  
Bribery  
Cultural conflict  
Ethical issues**

10 pp  
LIBRARY

**9-796-128**

### **AFRICAN COMMUNICATIONS GROUP**

McGahan, A  
Coxe, DO

*Harvard Business School*

Describes the opportunities that confront the African Communications Group, an entrepreneurial organization that plans to introduce a wireless pay-phone system in Tanzania. Provides a foundation for the analysis of value creation and of value capture. The possibility of entry by other companies, the presence of a large supplier, and uncertainties about demand all create important tradeoffs for the new venture. Used in an advanced course in competition and strategy to introduce a framework for evaluating a new business based on existing technologies. Principal concepts include value creation and capture, competitor analysis, supplier evaluation, and financial forecasting.

**Africa  
Competition**

Decision analysis  
 Entrepreneurship  
 Industry structure  
 Telecommunications

20 pp  
 FIELD  
 5-797-029 (29pp)

**OD1A**  
**AGILENT TECHNOLOGIES:**  
**ORGANIZATIONAL CHANGE (A)**

Carroll, GR  
 Barnett, WP  
 Chang, V  
*Stanford University*

On 2 March, 1999, Hewlett-Packard (HP) announced a plan to create a separate company, subsequently named Agilent Technologies, made up of HP's businesses in test and measurement, semiconductor products, healthcare solutions, chemical analysis, and the related portions of HP laboratories. In developing the transformation strategy, Agilent President and CEO, Ned Barnholt, grappled with how to improve the efficiency and effectiveness of the new company while still maintaining the best portions of HP's culture and practices. Barnholt adopted HP's values of innovation and contribution, trust and respect for individuals, and uncompromising integrity, but he added three new values: speed, focus, and accountability. Barnholt also wanted to improve the company's efficiency in terms of shared services. In mid-2001, the Agilent team faced a series of unexpected challenges. On 5 April, 2001, Barnholt announced that business conditions had worsened further than previously expected. Barnholt wondered whether he and his team had gone too far in the organizational and cultural changes they had tried to implement. He wondered whether his vision of speed, focus, and accountability would be compatible with HP's legacy values and culture, and if so, how would he integrate the two? The teaching purpose is for students to analyze how a company such as Agilent grappled with the challenges of transforming an ingrained HP culture within a brand new work environment. Students will get a sense of the challenges spun-off companies such as Agilent face, assess Agilent's strategies and implementation, and recommend additional strategies and steps.

46,000 Employees; \$10.8 billion revenues;  
 2000 - 2001

Computer industry  
 Corporate reorganization  
 High technology  
 New process  
 Organizational change  
 Organizational design  
 Organizational development  
 Organizational management  
 Organizational problems  
 Spinoffs

35 pp  
 FIELD

**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.

2000  
 Aerospace industry  
 Business government relations  
 Capital expenditures

Corporate strategy  
 Demand analysis  
 Product development  
 Product positioning  
 Project finance  
 Valuation

20 pp  
 LIBRARY  
 5-201-040 (31pp)

**9-800-269**  
**AIRTEX AVIATION**

Hall, B  
 Madigan, C  
*Harvard Business School*

Two young and inexperienced MBAs buy a virtually bankrupt company. They design a decentralized control system organized around profit centers. As a case in control systems, there is ample detail for a discussion of design issues, control of independent profit centers, and details about decentralized control. A rewritten version of an earlier case.

1996 - 1998  
 Aircraft  
 Control systems  
 Decentralization  
 Entrepreneurship  
 Information systems  
 Management accounting  
 Profit centers

16 pp  
 FIELD

**300-014-1**  
**AMAZON.COM: FROM STARTUP TO**  
**THE NEW MILLENNIUM**

Stockport, GJ  
 Street, D  
*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.

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)

**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 an 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);  
2001

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

**Product positioning  
United Kingdom**

19 pp  
FIELD  
5-503-058 (23pp)

**394-049-1**

**BANCO COMERCIAL PORTUGUÊS (1993)**

de Pommès, C  
Taubman, C  
Doz, Y  
Horwitch, M

*INSEAD-THESEUS, Fontainebleau*

The case describes the rapid development of BCP into one of the largest banks in Portugal, with six distinct networks and hundreds of branches. Its growth was based largely on a strategy of customer responsiveness, rooted in a sophisticated approach to market segmentation and in a bold use of information technology and innovation to gain competitive advantage. The case also discusses the sustainability of this competitive advantage in the face of 1993, competitive imitation and internal complexity and growing formalization. Topics covered are strategic analysis and 'strategic window', strategic commitments and the building of barriers to competitive imitation, as well as new venture risks and returns, sustainability of competitive advantage based on a service innovation and the role of information technology choices in building this advantage. There is a Spanish translation available (E394-049-1).

*Portugal; Retail banking; Medium size bank; 1986 - 1993*

43 pp  
FIELD  
394-049-8 (15pp)

**9-591-133**

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

Moriarty, Jr, RT  
McQuade, K  
*Harvard Business School*

Deals with the issue of niche marketing in a worldwide market. Barco Projection Systems makes video, data, and graphic stet 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 pre-empted 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;  
1989 - 1990

Industrial markets  
International marketing  
Marketing strategy  
Product development  
Product lines

19 pp  
FIELD  
5-592-098 (12pp)

**9-673-057**

**BENIHANA OF TOKYO**

Sasser, Jr, WE  
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.

1972

Corporate strategy  
Expansion  
Multinational corporations  
Restaurants  
Services

17 pp  
FIELD  
5-696-021 (11pp)  
5-677-037 (5pp)

**9-598-150**

**BIOPURE CORPORATION**

Gourville, J  
*Harvard Business School*

It is early 1998 and Biopure Corp, a small biopharmaceutical firm with no sales revenues in its ten-year history, has just received government approval to release Oxyglobin, a revolutionary new 'blood substitute' designed to replace the need for donated animal blood in the veterinary market. A virtually identical

product for the human market, Hemopure, is in the final stages of testing by Biopure and is expected to gain approval within one to two years. In response to the timing of approval for these two products, there has been a long-running debate within Biopure as how to proceed with Oxyglobin. At odds are those in charge of Oxyglobin, who want to see the animal product released immediately, and those in charge of the Hemopure, who worry that an immediate release of Oxyglobin would create an unrealistically low price expectation for what they feel should be a very high-margin human product. Exacerbating the problem is the nature of the biopharmaceutical industry, where product approval is never a certainty until achieved. The teaching purpose is to introduce the concepts of market segmentation, product line policy, and multi-product pricing. Also introduces students to the unique business dynamics of the biotechnology industry.

**150 Employees;**  
**1995 - 1998**

**Biotechnology**  
**Market segmentation**  
**Marketing strategy**  
**New product marketing**  
**Pricing strategy**  
**Product lines**

18 pp  
FIELD  
5-599-094 (14pp)

**9-158-001**  
**BIRCH PAPER COMPANY**

Harlan, NE  
Rotch, W  
*Harvard Business School*

Involves transfer pricing among three divisions of a company.

**Cost analysis**  
**Decentralization**  
**Paper industry**  
**Transfer pricing**

2 pp  
FIELD  
5-199-057 (9pp)

**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;**  
**1965 - 1992**

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

14 pp  
FIELD  
5-795-164 (28pp)

**UVA-F-1017**  
**BOEING 777**

Bruner, RF  
Gollish, D  
Clausen, H  
Koggersbol, N  
Christey, P  
*Darden Business Publishing, Darden Graduate School of Business Administration*

The general objective of this case is to exercise students' skills in estimating a weighted-average cost of capital and cost of equity. The specific need to estimate a segment WACC draws out students' abilities to critique different estimates of beta and to manipulate the levered-beta formulas. Thus the case provides a complete menu of capital-cost estimation opportunities.

**1990**

**Capital asset pricing model**  
**Capital budgeting**  
**Capital investment**  
**Competitive analysis**  
**Cost of capital**  
**Valuation**

26 pp  
LIBRARY  
UVA-F-1017TN (12pp)

**9-198-088**  
**CAFES MONTE BIANCO: BUILDING A PROFIT PLAN**

Simons, RL  
Davila, A  
*Harvard Business School*

Using an income statement, balance sheet, and projected demand and cost schedules, students are required to build a profit plan for a closely-held coffee manufacturer in Italy. Students must estimate cash flow and ROE and use this analysis to evaluate the attractiveness of a new strategy.

**1997**  
**Beverages**  
**Italy**  
**Performance measurement**  
**Planning systems**  
**Profit planning**  
**Profitability analysis**  
**Return on investment**

8 pp  
GEN EXP  
5-101-044 (21pp)

**9-592-035**  
**CALYX & COROLLA**

Salmon, WJ  
Wylie, D  
*Harvard Business School*

Describes a new entry into the \$8 billion flower industry in the United States. Combining the use of overnight air

freight (Federal Express), information technology, an 800 number, and a catalog, Calyx & Corolla was changing the way flowers had traditionally been distributed, bypassing three layers of distribution, and providing very fresh flowers directly from the growers to consumers. Frames the question of how this start-up venture should grow.

**30 Employees; \$10 million revenues; 1991**

**Agribusiness  
Distribution planning  
Information systems  
Information technology  
Retailing**

31 pp  
FIELD  
5-596-116 (10pp)

**392-031-1  
CANON: COMPETING ON  
CAPABILITIES**

Ghoshal, S  
Ackenhusen, M  
*INSEAD, Fontainebleau*

The case describes how Canon has sustained a very high growth rate by continuously building new capabilities and exploiting these capabilities. In particular, the case focuses on the company's organisational structures and management processes that support its ability to build and leverage competencies. The case provides a vehicle for teaching the resource or core competency-based view of strategy. It allows students to understand how such an approach differs from and complements the more traditional conceptualisation of strategy, focused on industry structure. Further, it also provides an opportunity to discuss the organisational attributes necessary to manage a company as a portfolio of capabilities. There are French, Spanish and Basque translations of this case available (F392-031-1), (E392-031-1) and (BQ392-031-1). \*\*ecch European Case Awards Category Winner 1996\*\*

**Worldwide; Photocopiers; Up to 1990  
Organisational structure  
Strategy  
Background information  
Employee participation**

23 pp  
LIBRARY

**9-296-049  
CASE OF THE UNIDENTIFIED  
INDUSTRIES – 1995**

Fruhan, Jr, WE  
*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.

**1995  
Financial management  
Financial ratios**

2 pp  
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.

**7,000 Employees; \$750 million revenues; 1992 - 1993  
Advertising  
Leadership  
Multinational corporations  
Organizational change**

18 pp  
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  
FIELD  
5-495-033 (16pp)

**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; 1989  
Asia  
Consumer credit  
International marketing  
Marketing strategy  
Pricing  
Product introduction  
Product positioning  
Service management**

25 pp  
FIELD  
5-595-104 (14pp)

**9-198-048  
CITIBANK: PERFORMANCE  
EVALUATION**

Simons, RL  
Davila, A  
*Harvard Business School*

Citibank has introduced a new, comprehensive performance-scorecard system. A regional president struggles with a tough decision: how to evaluate an outstanding branch manager who has scored poorly on an important customer satisfaction measure. This case provides a scoring sheet to be completed by the reader and an explanation of the ramifications of the decision for the business's strategy.

1996  
Banking  
Control systems  
Incentives  
Performance appraisal  
Performance measurement  
Strategy implementation

9 pp  
FIELD  
5-199-047 (13pp)

**9-187-081  
CODMAN & SHURTLEFF, INC:  
PLANNING AND CONTROL SYSTEM**

Simons, Robert L  
*Harvard Business School*

Detailed description of the planning and control systems in use at Johnson & Johnson. Focuses on the actions of managers in one subsidiary in revising budget targets. Illustrates intensive strategic planning and financial planning process in a large, decentralized company. Includes interviews with the president and senior executives concerning benefits of the system. Raises issue of the role of formal control systems in decentralized organizations.

*75,000 Employees; 1986*  
Budgeting  
Control systems  
Decentralization  
Planning systems  
Strategic planning

17 pp  
FIELD  
5-188-029 (9pp)

**9-702-442  
COLA WARS CONTINUE: COKE vs  
PEPSI IN THE TWENTY-FIRST  
CENTURY**

Yoffie, DB  
Wang, Y  
*Harvard Business School*

Examines the industry structure and competitive strategy of Coke and Pepsi over 100 years of rivalry. New challenges of the twenty-first century included boosting flagging domestic cola sales and finding new revenue streams. Both firms also began to modify their bottling, pricing, and brand strategies. They looked to emerging international markets to fuel growth and broaden their brand portfolios to include non-carbonated beverages like tea, juice, sports drinks, and bottled water. For over a century, Coca-Cola and Pepsi-Cola had vied for the 'throat share' of the world's beverage market. The most intense battles of the cola wars were fought over the \$60 billion industry in the United States, where the average American consumes 53 gallons of carbonated soft drinks (CSD) per year. In a 'carefully waged competitive struggle', from 1975 to 1995 both Coke and Pepsi had achieved average annual growth of around 10% as both US and worldwide CSD consumption consistently rose. This cozy situation was threatened in the late 1990s, however, when US CSD consumption dropped for two consecutive years and worldwide shipments slowed for both Coke and Pepsi. Considers whether Coke's and Pepsi's era of sustained growth and profitability was coming to a close or whether this apparent slowdown was just another blip in the course of a century of enviable performance. Industry and competitor analysis. A rewritten version of an earlier case by Michael E Porter and David B Yoffie.

2000  
Beverages  
Competition  
Corporate strategy  
Industry analysis  
Industry structure  
International business

24 pp  
LIBRARY  
5-703-403 (11pp)

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

Badaracco, Jr, L  
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 purposes 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?

1986  
Commercial credit  
Ethics  
Foreign exchange  
Securities  
Values

5 pp  
FIELD  
5-394-194 (7pp)

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

Badaracco, Joseph L., Jr.  
Useem, J  
*Harvard Business School*

Supplements the (A) case.

Commercial credit  
Ethics  
Foreign exchange  
Securities  
Values

1 pp  
FIELD  
5-394-194 (7pp)

**9-396-201  
CORPORATE PURPOSE AND  
RESPONSIBILITY**

Paine, L  
*Harvard Business School*

Presents several conceptions of corporate purpose and responsibility as articulated by a variety of groups and individuals during the period 1970-1995. Included are materials from the Business Roundtable, the American Law Institute, the Royal Society of Arts and Manufacturers (UK), the US Catholic Bishops, and excerpts from the writings of economist Milton Friedman and lawyer Christopher Stone. A brief introduction provides historical background on the corporate responsibility debate.

**Corporate responsibility  
Ethics**

17 pp  
Note

**9A98A005  
DELTA GRAND PACIFIC HOTEL**

Kennedy, JR  
Gleave, T  
*Richard Ivey School of Business*

The director of sales and marketing for the Delta Grand Pacific Hotel in Bangkok, Thailand, needed to devise a marketing strategy that would ensure the hotel's success in its very competitive market. He wanted to ensure that the hotel maintain and eventually increase its two key benchmarks of performance, namely, occupancy rates and average room rates, by milking the Sukhumvit Micromarket to its fullest potential. Compounding this challenge was the anticipation of a sharp drop in occupancy at the hotel due to the likelihood that an important client contract would not be renewed.

**Marketing planning**

15 pp  
8A98A05 (7pp)

**9-190-089  
DESTIN BRASS PRODUCTS CO**

Bruns, Jr, W  
*Harvard Business School*

Specialized manufacturer of brass valves, pumps, and flow controllers is troubled by competitive pricing in pumps and

higher than expected margins for flow controllers. Managers suspect cost accounting and cost allocations to products may be to blame. Two volume-based systems are described and illustrated. Students must develop activity-based costs for comparison and then decide which system is most useful to company managers.

**1989**  
**Activity based costing**  
**Cost accounting**  
**Cost allocation**  
**Cost analysis**  
**Cost systems**  
**Pricing**  
**Profitability analysis**

10 pp  
Case (Gen Exp)  
5-191-029 (8pp)

**504-007-1  
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 how to brand its new upscale 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 may eventually trickle down to the main D-Diesel brand. The case focuses on the selection of the branding strategy for StyleLab: should it be an independent brand with no link to Diesel, a sub-brand of Diesel, or an independent brand endorsed by Diesel? It can also be used to discuss critical issues in the marketing of fashion and luxury brands. In particular, it illustrates how Diesel has managed to grow without losing its core identity. 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. A CD-ROM (504-007-9) is available to accompany the teaching note. The CD-ROM contains 23 of Diesel's best television commercials (called 'videotronic guides to successful living'), a PowerPoint presentation containing all the case exhibits, a PowerPoint presentation of Diesel and StyleLab print advertising campaigns, before and after the time of the case, and a PowerPoint presentation with information on what happened to Diesel and StyleLab after the case.

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

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

25 pp  
FIELD  
504-007-8 (21pp)  
504-007-9 (CD-ROM)

**9-295-059  
DIVIDEND POLICY AT FPL GROUP, INC  
(A)**

Esty, BC  
Schreiber, CF  
*Harvard Business School*

A Wall Street analyst has just learned that FPL (the holding company for Florida's largest electric utility) may cut its dividend in several days despite a 47-year streak of consecutive dividend increases. In response to the deregulation of the electric utility industry, FPL has substantially revised its competitive strategy over the past several years. The analyst must decide whether a change in dividend policy will be a part of FPL's

financial strategy in this deregulated environment. Allows students to examine how firms set and change dividend policy. Also provides a background for examining why firms pay dividends and whether dividend policy matters.

**12,400 Employees ; \$5.3 billion revenues; 1994**

Corporate strategy  
Deregulation  
Dividends  
Electric power  
Financial strategy  
Securities analysis

17 pp  
LIBRARY  
5-296-072 (21pp)

**303-022-1  
EASYJET: THE SPECTACULAR  
GROWTH OF LOW COST AIRLINES**

McCosker, P  
*University College Worcester -  
Worcester Business School*

The growth of easyJet has been nothing short of phenomenal. Founded by Stelios Haji-loannou in 1995, the airline was one of the first to introduce the 'no frills' concept to the UK market. Today, just over seven years after its first flight, easyJet is the largest low cost airline in Europe operating a fleet of 64 aircraft on 89 routes. During the 12 months to 30 September 2002, easyJet carried over 11 million passengers and reported a pre-tax profit of £71 million. easyJet continues to grow and has recently acquired former BA subsidiary Go, and announced plans to buy 120 Airbus A319 aircraft. This growth is remarkable as it comes against a background of international terrorism, global recession and intense competition between European airlines. This case will examine the factors behind the rapid growth of easyJet and consider key stages in its development including flotation on the stock exchange, control of costs, innovative use of the Internet, the departure of Stelios, and plans for continued expansion. It goes on to review the business environment in which easyJet operates considering those factors that have assisted its growth to date and the prospects for further expansion. As a consequence the case readily lends itself to the application of a number of strategic and general management theories.

**1995 - 2003**  
Low cost airlines  
No frills concept  
Stelios Haji-loannou  
Intensely competitive business environment  
Growth through acquisition  
Innovative control of costs  
Financial analysis  
The aftermath of September 11

22 pp  
LIBRARY

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

Kumar, N  
Rogers, B  
*IMD - International Institute for  
Management Development*

Stelios Haji-loannou, the 32-year-old Chief Executive Officer 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 cafés. Some questioned whether Stelios would be able to successfully transfer his low cost business model to Internet cafés. 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 (IMD-3-0873-V). 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 Category Winner 2001 and ecch European Case Awards Overall Winner 2002\*\*

**1999**  
Marketing strategy  
Industry analysis  
Service management

22 pp  
FIELD  
IMD-3-0873-T (19pp)

**303-093-1  
EXTENDING THE 'EASY' BUSINESS  
MODEL: WHAT SHOULD EASYGROUP  
DO NEXT?**

Doz, YL  
Balchandani, A  
*INSEAD, Fontainebleau*

easyGroup is contemplating its entry into the cinema exhibition business in the UK through the launch of a no-frills cinema. The company believes that it can redeploy the capabilities, such as yield management, that led to the success of easyJet, its low cost airline business, into this new venture. The case examines the market for cinema in the UK, as well as the evolution of easyGroup's portfolio of companies, with a view to assessing the attractiveness of the company's planned launch of easyCinema. The objective of the case is to highlight the challenges faced by a company in developing a coherent growth strategy and to assess the extent to which an organisation's capabilities can be redeployed into new business ventures. This case aims to develop a discussion on the advantages and limits of a related diversification strategy.

**United Kingdom; Cinema exhibition; 400 employees; 2003**  
Growth strategy  
Diversification  
Related diversification  
Entrepreneurship

26 pp  
FIELD  
303-093-8 (17pp)

**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). This case contains colour exhibits. \*\* ecch European Case Awards Overall Winner 2000\*\*.

**United Kingdom; Banking; 1997**

Marketing  
Direct marketing  
Relationship marketing  
Services  
Banking  
Telebanking

32 pp  
FIELD  
597-028-8 (16pp)

**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. There is a French translation available (F599-038-1).

**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)

**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.

**293,000 Employees; \$100 billion revenues; 1981 - 1998**

Business policy  
Conglomerates  
Corporate culture  
Corporate strategy  
Executives  
Leadership  
Management of change

**Organizational change  
Organizational development  
Strategy implementation**

24 pp  
LIBRARY  
5-300-019 (16pp)

**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 multinational 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)

**9-192-063  
HILTON MANUFACTURING CO**

Bruns, Jr, WJ  
*Harvard Business School*

A professional manager is hired by a small manufacturing company after the president discovers he made poor decisions. One product appears to be unprofitable, whereas the product sold in highest volume is under competitive price pressure. A crude cost accounting system fails to reveal appropriate actions to correct problems.

**Control systems**  
**Cost accounting**  
**Cost systems**  
**Merchandising**  
**Pricing strategy**

6 pp  
 Case (Library)  
 5-193-158 (10pp)

**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).

**1948 - 1974**  
**Business policy**  
**Competition**  
**Corporate strategy**  
**Japan**  
**Learning curves**  
**Motorcycles**

9 pp  
 LIBRARY  
 5-386-034 (7pp)

**IMD-5-0592**  
**ISS: DEVELOPING A BREAKTHROUGH SERVICE STRATEGY TO DRIVE PROFIT AND GROWTH (A)**

Horovitz, J  
 Hilliard, U  
*IMD - International Institute for Management Development*

This is the first of a three-case series (IMD-5-0592, IMD-5-0623 and IMD-5-0624-V). ISS is a highly diverse facility services company operating in an industry where customer service is vital

for survival and future growth. This case explores the links between customer satisfaction, customer loyalty, employee satisfaction and profit and growth. Participants are asked to discuss these links and propose to ISS corporate headquarters a coherent service strategy that will help ISS achieve their ambitious organic growth objectives.

**2001**  
**Service profit chain**  
**Customer loyalty**  
**Customer satisfaction**  
**Employee satisfaction**

27 pp  
 FIELD

**9-190-002**  
**KANTHAL (A)**

Kaplan, RS  
*Harvard Business School*

Multinational company needs an improved cost system to determine the profitability of individual customer orders. Its strategy is to have significant sales and profitability growth without adding additional administrative and support people. The new cost system assesses a charge to each customer order received and an additional surcharge if the item ordered is not normally stocked. The goal is to direct sales resources to the most profitable customers: those who buy standard products in large predictable quantities with minimal demands on technical resources.

**\$160 million sales; 1987**  
**Cost accounting**  
**Cost allocation**  
**Cost systems**  
**Customer relations**  
**Management accounting**  
**Sales strategy**  
**Scandinavia**

13 pp  
 FIELD  
 5-190-115 (14pp)

**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: (1) to stimulate creative ideas concerning new product launch planning; (2) to 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) to 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  
 FIELD  
 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.

**20,000 Employees; \$2 billion revenues; 1996 - 1997**

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

21 pp  
 LIBRARY  
 5-798-119 (15pp)

**397-033-1  
LEMMINGS**

Martin, F  
*University of Stirling*  
Craig, C  
*Carol Craig Associates*

DMA Design is a Dundee based computer games company created by David Jones in 1989. He started writing games at university and then set up his own computer games company. David went on to write Lemmings, one of the most successful computer games of all time. However, success was not without its problems and David Jones soon feared that the company could disappear as quickly as it had begun. This case illustrates the difficulties many entrepreneurs face in staying focused, particularly in an industry which is fast moving. It also shows how easy it is for entrepreneurs in small companies to divert their energies into management and financial duties, such as completing VAT returns. It also illustrates how an entrepreneur who becomes side-tracked can then starve the company of the skills and insights which are vital to business success.

*Scotland; 1992*  
**Entrepreneurship**  
**Start-up**  
**Business strategy**

4 pp  
FIELD  
397-033-8 (6pp)

**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**

19 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 16th 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 DM730 million in 1992 to a record pre-tax profit of DM2.5 billion in 1998 (an increase of 42% compared to 1997 when the pre-tax profit was DM1.75 billion). Revenues increased by 4.8%, from DM21.6 billion in 1997, to DM22.7 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-): \*\*EFMD European Case Writing Competition Category Winner 2000 and ecch European Case Awards Category Winner 2004\*\*

33 pp

FIELD  
301-040-8 (18pp)

**602-010-1  
MARKS AND 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 and 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). There is a French translation available (F602-010-1). \*\*ecch European Case Awards Category Winner 2003 and ecch European Case Awards Overall Winner 2005\*\*

*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; 1998**  
Competition  
Computer industry  
Cost analysis  
Industry structure  
Personal computers  
Strategic planning

31 pp  
LIBRARY  
5-700-084 (24pp)

**9-284-057  
MCI COMMUNICATIONS CORP—1983**

Greenwald, BC  
White, WL  
*Harvard Business School*

MCI Communications Corp is faced with a large need for external financing to support rapid growth and substantial uncertainty due to the AT&T antitrust settlement. The case illustrates the value of convertible debt as a financing instrument in these circumstances.

**\$1 billion revenues; 1968 - 1983**  
Antitrust laws  
Bonds  
Debt management  
Financing

**Telecommunications  
Uncertainty**

14 pp  
FIELD  
5-386-110 (12pp)

**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.

**6,000 Employees ; \$1.8 billion revenues;  
1996**

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

20 pp  
FIELD  
5-398-065 (16pp)

**IMD-5-0537  
MEDI-CULT: PRICING A RADICAL  
INNOVATION**

Kumar, N  
Rogers, B  
*IMD - International Institute for  
Management Development*

This is a case that highlights the issues involved in the launch of an infertility

product and procedure, which allows women to become pregnant without having to undergo unpleasant hormone stimulation or experience dangerous side-effects. In bringing its product to market, Medi-Cult, a small biotechnology company, must deal with regulatory constraints, larger competitors, and the challenges of introducing a new product into the local and global marketplace. Questions raised are: Should the product be priced according to its perceived value? Should Medi-Cult pursue a penetration or market skimming strategy in pricing the new product? How will the contribution margin be affected if a global, regional, or multinational pricing strategy is chosen? What are the ethical issues in pricing pharmaceuticals? \*\*ecch European Case Awards Category Winner 2005\*\*

**1998**  
Pricing  
New products  
International marketing

13 pp  
FIELD  
IMD-5-0537-T (14pp)

**9-191-073  
MICRO DEVICES DIVISION**

Cooper, R  
Ittner, C  
*Harvard Business School*

The company has excess capacity. The case explores the various issues surrounding accounting for the cost of capacity. Several definitions of capacity can be discussed and accounted for.

**\$200 million revenues; 1989**  
Capacity analysis  
Cost accounting  
Cost allocation  
Cost systems  
Electronics

13 pp  
FIELD  
5-191-175 (9pp)

**9-300-001  
MICROSOFT: COMPETING ON TALENT  
(A)**

Bartlett, CA  
Wozny, M  
*Harvard Business School*

Describes the evolution of Microsoft's human resource philosophies, policies, and practices and how they were used as a core of the company's competitive advantage. In particular, the case focuses on how Microsoft has tried to retain its ability to recruit, develop, motivate, and retain first class talent as it grew from a start-up to a global behemoth. Triggered by high-profile, senior-level departures in 1999, the company must decide if it is time to change the 'hard core' culture that many feel is at the core of its competitiveness. The teaching purpose is to show how human resource policies and practices can become a source of competitive advantage – and the impact of a hard-charging corporate culture on people burnout.

**31,000 Employees ; \$20 billion revenues; 1975 - 1999**

**Corporate culture**  
**Employee retention**  
**Growth management**  
**Human resources management**  
**Motivation**  
**Organizational behavior**  
**Software**  
**Strategy implementation**

28 pp  
 FIELD  
 5-302-010 (13pp)

**9-191-056**  
**MILE HIGH CYCLES**

Bruns, Jr, WJ  
 Ellison, DJ  
*Harvard Business School*

Introduces the concept of cost variances. Looking at a bicycle manufacturer with one product and three departments, the case presents budgeted and actual data for material, labor, and overhead.

**\$13 million sales; 1989**  
**Accounting policies**  
**Bicycles**  
**Cost accounting**  
**Cost analysis**  
**Variance analysis**

4 pp  
 GEN EXP  
 5-193-095 (11pp)

**9-189-056**  
**MRS. FIELDS COOKIES**

Cash, Jr, JI  
 Ostrofsky, K  
*Harvard Business School*

Mrs. Fields Cookies is a small company selling freshly baked goods through privately owned specialty stores (each store sells only Mrs Fields products). The company has about 8,000 employees worldwide and less than 150 information systems people for a unique leverage of MIS resources. The company uses information systems extensively in its processing, communications, and other management functions, including operations of the stores and hiring sales employees. Teaching objectives include discussion of information technology architecture, organizations, management control, and strategy.

**8,000 Employees ; 1988**  
**Food**  
**Information management**  
**Information systems**  
**Information technology**  
**Supermarkets**

17 pp  
 FIELD  
 5-193-035 (11pp)

**IMD-3-0423**  
**NESTLÉ-ROWNTREE (A)**

Hyde, DG  
 Ellert, JC  
 Killing, JP  
*IMD - International Institute for Management Development*

Nestlé SA is the world's largest food company; its acquisitions of Rowntree plc in 1988 was, at 2.5 billion GB Sterling, the largest-ever foreign takeover of a British company. This case is the first in a three-part case series positioned before, during, and after the acquisition of Rowntree by Nestlé, and gives an 'inside look' at a major acquisition. This case (A) includes a note on the world chocolate industry, and ends at the point when Nestlé must decide whether to launch a hostile bid for Rowntree. The case is written from Nestlé's point of view, and provides the opportunity to consider the benefit of various acquisition possibilities in the industry. The case also raises questions as to why Rowntree became a takeover target, and on Nestlé's historical policy of not making hostile takeovers. This case is part of a series which includes

(B) (IMD-3-0424) and (C) (IMD-3-0425) cases. \*\*ecch European Case Awards Category Runner Up 1992 and ecch European Case Awards Category Winner 1997\*\*

**1988**  
**Mergers and acquisitions**  
**(strategy, pricing, tactics)**  
**Industry analysis**  
**Company analysis**

32 pp  
 FIELD  
 IMD-3-0423-T (18pp)

**304-166-1**  
**NEWS CORP: THE MAKING OF A GLOBAL MEDIA BUSINESS**

Ravi, M  
*ICMR Center for Management Research*

Rupert Murdoch's News Corporation (News Corp) has evolved into a global media conglomerate. The company owns approximately one third of newspapers and BSkyB (satellite television) in Britain. It also owns the Fox Entertainment Group that makes movies under the name 20th Century Fox and the television programmes under The Fox Network. News Corp's television reach extends to millions of homes worldwide. While News Corp is doing well, there are some major concerns for the company. One is the recent acquisition of DirecTV from General Motors. Another is the heavy dependence on Murdoch for key strategic decisions.

**1952 - 2003**  
**Murdoch**  
**News Corp**  
**Media business**  
**Viacom**  
**Vivendi**  
**Star Television**  
**CNN**  
**Fox Network**  
**20th Century Fox**  
**Harper Collins**  
**Fox Sports**  
**BSkyB**  
**Murdoch management style**

17 pp  
 LIBRARY

**303-046-1  
NISSAN'S U-TURN: 1999-2001  
CONDENSED VERSION OF  
REDESIGNING NISSAN (A) & (B)**

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

This case is a condensed version of the case series 'Redesigning Nissan (A) & (B)' (303-044-1 and 303-045-1). Topics; Automobile, cars; Alliance; Transformation and turnaround; Restructuring, change and revival; Fair process and credibility; Cultural differences; Strategy; Vision and leadership; Cost cutting and plant closures; Empowerment; Product development and productivity; Cross-functional teams; Design and purchasing; Trust; Growth. Settings; Automobile sector, Nissan and Renault; Japan (and France); Over 130,000 employees; 1999-2001. Abstract; When Renault sent Carlos Ghosn to turnaround its alliance partner Nissan, observers were sceptical of his chances. After soliciting recommendations from the employees, he unveiled a three-year plan involving plant closures, job cuts, and a refocus on design. Within two years, the company had achieved a dramatic recovery, posting record profits and proposing a dazzling array of new models. Case (A) covers the dynamics of taking charge and case (B) the process of leading change. The combined and condensed version is for instructors wishing to cover the material in a single session. The cases raise a number of themes to do with how an incoming leader establishes credibility, builds a case for painful change, gathers support, provides constant and consistent communication, sells growth as well as cuts, enforces accountability, measures progress, and sustains momentum for change. The teaching note was written by J-F Manzoni and J-L Barsoux. There is a French translation available 'F303-046-1'.

25 pp  
LIBRARY  
303-046-8 (15pp)

**9-298-166  
NOTE ON ALTERNATIVE METHODS  
FOR ESTIMATING TERMINAL VALUE**

Fruhan, Jr, WE  
*Harvard Business School*

Reviews basic techniques for estimating terminal value in the valuation of businesses. Among the techniques discussed are perpetuities, growing perpetuities, use of multiples, and liquidation value. Background reading for terminal value calculations within the control of an introductory finance course. A rewritten version of an earlier note.

**Cash flow  
Forecasting  
Present value  
Valuation**

8 pp  
Note

**395-113-1  
NOVOTEL**

Baden-Fuller, C  
Hunt, B  
*Cass Business School*  
Calori, R  
*Groupe ESC Lyon*

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.

**1991 - 1994  
Rejuvenation  
Radical corporate change  
Strategic momentum**

33 pp  
FIELD  
395-113-8 (23pp)

**IMD-5-0358  
PHILIP MORRIS KK**

Turpin, D  
*IMD - International Institute for  
Management Development*

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. There is a Spanish translation available (IMD- 5-0358-ES).

**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.

**270,000 Employees; \$40 billion-\$60 billion revenues; 1970 - 2001**

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

20 pp  
LIBRARY  
5-302-063 (14pp)

**9-504-063**

**REAL MADRID CLUB DE FUTBOL**

Quelch, JA  
Nueno, JL  
Knoop, C-I

*Harvard Business School*

In June 2004, Florentino Perez, a well-known Spanish businessman, was elected president of Real Madrid, one of the world's top soccer clubs. In his campaign, Perez had promised to turn around the club's finances, bring in world-class talent, and extend the club's brand around the world through multiple channels. As re-election looms four years later, his management team reflects on initiatives to date and challenges ahead as described in the case. Also describes the soccer industry and the trends transforming it. The teaching purpose is to evaluate Real Madrid's brand management strategy and to consider the risks and opportunities involved. Also, to recommend a strategy for the future expansion of the brand worldwide.

**850 Employees ; \$233 million eurodollars; 2004**

**Brand management**  
**Brands**  
**Entertainment industry**  
**Global Research Group**  
**Globalization**  
**Marketing strategy**  
**Spain**  
**Sports**

24 pp  
FIELD  
5-505-014 (7pp)

**9-400-087**

**REBIRTH OF THE SWISS WATCH INDUSTRY – 1980-92 (A)**

Tushman, ML  
Radov, DB

*Harvard Business School*

The Swiss watch industry has been devastated by new entrants from Asia in the low- and mid-priced watch segments. Japanese and Hong Kong firms have used quartz technology to lower costs dramatically. Nicolas Hayek, president of a Swiss consulting firm, is asked to help design a new strategy and structure for the two Swiss giants, ASUAG and SSIH, which have decided to merge. Ernst Thomke, Managing Director of ASUAG's manufacturing arm, also figures prominently. The case outlines options for

the positioning of the new, inexpensive Swatch brand as well as a number of other flagship Swiss brands. Focuses on alignment of strategy with the structure of the new company. Topics to address include the management of change and the formulation of a detailed action plan to make the new company succeed.

**15,000 Employees ; \$1 billion revenues; 1980 - 1983**

**Management of change**  
**Organizational structure**  
**Product development**  
**Strategy implementation**  
**Switzerland**  
**Technological change**

14 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; 1984**

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

15 pp  
FIELD  
5-587-129 (12pp)

**9-399-126**

**ROYAL DUTCH/SHELL IN NIGERIA (A)**

Paine, LS  
Moldoveanu, MC

*Harvard Business School*

Working with Shell's country manager for Nigeria, the company's Committee of Managing Directors must decide how to respond to the Nigerian government's decision to impose the death sentence on Ken Saro-Wiwa and eight other leaders of a movement for the rights of the Ogoni (one of Nigeria's 240 ethnic groups). As the case opens, Saro-Wiwa and his co-defendants have just been found guilty of inciting murder in a trial that international observers have criticized as deeply flawed. Saro-Wiwa, an environmentalist, writer, businessman, television producer, and human rights activist, has been a vocal critic not only of the Nigerian government but also Shell. Provides background on Shell, on its business in Nigeria, and on environmental and human rights issues in the Niger Delta. The teaching purpose is to examine different conceptions of the role of business in society and to explore the challenges of doing business in Nigeria.

**100,000 Employees ; \$94 billion revenues; 1995**

**Africa**  
**Corporate responsibility**  
**Country analysis**  
**Emerging markets**  
**Environmental protection**

**Ethics**  
**Multinational corporations**  
**Petroleum industry**

27 pp  
 FIELD

**9-399-127**  
**ROYAL DUTCH/SHELL IN NIGERIA (B)**

Paine, LS  
 Moldoveanu, MC  
*Harvard Business School*

Supplements the (A) case.

**Africa**  
**Corporate responsibility**  
**Country analysis**  
**Emerging markets**  
**Environmental protection**  
**Ethics**  
**Multinational corporations**  
**Petroleum industry**

3 pp  
 FIELD

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

O'Higgins, E  
*University College Dublin (UCD)*

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). The supplementary teaching note was written by Hugh Macmillan and Mahen Tampoe. The case 'Ryanair: The Low Fares Airline (B)' (305-066-1) can be used as a follow on case. \*\*ecch Irish Case Writing Competition

Category Winner 1999 and ecch European Case Awards Overall Winner 2004\*\*.

**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)

**9A94M006**  
**SABENA BELGIAN WORLD AIRLINES: A DELEGATION OF CHEFS**

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

On the day that Weytjens demoted a sous-chef for having ignored several warnings not to eat in the kitchen, which was a requirement of ISO 9002 standards, he returned from lunch to find three other sous-chefs waiting in his office. They were there to complain about what they felt was unnecessarily harsh action and to ask Weytjens to reconsider his decision. Background information is provided in cases 9A94M003 and 9A94M004; subsequent related cases are 9A94M005, 9A94M007, and 9A94M008.

**Business policy**  
**Management of change**  
**International business**  
**Policy formulation/implementation**

2 pp  
 8A94M03 (20pp)

**9A94M005**  
**SABENA BELGIAN WORLD AIRLINES STRIKE**

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

On 25 October, 1992, Sabena announced its first firings and lay-offs in its history. On the evening of the downsizing announcement, Weytjens is alerted that a crowd of militant workers from another part of the company had entered the catering building to encourage the workers to join a strike action which had started earlier in the day. Weytjens had to quickly judge whether there was any

better way of dealing with the situation than the accepted reaction of calling in volunteers from other parts of the company where timeliness was not as essential. Background information is provided in case 9A94M003 and 9A94M004; subsequent related cases are 9A94M006, 9A94M007, and 9A94M008.

**Business policy**  
**Management of change**  
**International business**  
**Policy formulation/implementation**

2 pp  
 8A94M03 (20pp)

**9A94M004**  
**SABENA BELGIAN WORLD AIRLINES: WEYTJENS' 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.

**1,200 Employees ; \$300 million revenues; 1996 - 1997**

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

30 pp  
FIELD

**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.

**1982**

**Canada  
Capacity planning  
Expansion  
Hospital administration  
Organizational behavior  
Services  
Social enterprise**

18 pp  
FIELD  
5-686-120 (16pp)

**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?

**500 Employees ; \$500 million revenues; 1972 - 1997**

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

17 pp  
FIELD  
5-500-033 (8pp)

**9A98M006  
STARBUCKS**

Crossan, MM  
Kachra, A  
*Richard Ivey School of Business*

Starbucks is faced with the issue of how it should leverage its core competencies against various opportunities for growth, including introducing its coffee in McDonalds, pursuing further expansion of its retail operations, and leveraging the brand into other product areas. The case is written so that students need to first identify where Starbucks competencies lie along the value chain, and assess how well those competencies can be leveraged across the various alternatives. It also provides an opportunity for students to assess what is driving growth in this company. Starbucks has a tremendous appetite for cash since all its stores are corporate, and investors are betting that it will be able to continue its phenomenal growth so it needs to walk a fine line between leveraging its brand to achieve growth while not eroding it in the process. It is an exciting case that

quickly captures the attention of students given the subject matter.

**Competitiveness  
Growth strategy  
Core competence  
Industry analysis**

28 pp  
8A98M06 (13pp)

**UVA-F-1054  
STRUCTURING CORPORATE  
FINANCIAL POLICY: DIAGNOSIS OF  
PROBLEMS AND EVALUATION OF  
STRATEGIES**

Bruner, RF  
Updike, KL  
*Darden Business Publishing, Darden  
Graduate School of Business  
Administration*

This technical note presents an overview of the process by which an analyst could proceed to assess the financial policy of a firm. The note defines several dimensions of financial policy, offers three benchmarks against which to evaluate the policy, and reviews the FRICTO framework with which to assess proposals for future financial policy.

**Capital structure  
Financial policy  
Strategic planning**

19 pp  
GEN EXP

**IMD-5-0604  
TETRA PAK (A): THE CHALLENGE OF  
INTIMACY WITH A KEY CUSTOMER**

Kashani, K  
Shaner, J  
*IMD - International Institute for  
Management Development*

This is the first of a four-case series (IMD-5-0604 - IMD-5-0607). The (A) case of this series describes a failed attempt to sell new packaging machinery to a key Italian customer facing declining sales and profits in its milk business. Tetra Pak's analysis leads them to propose a new product strategy that is summarily rejected by the customer. The case raises the issue of Tetra Pak's strategy in the Italian milk market and the wisdom of its proposed customer strategy. The broader question is whether the company is serving the best interest of its key

accounts. A video 'IMD-5-0604-V' is available to accompany the case series.

**2000 - 2002**

Industrial marketing  
Key account marketing  
Customer orientation  
Value chain marketing  
Customer satisfaction surveys  
Marketing implementation  
Management of change

14 pp  
FIELD

**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; 1990**

Brands  
Competition  
International marketing  
Marketing strategy  
Product introduction  
Tools

13 pp  
FIELD  
5-598-106 (22pp)

**303-134-1**

**THE EUROPEAN NON-LIFE  
INSURANCE INDUSTRY AND AXA IN  
2001**

Cool, K  
Angoulvant, C  
Enzmann, A-E  
*INSEAD, Fontainebleau*

The case describes the economics of the non-life insurance industry and the strategic issues that competitors are facing in 2001. Issues include overcapacity, deregulation, new entry and competition, consolidation, and declining industry profitability. Despite the apparent absence of economies of scale, some firms have started to consolidate the industry. After a

discussion of the industry economics, the case describes the strategy of a key player: the French firm AXA (past strategy and current issues). This financial services case allows a discussion of several strategy topics: (1) economic consequences of deregulation and strategic responses of incumbents and new entrants; (2) drivers and consequences of cyclical overcapacity; and (3) drivers and impediments to European consolidation in an industry that has historically been very fragmented and where strong economies of scale have not been observed. The overcapacity cycles are to many students very surprising and the case allows an interesting discussion of drivers and possible solutions. The teaching note was written by K Cool and C Angoulvant.

**Europe; Insurance; 2001**

Overcapacity  
Price wars and competition  
Local and global competition  
Deregulation and strategy  
Supply chain re-engineering  
Supply chain management  
Consolidation

34 pp  
LIBRARY  
303-134-8 (s/w)

**301-056-1**

**THE FORMULA ONE CONSTRUCTORS:  
COMBINED**

Jenkins, M  
*Nottingham University Business School*

This is a revised and combined version of the Formula One Constructors case series (399-001-1 to 399-004-1 and 303-094-1). This case is used to address the issues of achieving competitive advantage in a highly competitive, technological and international context. The introduction outlines the competitive nature of Formula One and the fact that this is an industry of sophisticated multi-million pound organisations competing at the highest international level. The case then focuses on a constructor who achieved sustained competitive advantage in a particular period. The case is used to illustrate a number of principles relating to the resource based view of strategy, such as defining sources of competitive advantage; the problems of imitation and appropriation of key resources; and the idiosyncratic and path-dependent nature of sources of advantage.

**1950 - 2003**

Sustained competitive advantage  
Resource based view  
Core competence  
Distinctive capabilities  
Strategy

17 pp  
FIELD  
399-001-8 (8pp)

**9-897-012**

**THE NORMATIVE FOUNDATIONS OF  
BUSINESS**

Dees, JG  
Elias, J  
*Harvard Business School*

What is the appropriate role for business to play in a capitalist society? In analyzing responses to this question, this note distinguishes two separate dimensions. The first involves the distinctive objective of business as a social institution. Considers the pros and cons of profit maximization as well as alternatives to profit maximization such as putting the customer or the employee first, stakeholder theory, and the corporation as a public service entity. Then considers a second dimension, the appropriate moral constraints on business's pursuit of its objectives. On this dimension, the note considers minimal strategic compliance, libertarian structures against force or fraud, the law, social norms, and independent standards of moral behavior. The teaching purpose is to introduce the reader to a range of views without arguing for any given position. Extensive references are offered to facilitate further research.

Business government relations  
Business and society  
Corporate responsibility  
Economic analysis  
Ethics  
Social enterprise

19 pp

**302-033-1**

**THE TRANSFORMATION OF BP**

Ghoshal, S  
Gratton, L  
Rogan, M  
*London Business School*

In 1992, BP was facing an acute crisis that had led to the removal of its CEO, Bob Horton. Over the next ten years the

company had undergone a complete metamorphosis. From being a relatively minor player, through a series of mergers and acquisitions it had emerged in 2001 as one of the three oil supermajors, triggering a fundamental change in the structure of its industry. Financially, it had achieved the highest returns on capital employed of all major oil companies and was earning profits in excess of a billion dollars every month. This case describes how this remarkable transformation was achieved through fundamental changes in the company's organisational structure, management processes and leadership philosophy. The case ends with a description of the challenges being faced by the company at the end of 2001, and management's responses to those challenges. A video '302-033-3' is available to accompany the case. \*\*ecch European Case Awards Category Winner 2005\*\*

2001

Managing change  
Organisation design  
Leadership  
Social responsibility of businesses

28 pp  
FIELD

**303-073-1  
THE WORLD AIRLINE INDUSTRY: A EUROPEAN PERSPECTIVE**

Paul, H  
Hartmann, J

*Fachhochschule Mainz*

The airline industry is struggling again. After adjusting for September 11, the ensuing Iraq war, SARS and the worldwide economic recession have forced many flag carriers to initiate a second round of capacity and cost reductions. At the same time low cost airlines are attracting more passengers and reporting record earnings. Most signs suggest that the current industry slump could be worse than previous ones and that the industry emerging at the end of it will be significantly different. The case briefly reviews industry development during the past two decades. The basic business models of flag carriers and European low cost carriers are analysed in detail. This provokes interesting discussions about how to establish and maintain competitive advantages and strategies for key players in their segments. The case can be used to discuss environmental and industry

analysis, business models of flag carriers and low cost airlines and, especially, the competitive advantages and strategies of flag carriers and low cost airlines.

Airline industry  
Competition advantage and strategy  
Low cost airlines  
No frills  
Flag carriers  
Cyclicality  
Operational gearing  
Networks  
Hub and spoke  
Environmental analysis  
Industry analysis  
Business model  
Value chain

15 pp  
LIBRARY  
303-073-8 (9pp)

**9-501-038  
TIVO**

Wathieu, L  
Zoglio, M

*Harvard Business School*

TiVo is a digital video recorder that allows viewers to watch what they want, when they want to watch it. Fourteen months into the launch, sales are very disappointing. Brodie Keast, VP of marketing and sales, wants to combine a catchy communications campaign, product bundling with satellite television receivers, aggressive pricing, and sales support, in order to boost demand for the new category. One important goal is to position TiVo as a strong brand before the entry of big player Microsoft. TiVo is confronted with the difficulty of selling a new and complex electronics product that is meant to change consumer habits radically. Moreover, the impact of TiVo on the television and advertising industries is ambiguous, and TiVo needs to demonstrate that it can play a constructive role in the future media landscape. Launching a radically new product; changing consumer habits, privacy, consumer control, and permission-based advertising; relevance of targeting early adopters; creative communications strategy for a small first-mover; integrated marketing plan; and television and the advertising industry.

**181 Employees ; \$200,000 revenues; 2000**  
Advertising  
Broadcasting industry  
Consumer behavior  
Marketing planning  
New product marketing

16 pp  
FIELD  
5-501-057 (11pp)

**9-693-019  
TOYOTA MOTOR MANUFACTURING, USA, INC**

Mishina, K

*Harvard Business School*

On 1 May, 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.

**4,000 Employees ; \$1-5 billion revenues; 1992**

Automobiles  
International operations  
Process analysis  
Production controls  
Quality control  
Suppliers

22 pp  
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

**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 Awards Overall Winner 1996\*\*

*UK, international; Airlines; 1994*

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

37 pp  
FIELD  
595-023-8 (29pp)

**9-704-430  
WAL-MART STORES IN 2003**

Ghemawat, P  
Bradley, SP  
Mark, K  
*Harvard Business School*

Examines Wal-Mart's development over three decades and provides financial and descriptive detail of its domestic operations. In 2003, Wal-Mart's Supercenter business has surpassed its domestic business as the largest generator of revenues. Its international operation seems poised to become the next growth driver for the company as it marches toward the trillion dollar sales mark. But problems are starting to surface even as the company is winning recognition as the number one company in the Fortune 500 – unions keep pressuring its minimum-wage employees and allegations of gender discrimination are alleged.

**Competitive advantage  
Corporate strategy  
Discount department stores  
Distribution planning  
Growth strategy  
Information technology  
International business  
Management controls  
Mass merchandising  
Retailing industry**

32 pp  
LIBRARY

**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?

*440,000 Employees ; \$68 billion revenues; 1994*

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

22 pp  
LIBRARY  
5-395-225 (7pp)

**9-196-079  
WESTERN CHEMICAL CORP.: DIVISIONAL PERFORMANCE MEASUREMENT (A)**

Bruns, Jr, WJ  
Atherton, R  
*Harvard Business School*

The president and controller of Western Chemical Corp. are discussing the best way to measure and report performance of foreign subsidiaries. One subsidiary is a joint venture with its own borrowing capacity; another is wholly owned; and a third is wholly owned and serves as a sales base for regional sales. Applying generally accepted accounting principles gives income measurements that seem to conflict with true success of the operations.

*4,900 Employees ; \$1.345 billion revenues; 1995*

**Accounting procedures  
Control systems  
Financial reporting  
International operations  
Performance measurement  
Return on investment**

9 pp  
FIELD  
5-198-026 (8pp)

**303-119-1  
WHEN OLD DOGS LEARN NEW TRICKS: THE LAUNCH OF BBC NEWS ONLINE**

Kung-Shankleman, L  
*University of St Gallen*

This case concerns the launch of the British Broadcasting Corporation's (BBC) highly successful Internet service, BBC News Online. It is designed to sensitise students to the complexities and

challenges of strategic change – even when successful – in established firms. BBC News Online was a success from the start. It achieved instant resonance with its intended market and quickly developed into one of the UK's leading content-only sites, with growth far outstripping UK Internet penetration. From many perspectives this is surprising. Better funded commercial peers were experiencing problems with their Internet businesses, and the BBC was renowned as a bureaucratic organisation. But external success masked difficult internal growth processes. News Online began as a classic start-up: staffed by a small enthusiastic team, it had a positive culture and operated independently. However within 18 months this situation turned malign as internal systems and structures were outgrown and staff became burned-out. A new project leader solves these problems and the unit matures into a successful operation. But success brings complexity: editorial complexity from the increase in pages and foreign language sites, technological complexity from the emergence of new media platforms. At the close, Richard Sambrook, Controller of BBC News, faces a central dilemma: where to position News Online within BBC News. Autonomy means it can remain a creative and cohesive organisation that can respond flexibly to the market. Integration will allow the learning that has been achieved to flow to the rest of the organisation – but risks damaging all that is special in the way it operates.

1997 - 2002

**British Broadcasting Corporation  
BBC  
Media industry  
Internet  
Strategic change  
Technological change  
Leadership  
Culture  
Cognition  
Creativity**

21 pp  
FIELD  
303-119-8 (10pp)

**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  
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  
FIELD  
5-400-069 (20pp)

**IMD-3-0875  
WWW.EASYRENTACAR.COM**

Kumar, N  
Rogers, B  
*IMD - International Institute for  
Management Development*

In April 2000, Stelios Haji-Ioannou launched easyRentacar, his latest Internet-based business. easyRentacar was just one of several companies operating under the UK-based parent company, easyGroup, which also manages easyJet airlines and easyEverything, a chain of Internet shops. Stelios, chairman and owner of easyGroup, was a charismatic and wealthy entrepreneur known for his down to earth, 'no frills' style that had come to exemplify the easy brand. After signing a deal with DaimlerChrysler to lease 5,000 of its Mercedes A-Class vehicles, Stelios entered the rental car

business dominated by companies, such as Budget, Avis and Hertz, that had formed a cartel that fed off the corporate client. He aimed to provide a low cost alternative for consumers who paid out of their own pockets. The easyRentacar case illustrates how Stelios has once again entered a new business with the goal of re-defining the existing industry business model to add shattering value for the customer. Instructors should note that easyRentacar is the third case in a series that includes 'easyJet: The Web's Favourite Airline' (IMD-3-0873), and 'easyEverything: The Internet Shop' (IMD-3-0874).

**2000 Car rental Europe < 100 employees**

**Internet  
Entrepreneurship  
Industry analysis**

3 pp  
FIELD  
IMD-3-0875-T (11pp)

**303-074-1  
XELIBRI: A SIEMENS MOBILE  
ADVENTURE**

Kaufmann, L  
Clemens, F  
Hagen, H  
Hedderich, F  
Sassmann, H  
*WHU - Otto Beisheim Graduate School  
of Management*

This case study is situated in the mobile communication devices industry and presents the launch of a new mobile phone brand of Germany's Siemens AG, under the brand name 'Xelibri', in 2002. Xelibri's objective was to develop a fashion-based value proposition in the mobile phone market. The story is centered on 34-year-old George Appling, President of Xelibri, who had been hired from McKinsey & Company to conceive a comprehensive strategy for creating a new product category in the saturated mobile phone market. At the time of the case, first steps to introduce this new product category have already been taken, while other issues, such as pricing, are open for discussion and shall be resolved by the students. To provide them with background information, the case study gives a description of the development of the mobile phone market and Siemens' position in it. It also gives an overview of the importance of Xelibri's performance for Siemens' mobile phone business and explains the initial

100 best-selling cases

steps to set up the new operation. The teaching note supplement is set as a PowerPoint presentation given during the case writing seminar.

**2003**

**Marketing**

**Brand management and branding**

**Europe, Germany market entry**

**Innovation, entrepreneurship**

**Entrepreneurial management**

**International management and**

**international business**

**General management and strategy**

**Product management and pricing**

**Choice of distribution channels**

**Fashion, telecommunication and**

**mobile phone**

**Strategy implementation**

**Competition and competitive**

**strategy**

**Industry analysis**

**New product category**

18 pp

FIELD

303-074-8 (19pp)

303-074-9 (CD-ROM)

photographs from Zara's operations in La Coruna, and the appendices are available as PowerPoint files as the teaching note supplement '603-002-9'. This case was the winner of the 2003 Indiana University Center for International Business Education and Research (CIBER)-sponsored Production and Operations Management Society (POMS) International Case Competition. \*\*ecch European Case Awards Category Winner 2005\*\*

**2002**

**Global supply chain**

**Design-product-distribution-retail integration**

**Fast-response networks**

**Fashion retailing**

**Queuing and inventory models**

**Manufacturing-marketing interface**

**Time-based competition**

**Mechanising**

15 pp

FIELD

603-002-8 (21pp)

603-002-9 (s/w)

**603-002-1**

**ZARA**

Ferdows, K

*McDonough School of Business,*

*Georgetown University*

Machuca, JAD

*Universidad de Sevilla*

Lewis, M

*Warwick Business School*

The case offers an illustration of a fast-response global supply, production, and retail network. In 2002 Zara, operating out of La Coruna in north-west Spain, was the only retailer that could deliver garments to its 507 stores in 33 countries in just fifteen days after they were designed. Its unique systems for product design, order administration, production, distribution and retailing were behind this astonishing capability. Its unconventional approach provides interesting opportunities for discussion and learning. The case is quite popular with executives, MBA's and undergraduate business students. It can be used in a remarkably wide range of courses - from a core operations management course to electives focused on international operations, operations strategy, global logistics, distribution, retailing, as well as in specialized and general executive programmes. The teaching note includes several



the case for learning

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