

100 best-selling cases

2008 edition

How to use the case bibliography

This bibliographical supplement presents the 100 best-selling cases from the ecch catalogue during 2007. 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/bibs 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

Published sources

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 research

Published sources

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.

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

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- Setting of the case
- Course the case will be used on
- Students' level of experience

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

European Case Awards 2008

in association with The Boston Consulting Group

Overall winner

504-009-1

UNILEVER IN BRAZIL (1997-2007): MARKETING STRATEGIES FOR LOW-INCOME CONSUMERS

Pierre Chandon and Pedro Pacheco Guimaraes
INSEAD

Economics, Politics and Business Environment

202-040-1 and 202-041-1

MANULIFE IN INDONESIA (A)

MANULIFE IN INDONESIA (B)

Douglas Webber and Ulla Fionna
INSEAD

Entrepreneurship

804-052-1

THE RESORT IN PUEBLO VALLEY (A)

Christine Blondel
INSEAD

Ethics and Social Responsibility

706-043-1

THE WAL-MART SUPPLY CHAIN CONTROVERSY

N Craig Smith and Robert Crawford
London Business School

Finance, Accounting and Control sponsored by IBS, Hyderabad

105-001-1

CUSTOMER PROFITABILITY ANALYSIS AND VALUE BASED MANAGEMENT AT BARCLAYS BANK

Regine Slagmulder and Jaeita Mukherjee
INSEAD

Human Resource Management / Organisational Behaviour

405-028-1

SHIELD: PRODUCT DEVELOPMENT IN A DISTRIBUTED TEAM

Anca Metiu and Lynn Selhat
INSEAD

Knowledge, Information and Communication Systems Management

906-006-1

THE EPC NETWORK (I): PUTTING RFID INTO ACTION IN THE RETAIL SUPPLY CHAIN

Michael Barrett and Karl Prince
Cambridge Judge Business School

Continued overleaf

Marketing sponsored by The Chartered Institute of Marketing

IMD-5-0358

PHILIP MORRIS KK

Dominique Turpin

IMD

Production and Operations Management

606-012-1

IDEO: SERVICE DESIGN (A)

Manuel Sosa and Ritesh Bhavnani

INSEAD

Strategy and General Management

302-058-1

EVEN A CLOWN CAN DO IT: CIRQUE DU SOLEIL RECREATES LIVE ENTERTAINMENT (B)

W Chan Kim, Renée Mauborgne, Ben Bensaou and Matt Williamson

INSEAD

Special award

THE SUMANTRA GHOSHAL AWARD FOR EXCELLENCE IN CASE WRITING

INSEAD

100 best-selling cases

394-033-1 ADVANCED DRUG DELIVERY SYSTEMS: ALZA AND CIBA-GEIGY (A)

Angelmar, R
Doz, Y
Cunningham, M
INSEAD

This is the sixth case in a series of 11 (394-028-1 through 394-038-1), which deals with a technological partnership between a large firm (Ciba-Geigy) and a small firm (Alza). It covers a period of about eight years: from 1977 until 1984. The first cases (394-028-1 to 394-030-1) describe the pharmaceutical industry, the two companies, and the events leading up to the partnership opportunity. The following cases (394-031-1 and 394-032-1) analyse the structure of the agreement and the evolving actual functioning of the partnership between 1978 and 1981. The final cases (394-033-1 to 394-038-1) describe the dissolution of the partnership in 1982, and the longer-term consequences of the partnership for each company. The general objective of the case series is to provide an opportunity for discussing the generic issues arising in technological partnerships between large and small companies. Specific objectives are: (1) to provide an understanding of the reasons for technological partnerships between large and small companies; (2) to allow participants to design an interface structure for a partnership; (3) to develop an understanding of the role of different management tools in partnership effectiveness, and to provide practice in diagnosing a concrete partnership situation and suggesting remedial action to enhance effectiveness; (4) to understand the causes of conflicts in partnerships; (5) to provide practice in assessing whether a partnership is sustainable; (6) to understand the problems involved in terminating a partnership; and (7) to provide an opportunity for evaluating the success of a partnership and for understanding the factors which influence partnership success.

Switzerland, USA; Pharmaceutical industry; Small and large companies; 1977-1988

31 pp
Field research

OD1A AGILENT TECHNOLOGIES: ORGANIZATIONAL CHANGE (A)

Carroll, G
Barnett, W
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, health care 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.

Technology; 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
Spin offs

35 pp
Field research

OD1B AGILENT TECHNOLOGIES: ORGANIZATIONAL CHANGE (B) Supplement

Carroll, G
Barnett, W
Chang, V
Stanford University

Supplements (OD1A).

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

2 pp
Field research

9-201-028 AIRBUS A3XX: DEVELOPING THE WORLD'S LARGEST COMMERCIAL JET (A)

Esty, B
Kane, ML
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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

Published sources
5-201-040 (31 pp)

9-599-110
ANALYZING CONSUMER PERCEPTIONS Note

Dolan, RJ

Harvard Business School Publishing

Describes the perceptual mapping techniques in a non-technical fashion. The procedure is useful for the depiction of the structure of the market. Discusses alternative methods, presents examples of each, and shows how the maps can be used in marketing decision making.

Consumer behavior
Consumers
Market research
Market structure

13 pp

Published sources

9-706-496
APPLE COMPUTER, 2006

Yoffie, DB

Slind, M

Harvard Business School Publishing

Apple has reaped the benefits of its innovative music player, the iPod. However, its PC and server business continue to hold small market share relative to the worldwide computer over the past few years. Will the iPod lure new

users to the Mac? Will Apple be able to produce another cutting-edge device quickly? May be used with: (9-702-469) 'Apple Computer - 2002'; (9-705-469) 'Apple Computer, 2005'.

Cupertino, California (CA); Consumer electronics, music industry, on-line information services, personal computer industry; 16,820 employees, \$13.9 billion revenues; 1976-2006

Business history
Business models
Corporate strategy
Industry analysis
Operating systems
Strategy formulation
Strategy implementation
Sustainability
Technology

32 pp

Published sources

9-502-030
AQUALISA QUARTZ: SIMPLY A BETTER SHOWER

Moon, Y

Herman, K

Harvard Business School Publishing

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.

United Kingdom; Manufacturing industries; £8 million revenue; 2001

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

18 pp

Field research
5-503-058 (23 pp)

9-591-133
BARCO PROJECTION SYSTEMS (A): WORLDWIDE NICHE MARKETING

Moriarty Jr, R

McQuade, K

Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Deals with the issue of niche marketing in a worldwide market. Barco Projection Systems makes video, data, and graphic 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.

Global, Belgium; Industrial projectors; Mid-size, \$50 million revenues; 1989-1990

Industrial markets
International marketing
Marketing strategy
Product development
Product lines

19 pp

Field research
5-592-098 (12 pp)

9-694-046
BARILLA SPA (A)

Hammond, JH

Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Barilla SpA, an Italian manufacturer that sells to its retailers largely through third-party distributors, experienced widely fluctuating demand patterns from its distributors during the late 1980s. This case describes a proposal to address the problem by implementing a continuous replenishment program, under which the responsibility for determining shipment quantities to the distributors would shift from the distributors to Barilla. Describes support and resistance within Barilla's different functional areas and within the distributors Barilla approached with the proposal.

Italy; Grocery stores; 7,000 employees, US\$2 billion revenues; 1990

Distribution planning
Logistics
Order processing
Supermarkets
Suppliers

21 pp
Field research
5-695-063 (22 pp)

**9-673-057
BENIHANA OF TOKYO**

Sasser Jr, WE
Klug, JR
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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.

Food industry; Mid-size; 1972
Corporate strategy
Expansion
Multinational corporations
Services

17 pp
Field research
5-677-037 (5 pp)
5-696-021 (10 pp)

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

Brandenburger, A
Costello, M
Kou, J
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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.

Global; Sweeteners; Large, \$2 billion revenues; 1965-1992
Beverages
Competition
Food
Patents
Strategy formulation

14 pp
Field research
5-795-164 (28 pp)

**IMD-5-0671
BLACKBERRY (A)**

Ryans, A
IMD - International Institute for Management Development

Research in Motion had successfully launched the innovative BlackBerry service in North America and was looking to accelerate the growth of the business in North America and globally. The company had been using a direct sales approach and was considering a move to using telecommunications carriers as the primary channel. A team of executives had been charged with recommending a strategy and implementation plan.

Global; Telecommunications; Revenues US\$220 million; September 2001
Marketing strategy
Channel management
Business strategy
Accelerating growth

20 pp
Field research
IMD-5-0671-T (14 pp)

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

Bartlett, C
Elderkin, K
McQuade, K
Harvard Business School Publishing

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

United Kingdom; Retailing; Mid-size, 2,000 employees, \$100 million revenues; 1991
Business policy
Consumer goods
Corporate culture
Corporate responsibility
Entrepreneurial management
International business
Retailing

19 pp
Published sources
5-395-148 (7 pp)

**UVA-F-1017
BOEING 777**

Bruner, RF
Gollish, D
Clausen, H
Koggersvol, N
Christey, P
Darden Business Publishing

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. An instructor Lotus worksheet file is available on a computer diskette for use with this case and teaching note.

Seattle, WA; Aircraft manufacturing; Large; 1990

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

26 pp
Published sources
UVA-F-1017TN (12 pp)

9-300-018
BRL HARDY: GLOBALIZING AN AUSTRALIAN WINE COMPANY

Bartlett, C
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Focuses on two new product launch decisions facing Christopher Carson, Managing Director of BRL Hardy, Europe. Responsible for the European operations of a major Australian wine company, Carson has begun to globalize his strategy beyond selling the parent company's wines. After a difficult joint venture with a Chilean wine source, he is proposing to launch an Italian line of wines. His local team has also developed a new Australian brand that would compete directly with a parent company's global brand rollout. Focuses on global strategy choices being made through headquarter-subsidiary negotiations that define the roles of country managers and global product managers.

Australia
Beverages
Business policy
Entrepreneurship
International business
International marketing
New product marketing
Strategy implementation
United Kingdom

20 pp
Field research
5-300-128 (16 pp)

9-592-035
CALYX & COROLLA

Salmon, W
Wylie, D
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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.

United States; Mail order, retail, floral industry; Start-up, 30 employees, \$10 million revenues; 1991

Agribusiness
Distribution planning
Information systems
Information technology

31 pp
Field research
5-596-116 (10 pp)

9-496-023
CAMBRIDGE CONSULTING GROUP: BOB ANDERSON

Lorsch, JW
Gabarro, JJ
Harvard Business School Publishing

Describes the situation facing the head of a rapidly growing industry-focused group within a consulting company. Highlights the dilemmas of being a producing manager (ie, a professional who has both individual production as well as management responsibilities). Issues raised include: delegation, developing subordinates, developing an agenda, and building an organization. Demonstrates dilemmas of the producing manager's role.

Consulting
Delegation of authority
Growth management
Leadership
Professionals

5 pp
Field research

9B06M015
CAMERON AUTO PARTS (A) - REVISED

Crookell, H
Beamish, PW
Richard Ivey School of Business

This case is about a small American auto parts producer trying to diversify his way out of dependence on the major automakers. A promising new product is developed and the company gets a chance to license it to a Scottish manufacturer. The issue of whether to license or go it alone in international markets is central to the case. A sequel to this case is available titled 'Cameron Auto Parts (B) - Revised' (9B06M016).

US, United Kingdom; Transportation equipment; 2004

Corporate strategy
Exports
International business
Licensing

13 pp
Published sources
8B06M15 (8 pp)

9B06M016
CAMERON AUTO PARTS (B) - REVISED

Crookell, H
Beamish, PW
Richard Ivey School of Business

Two years after signing a license agreement in the UK, the company now faces an opportunity to establish with another firm a joint venture in France for the European market. However, the prospect upsets the UK licensee who is clearly doing very well, and who even wants Cameron to consider joint venturing with him in Australia. The case ends with Cameron, run off its feet in North America, trying to decide whether to enter Europe via licensing, joint venture or direct investment. This case is a sequel to 'Cameron Auto Parts (A) Revised' (9B06M015).

US, Australia, EU; Transportation equipment

Corporate strategy
International business
Joint ventures
Licensing

11 pp
Published sources
8B06M16 (7 pp)

**9-495-031
CHARLOTTE BEERS AT OGILVY &
MATHER WORLDWIDE (A)**

Ibarra, H
Sackley, N

Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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 chief executive officer, 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. May be used with: (95204) 'Leading Change: Why Transformation Efforts Fail' and (R0111F) 'What Leaders Really Do (HBR Classic)'

Global; Advertising industry; 7,000 employees, US\$750 billion revenues; 1992-1993

**Advertising Leadership
Multinational corporations
Organizational change**

18 pp
Field research
5-495-033 (16 pp)

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

Yoffie, DB
Wang, Y

Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Examines the industry structure and competitive strategy of Coca-cola and Pepsi over 100 years of rivalry. New challenges of the 21st 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. The case 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. A rewritten version of an earlier case by Michael E Porter and David B Yoffie. May be used with: (9-794-055) 'Cola Wars Continue: Coke vs Pepsi in the 1990s'; (9-799-117) 'A Hundred-Year War: Coke vs Pepsi - 1890s-1990s'.

United States and global; Beverages; Fortune 500; 2000

**Beverages
Competition
Corporate strategy
Industry analysis
Industry structure
International business**

24 pp
Published sources
5-703-403 (11 pp)

**504-007-1
DIESEL FOR SUCCESSFUL LIVING:
BRANDING STRATEGIES FOR AN
UP-MARKET LINE EXTENSION IN THE
FASHION INDUSTRY**

Chandon, P
Grigorian, V
INSEAD

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. Two separate PowerPoint presentations (in PDF format) '504-007-9A' and '504-007-9B' are available to accompany the teaching note. **ecch European Case Awards Category Winner 2006 and ecch European Case Awards Overall Winner 2007**

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

Branding
Marketing
Brand management
Brand extension
Fashion
Luxury goods
Advertising
Logos

24 pp
Field research
504-007-8 (22 pp)
504-007-9 (s/w)

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

Esty, B
Schreiber, C
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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.

Florida; Electric utility; Large, 12,400 employees, \$5.3 billion revenues; 1994

Corporate strategy
Deregulation
Dividends
Electric power
Financial strategy
Securities analysis

17 pp
Published sources
5-296-072 (21 pp)

9-689-030
DONNER CO

Shapiro, RD
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. The management of a small manufacturer of circuit boards faces a number of production and operations management problems. The first day on this case is used to analyze the production capacity of various stages in the process and to examine bottlenecks and key production flow decisions. The emphasis is on physical flows. The second day the emphasis is on information flows. We look in detail at the problems faced by the company, discuss the tools and techniques of process analysis that can be used to determine the relative importance of those problems, identify solutions, and discuss implementation issues.

Unspecified; Printed circuit board; Small; 1987

Capacity analysis
Electronics
Performance measurement
Process analysis

14 pp
Generalised experience
5-696-022 (18 pp)

600-003-1
DRAGONFLY: DEVELOPING A PROPOSAL FOR AN UNINHABITED AERIAL VEHICLE (UAV)

Loch, CH
De Meyer, A
Kavadias, S
INSEAD

IACo is an aerospace company, developing UAVs (Uninhabited Aerial Vehicles). The case describes the project of developing a bid for a large contract under severe time pressure. The case discusses project planning for rapid time-to-market. The case discusses project management problems occurring during the development of a new product. The main objectives are to illustrate: (1) the different ways of representing project activities; (2) the traditional project management techniques (CPM, Gantt Chart); (3) extensions of the critical path approach (to account for time uncertainty, loops and rework); and (4) how to focus improvement efforts. **ecch European Case Awards Category Winner 2004**

UK; Aerospace; 1999
9 pp
Published sources
600-003-8 (23 pp)

301-228-1
EASYEVERTHING'S PRICING POLICIES

Pagliero, M
Courty, P
London Business School

Founded in 1999 by Stelios Haji-Ioannou, easyEverything quickly became the largest chain of Internet cafes in the world. Stelios used his experience in the airline industry to introduce dynamic pricing in Internet Cafes. The price in the cafes is automatically updated every 5 minutes according to capacity utilisation and, far from discouraging potential customers, the new system has been widely accepted. Although this pricing scheme successfully manages to smooth demand, preventing queues from forming or having empty stores, Stelios believes that it can be improved. The challenge ahead is to find new ways to increase store occupancy without having to decrease prices below reasonable levels. The focus of the case is on pricing and it illustrates how the concepts of demand and price discrimination are used in practice. The aim of the case is to stimulate students to discuss how easyEverything manages its pricing policies to sort consumers in different segments and to make the best use of store capacity. Overall, the case introduces the reader to the fundamental issue of how different pricing instruments can be used to maximise revenues.

Europe; Internet cafes; 1999-2001

Pricing policies
Demand curve
Price discrimination
Peak load pricing
Revenue management
Dynamic pricing

25 pp
Field research
301-228-8 (8 pp)

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

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

Stelios Haji-Ioannou, 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 cafes. Some questioned whether Stelios would be able to successfully transfer his low cost business model to Internet cafes. Undeterred, Stelios moved ahead with his plan to create easyEverything, with the belief that he could make a profit by encouraging customers to surf the Internet, send e-mail and shop on-line. This case contains colour exhibits. 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**

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

Marketing strategy
Industry analysis
Service management

22 pp
Field research
IMD-3-0873-T (19 pp)

**9A97G029
ELLEN MOORE (A): LIVING AND WORKING IN KOREA**

Lane, H
Nicholls, C
Ellement, G
Richard Ivey School of Business

This case is from the Ivey Best Selling Case Collection. Ellen Moore, a Systems Consultant, was sent to Korea to manage a project involving a team of North American and Korean consultants representing a joint venture between a major Korean conglomerate and a significant North American information technology company. The Americans were to be involved for the first seven months in order to transfer expertise and knowledge to the South Koreans who had little experience in this area. Ellen's

superior had played an integral part in securing the contract in Korea due to his depth of knowledge on the subject. He chose Ellen to be the key North American project manager because she had significant Project Management skills and impressive international experience. Upon Ellen's arrival, she discovered that the Korean consultants were far less skilled than she had expected. In addition, Ellen had understood that she and the Korean manager were to be co-managers but immediately tensions arose regarding who was giving direction to the team and the scope of the project. Tensions escalated until it was clear that the project was behind schedule and the Koreans were not taking direction from Ellen. The Koreans insisted that Ellen was the problem. Ellen's superior disagreed; he and Ellen must decide how to proceed. The challenge is to balance strategic goals with individual action.

Korea; Business services; Large; 1995
Intercultural relations
Women in management
Team building
Group behaviour

20 pp
Field research
8A97G29 (5 pp)

**302-058-1
EVEN A CLOWN CAN DO IT: CIRQUE DU SOLEIL RECREATES LIVE ENTERTAINMENT CASE B**

Kim, WC
Mauborgne, R
Bensaou, BM
Williamson, M
INSEAD

This is the second of a two-case series (302-057-1 and 302-058-1). Cirque du Soleil very successfully entered a structurally unattractive circus industry. It was able to reinvent the industry and created a new market space by challenging the conventional assumptions about how to compete. It value innovated by shifting the buyer group from children (end-users of the traditional circus) to adults (purchasers of the traditional circus), drawing upon the distinctive strengths of other alternative industries, such as the theatre, Broadway shows and the opera, to offer a totally new set of utilities to more mature and higher spending customers. The case series is designed to serve a variety of purposes in the value innovation and

creating new market space teaching module of an MBA strategy course or executive education programme. The case series can be equally used individually in a standalone module on value innovation or as part of a sequence of three to four sessions. In both instances, the instructor can best use it to cover the following topics: (1) the value innovation logic (as compared to industry and competitive analysis); (2) the concept of value curve; and (3) the six paths analysis for creating new market space. **ecch European Case Awards Category Winner 2008**

Canada, USA, Europe; Circus; 2001
Circus and live entertainment industry
Value innovation
Strategy
Creating new market space
Redefining industry boundaries
Moving across industries
Thinking out of the box
Competition

9 pp
Field research
302-057-8 (24 pp)

**302-016-1
FLYING INTO A STORM: BRITISH AIRWAYS (1996-2000)**

Manzoni, JF
Barsoux, JL
INSEAD

This case considers the transition at the head of British Airways (BA) from Lord Marshall, key architect of BA's spectacular restructuring and revitalisation in the 1980s, to his chosen successor Robert Ayling. In an increasingly deregulated market, Ayling's challenge is to sustain BA's position of leadership in the airline industry. He pursues an ambitious strategic alliance, a massive cost cutting drive and initiates a controversial change of corporate identity. Although the stock market initially approves of most of his strategy, he runs into trouble on the industrial relations front. A cabin crew strike in the summer of 1997 hits employee morale and triggers a sustained dive in the airline's share price. For all Ayling's efforts over the following three years, he does not manage to redress the slump and his eventual removal does not come as much of a surprise. What is surprising is the insistence by BA's chairman that Ayling had set the right strategy, but was the

wrong person to implement it. The case explores what went wrong. This is a very rich case that can be tackled from several angles. On the leadership succession side it illustrates the difficulties of making one's mark when taking over a highly successful company, especially coming after a very respected leader. On the leadership style angle, the case highlights the various roles of the leader - as strategist, architect and mobiliser - and the difficulties of building or rebuilding credibility and trust. It also raises questions on why leaders often become more abrasive as time passes and how much their style is shaped by their initial background and leadership experiences. The case can be used to examine how to bring about radical change, particularly when the company is doing well at the outset and staff's sense of urgency is correspondingly low. It also illustrates the importance of fair process in radical change efforts. Last but not least the case raises questions on the causes and consequences of company culture. As CEO Marshall had created a culture of employee and customer care that was widely admired even beyond the airline sector, that culture seemed to go away fairly quickly as service levels dropped and employees felt no longer cared for. What happened? The case can be used as a stand alone case, or following a discussion of the case 'Becoming the World's Favourite Airline: British Airways 1980-93' (398-080-1) (which covers the King-Marshall years). Note: The first 18 months of Ayling's tenure (and hence of the period covered in this case) were discussed in the case 'Remaining the World's Favourite Airline: British Airways 1993-97' (398-081-1). That case was focused mainly on leadership succession and fair process. This new case builds on this initial period and covers the next three years, culminating in the removal of Robert Ayling. These additional three years were very eventful and result in a much richer set of teaching issues. If you want to centre the discussion on fair process, we recommend using the case 'Remaining the World's Favourite Airline: British Airways 1993-97' (398-081-1). This present case will support a broader discussion.

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

Leadership
Succession
Radical change
Corporate renewal
Implementing a new strategy

Fair process
Corporate culture
Customer service
Industrial relations
Cost cutting
Service sector

27 pp
Published sources
302-016-8 (37 pp)

**599-038-1
FORD KA (A): BREAKING NEW
GROUND IN THE SMALL CAR MARKET**

Christen, M
Soberman, D
Cothier, G
INSEAD

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

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

Segmentation
Segment identification
Target selection
Product introduction in new

markets
Internal marketing

33 pp
Field research
599-038-8 (17 pp)

**9-306-087
GE's GROWTH STRATEGY: THE
IMMELT INITIATIVE**

Bartlett, CA
Harvard Business School Publishing

Follows the actions of General Electric (GE) Chief Executive Officer (CEO), Jeff Immelt, as he implements a growth strategy for the US\$150 billion company in a tough business environment. In four years, he reinvigorates GE's technology, expands its services, develops a commercial focus, pushes developing countries, and backs 'unstoppable trends' to realign GE's business portfolio around growth platforms. At the same time, he reorganizes the company, promotes 'growth leaders' into top roles, and reorients the culture around innovation and risk taking. Finally, in 2006, he sees signs of growth, but wonders whether it is sustainable.

Global, United States; Energy resources, engine industry; US\$150 billion revenues; 2001-2006

Business policy
Conglomerates
Growth strategy
International management
Leadership
Strategy implementation
Vision

21 pp
Published sources
5-906-419 (12 pp)

**9-399-150
GE'S TWO-DECADE
TRANSFORMATION: JACK WELCH'S
LEADERSHIP**

Bartlett, CA
Wozny, M
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. GE is faced with Jack Welch's impending retirement and 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. May be used with: (9-304-049) 'GE's Talent Machine: The Making of a CEO'.

United States, global; Industrial conglomerate; 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
Published sources
5-300-019 (16 pp)

9-303-056
GLOBAL WINE WARS: NEW WORLD CHALLENGES OLD (A) Note

Bartlett, CA
Cornebise, J
McLean, AN
Harvard Business School Publishing

After contrasting development in the tradition-based, regulated, old-world wine industry with the technology-based, market-oriented, new-world challenges, this case focuses on 'The Battle for Britain' - the huge, bellwether export market - as the traditional French wines are challenged for leadership by the Australian newcomers in 2001. Allows analysis of the way in which newcomers can change the rules of competitive engagement in a global industry. Also poses the question of how incumbents can respond, especially when constrained by regulation, tradition, embedded values, and a different set of capabilities than those demanded by the emerging market.

United Kingdom, Australia, France; Wine industry; 2001

Agribusiness
Beverages
Competition
Emerging markets

Exports
Industry analysis
Innovation
Production
Regulated industries

24 pp
Published sources
5-304-048 (17 pp)

9-806-105
GOOGLE, INC

Eisenmann, TR
Herman, K
Harvard Business School Publishing

Describes Google's history, business model, governance structure, corporate culture, and processes for managing innovation. Reviews Google's recent strategic initiatives and the threats they pose to Yahoo, Microsoft, and eBay. Asks what Google should do next. One option is to stay focused on the company's core competence, ie, developing superior search solutions and monetizing them through targeted advertising. Another option is to branch into new arenas, for example, build Google into a portal like Yahoo or Microsoft Network (MSN); extend Google's role in e-commerce beyond search, to encompass a more active role as an intermediary (like eBay) facilitating transactions; or challenge Microsoft's hegemony over the personal computer (PC) desktop by developing software to compete with Office and Windows.

Mountain View, California (CA), United States; Advertising industry, internet and on-line services industries, software industry; 5,000 employees, US\$6.1 billion revenues; 2005

Business history
Business models
Competition
Corporate culture
Corporate governance
Corporate strategy
Corporate structure
Entrepreneurship
Governance
Innovation
Network effects
Search engines
Social networks
Values

33 pp
Published sources
5-806-199 (32 pp)
5-807-067 (8 pp)

404-083-1
HELEN RAMSAY: A MEDIATION ATTEMPT

Manzoni, JF
Barsoux, JL
INSEAD

Two reasonable people, a boss and a subordinate, find each other 'impossible to handle'. Through their descriptions of each other's behaviour we realise that they are in a self-perpetuating dynamic. An attempted intervention by the human resource manager not only fails to resolve the situation; it actually makes it worse. The teaching objectives are as follows: (1) to illustrate how cognitive biases can trigger very different takes on the same 'reality'; (2) to discuss the management of 'lower performers'; (3) to increase awareness of the vicious circles in which bosses and 'lower performers' get caught; and (4) to discuss the role of human resources in intervention and prevention. This case replaces 'Helen Ramsay (A) & (B)' (403-038-1 and 403-039-1). **EFMD Case Writing Competition Category Winner 2004**

No specific location (English-speaking country); Division of a multinational company

Human resources manager
Boss behaviour
Subordinate performance
Management and leadership
Motivation and expectations
Self-fulfilling prophecy
Pygmalion effect
Communication
Conflict and mediation
Cognitive biases
Labelling
Selective attention
Attributions
HR (human resources) systems, fair process and feedback
Vicious circles

8 pp
Generalised experience
404-083-8 (24 pp)

9-384-049
HONDA (A)

Pascale, R
Christiansen, E
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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)'.

Japan, United States; Motorcycles; Large; 1948-1974

Business policy
 Competition
 Corporate strategy
 Japan
 Learning curves
 Motorcycles

9 pp
 Published sources
 5-386-034 (7 pp)
 5-704-022 (27 pp)

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

Pascale, R
 Christiansen, E
Harvard Business School Publishing

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

Japan, United States; Motorcycles; Large; 1948-1974

Business policy
 Corporate strategy
 Japan
 Management of change
 Management styles
 Motorcycles

9 pp
 Field research

**9-600-143
 IDEO PRODUCT DEVELOPMENT**

Thomke, S
 Nimgade, A
Harvard Business School Publishing

Describes IDEO, the world's leading product design firm, and its innovation culture and process. Emphasis is placed

on the important role of prototyping and experimentation in general, and in the design of the very successful Palm V handheld computer in particular. A studio leader is asked by a business start-up (Handspring) to develop a novel hand-held computer (Visor) in less than half the time it took to develop the Palm V, requiring several shortcuts to IDEO's legendary innovation process. Focuses on: (1) prototyping and experimentation practices at a leading product developer; (2) the role of playfulness, discipline, and structure in innovation processes; and (3) the managerial challenges of creating and managing an unusually creative and innovative company culture. Includes color exhibits. May be used with: (R0102D) 'Enlightened Experimentation: The New Imperative for Innovation'.

California; Service industries; 300 employees; \$50 million revenues; 1998

Creativity
 Organizational management
 Outsourcing
 Product design
 Product development
 Prototypes

21 pp
 Field research
 5-602-060 (16 pp)

**606-012-1
 IDEO: SERVICE DESIGN (A)**

Sosa, ME
 Bhavnani, R
INSEAD

This is the first of a two-case series (606-012-1 and 606-013-1). This case describes how IDEO adapts its famed innovation process (developed to design new products) to the particularities of services and their design. The case series describes four service design projects to show how IDEO has developed and codified a series of design methods, which constitute a toolbox from which teams can pick and choose depending on the innovation project. The case study aims to: (1) reinforce the notion of the five-step innovation process that can be used for any design project, whether it is a service or a product. (The five steps of the IDEO process are: (i) observe; (ii) synthesise; (iii) generate ideas; (iv) refine; and (v) implement); (2) highlight the differences between product and service design, and the subtle differences in the respective processes; (3) introduce the notion of IDEO methods as a set of

interchangeable tools to be used according to the type of project being worked on, and identify when is it best to use them; and (4) introduce the concept of knowledge brokering and examine the ways in which the transfer of knowledge is carried out across a distributed organisation. This case was previously numbered 605-031-1. **ecch European Case Awards Category Winner 2008**

USA, UK; Consulting (transportation, banking, telecommunications, health care); 300+ employees; 1999-2005

Innovation management
 New product and service development
 Brainstorming
 Prototyping
 Knowledge brokering

23 pp
 Field research
 606-012-8 (15 pp)

**307-053-1
 ING DIRECT: REBEL IN THE BANKING INDUSTRY**

Verweire, K
 Van den Berghe, LA
Vlerick Leuven Gent Management School

ING DIRECT is one of the six business lines of integrated financial services provider ING Group and active in 9 different countries. The case describes how ING DIRECT USA has become the largest Internet-based bank in the United States, and one of the thirty largest banks of any sort in the country. In particular, attention is paid to the strategic positioning of ING DIRECT in the US retail banking industry, and what strategic actions the bank has undertaken to achieve and maintain the unique position the bank has achieved so far. The case depicts how it all started, but also sheds light on the future challenges of the company.

USA; Financial services; Approximately 3,000 employees; 2001-2006

Competitive strategy
 Strategy implementation
 Disruptive innovation
 Blue ocean strategy
 Marketing strategy
 Marketing

25 pp
 Field research
 307-053-8 (22 pp)

**IMD-5-0543
INNOVATION AND RENOVATION: THE
NESPRESSO STORY**

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

The case traces the development of the Nespresso System in a 100%-owned affiliate deliberately placed outside of Nestlé's main organisational structure. It highlights the team's successes and challenges in creating a new, small, niche segment in the mature coffee market and its prospects for growing the business from Sfr 150 million to Sfr 1 billion within the next decade. A radical departure from most Nestlé lines of businesses targeted to the mass market, the Nespresso story offers provocative lessons about innovation in large, highly structured organisations. **EFMD Case Writing Competition Category Winner 2003**

Switzerland, Global; Coffee; CHF 150 million annual revenue in 1999; Autumn 1999

Innovation
New product development
Marketing a new concept to upscas
Direct marketing

24 pp
Field research
IMD-5-0543-T (22 pp)

**904-067-1
KNOWLEDGE SHARING INITIATIVES
AT THE WORLD BANK: CREATING A
'KNOWLEDGE BANK'**

Dutta, S
Regani, S
ICMR Center for Management Research

By the early 2000s, the World Bank was one of the foremost knowledge organisations in the world. It made a commitment to promote knowledge sharing within the organisation in 1996, when it realised that the distance from its headquarters to operational regions had become a major obstacle in objective achievement. While the process of transformation into a 'knowledge bank' was not easy, the Bank accomplished it successfully and set up a system that extended around the world. The case describes the World Bank's journey from a lending institution to a knowledge leader. It examines the need for knowledge sharing at the World Bank

and the obstacles it overcame in the process. It also describes how the World Bank created a global knowledge community using web-based tools, as well as the role and development of thematic groups. The importance of tailoring the organisation's structure and human resource policies to knowledge sharing is also examined. The case concludes with an analysis of the strengths and weaknesses of the knowledge sharing system at the World Bank. The teaching objectives of the case are: (1) to study the knowledge sharing initiative of a large organisation with global operations; (2) to understand the challenges faced in implementing a knowledge sharing programme at a global level; (3) to appreciate the need for a knowledge initiative in organisations operating globally; (4) to analyse the role and importance of the human element in the implementation of any organisation-wide initiative, in this case, knowledge sharing; and (5) to appreciate the importance of top management support in the success or failure of any large scale project in an organisation. The case is meant for MBA/PGDBM students and is intended to be part of the knowledge, information and communication systems management curriculum.

USA; Banking; Large; 1996-2004

World Bank
Knowledge management
James Wolfensohn
Bretton Woods conference
International Bank for Reconstruction and Development (IBRD)
Thematic groups
Global community
IBM
Communities of practice
Knowledge sharing
Organisation structure
Organisational culture
International Finance Corporation
The Multilateral Investment Guarantee Agency
The International Centre for Settlement of Investment Disputes

10 pp
Published sources
904-067-8 (6 pp)

**600-001-1
LAND ROVER VEHICLES: THE CB40, A
PROJECT IN NIMBLENESS AND
FLEXIBILITY**

Plant, R
University of Miami
Feeny, D
University of Oxford
Mughal, H
The Open University

This is the first of a three-case series (600-001-1, 301-177-1 and 307-343-1). This case examines the utilisation of the information technology (IT) in three crucial areas facing manufacturing organisations. The need for flexibility in production, the need to follow holistic design principles to facilitate flexibility, and the need to understand ones own organisational learning, through knowledge management. The case examines a crucial period of history of Land Rover Vehicles subsequent to their acquisition by BMW in 1994. The young management team is required to develop a brand new vehicle and factory within thirty months. The case examines their quest for mass customisation and the organisation's innovative strategies to maximise flexibility whilst minimising complexity.

UK; Automobile manufacturing; DM60 billion; 1998

Mass customisation
Information technology
Operational management
Management of technology

19 pp
Field research
600-001-8 (7 pp)

**499-021-1
LINCOLN ELECTRIC IN CHINA**

Galunic, C
Bjorkman, I
INSEAD

This case looks at how Lincoln Electric, the US-based company renowned for its compensation scheme, tried to implement its human resource policies globally, and particularly in China. The objective is to expose readers to some of the difficulties and myths of pushing well-worn ideas overseas. The case ends off with an important question regarding the company's future, one that depends on its overseas strategy, of which HR is key. **ecch European Case Awards Category Winner 2007**

China, USA, Europe; Manufacturing; 1998-1999

Compensation
Cross-culture
International expansion
China
Incentives

20 pp
Field research
499-021-8 (11 pp)

**9-200-007
LONG-TERM CAPITAL MANAGEMENT,
LP (A)**

Perold, AF
Harvard Business School Publishing

Long-Term Capital Management, LP (LTCM) was in the business of engaging in trading strategies to exploit market pricing discrepancies. Because the firm employed strategies designed to make money over long horizons - six months to two years or more - it adopted a long-term financing structure designed to allow it to withstand short-term market fluctuations. In many of its trades, the firm was in effect a seller of liquidity. LTCM generally sought to hedge the risk-exposure components of its positions that were not expected to add incremental value to portfolio performance, and to increase the value-added component of its risk exposures by borrowing to increase the size of its positions. The fund's positions were diversified across many markets. This case is set in September 1997, when, after three and a half years of high investment returns, LTCM's fund capital had grown to \$6.7 billion. Because of the limitations imposed by available market liquidity, LTCM was considering whether it was a prudent and opportune moment to return capital to investors. Can be used to discuss a broad range of issues relating to arbitrage, market efficiency, implementation of investment strategies, liquidity shocks, risk management, financial intermediation, investment management, hedge funds, incentives, systemic risk, and regulation.

Connecticut; Finance; 1997-1998

Arbitrage
Capital markets
Efficient markets
Financial institutions
Investment management
Risk management

23 pp
Field research

**9-692-015
MANZANA INSURANCE: FRUITVALE
BRANCH (ABRIDGED)**

Wheelwright, SC
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Deals with performance assessment and improvement of a service operation in the insurance industry, a market that is highly sensitive to response time. Two branch offices in direct competition are described, and the impact of response time on performance is suggested. Management choices that impact response time are explored and the poorer performer of the two branches must decide how to respond.

California; Insurance industry; 1989-1991

Competition
Insurance
Operations management
Performance measurement
Scheduling
Service management

14 pp
Field research
5-696-043 (12 pp)

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

Pich, M
Van der Heyden, L
Harle, N
INSEAD

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. **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
Published sources
602-010-8 (37 pp)
602-010-9 (s/w)

**9-289-047
MARRIOTT CORP: THE COST OF
CAPITAL Abridged version**

Ruback, R
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Gives students the opportunity to explore how a company uses the Capital Asset Pricing Model (CAPM) to compute the cost of capital for each of its divisions. The use of Weighted Average Cost of Capital (WACC) formula and the mechanics of applying it are stressed.

Unspecified; Hotels and restaurants; Large; 1988

Capital costs
Hotels and motels

10 pp
Field research
5-298-081 (18 pp)

**9-799-158
MATCHING DELL**

Rivkin, J
Porter, ME
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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.

Global; Personal computers; Fortune 500, \$19 billion revenues; 1998

Competition
Computer industry
Cost analysis
Industry structure
Personal computers
Strategic planning

31 pp
 Published sources
 5-700-084 (24 pp)

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**

Worldwide; Biotechnology; 1997 turnover US\$3 million; 1998

Pricing
New products
International marketing

13 pp
 Field research
 IMD-5-0537-T (14 pp)

IMD-5-0395
MEDIQUIP SA®

Kashani, K
IMD - International Institute for Management Development

This case is a revised and updated edition of case '582-011-1' of the same title. The case describes the selling activities of a sales engineer with respect to a key account. The loss of the order for a CT scanner provides the background for analysing the dynamics of the buying situation and the salesman's handling of it. The issues raised are: (1) who are the cast of characters influencing the buying decision?; (2) what seems to motivate them? and (3) what sales strategy would be appropriate?

Germany; Medical equipment; 1980-1981

Buyer behaviour
Sales organisation
Salesmen
Selling
Strategy

9 pp
 Field research
 IMD-5-0395-T (13 pp)

IMD-3-0423
NESTLÉ-ROWNTREE (A)

Ellert, JC
 Killing, P
 Hyde, D
IMD - International Institute for Management Development

This is the first in a three part case series (IMD-3-0423 to IMD-3-0425). 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 series is 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. **ecch European Case Awards Category Runner Up 1992 and ecch European Case Awards Category Winner 1997**

Europe, Global; Chocolate confectionery; SFr 35 billion sales; 1988

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

32 pp
 Field research
 IMD-3-0423-T (18 pp)

IMD-3-1334
NESTLÉ'S GLOBE PROGRAM (A): THE EARLY MONTHS

Killing, P
IMD - International Institute for Management Development

This is the first of a three-case series (IMD-3-1334 to IMD-3-1336). All three cases can be taught in a half-day session. Chris Johnson has been given the task of initiating and managing the world's largest SAP roll out. The scope is global, the time frame for completion is five years. The cost is estimated at SFr 3 billion. Chris has to move to Switzerland and start building an organisation and getting Nestlé ready for a new way of managing the business. This case documents his first months in his new job and lays out the early challenges.

Global; Food and beverage; Large; 2000

Change management
SAP
Project management

7 pp
 Field research
 IMD-3-1334-T (13 pp)

**IMD-3-1335
NESTLÉ'S GLOBE PROGRAM (B): JULY
EXECUTIVE BOARD MEETING**

Killing, P
*IMD - International Institute for
Management Development*

This is the second of a three-case series (IMD-3-1334 to IMD-3-1336). This short case continues the GLOBE story and is intended as an in-class handout to be used during the discussion of the (A) case. It documents some of the GLOBE-related discussion at Nestlé's July 2000 Executive Board meeting, which raises fresh issues for Chris.

**Global; Food and beverage; Large; 2000
Change management**

2 pp
Field research
IMD-3-1334-T (13 pp)

**IMD-3-1336
NESTLÉ'S GLOBE PROGRAM (C):
'GLOBE DAY'**

Killing, P
*IMD - International Institute for
Management Development*

This is the third of a three-case series (IMD-3-1334 to IMD-3-1336). This final case in the GLOBE series is set approximately 18 months after the B-case. The setting is a meeting of Nestlé's market heads who are participating in a daylong event to bring them up to date on the progress of GLOBE. The morning has been difficult for Chris Johnson - full of criticism - and the question is how he should handle the afternoon.

**Global; Food and beverage; Large; 2001
Change management**

4 pp
Field research

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

Manzoni, JF
Hughes, K
Barsoux, JL
INSEAD

This case is a condensed version of the case series 'Redesigning Nissan (A) & (B)' (303-044-1 and 303-045-1). 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. **ecch European Case Awards Category Winner 2007**

**Japan (and France); Automobile sector,
Nissan and Renault; Over 130,000
employees; 1999-2001**

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

24 pp
Published sources
303-046-8 (15 pp)

**9-303-003
P&G JAPAN: THE SK-II
GLOBALIZATION PROJECT**

Bartlett, C
Harvard Business School Publishing

Traces changes in P&G's international strategy and structure, culminating in Organization 2005, a re-organization that places strategic emphasis on product innovation rather than geographic expansion and shifts power from local subsidiary to global business management. In the context of these

changes introduced by Durk Jager, P&G's new CEO, Paolo de Cesare is transferred to Japan, where he takes over the recently turned-around beauty care business. Within the familiar Max Factor portfolio he inherits is SK-II, a fast-growing, highly profitable skin care product developed in Japan. Priced at over \$100 a bottle, this is not a typical P&G product, but its successful introduction in Taiwan and Hong Kong has de Cesare thinking the brand has global potential. As the case closes, he is questioning whether he should take a proposal to the beauty care global business unit to expand into Mainland China and/or Europe. The teaching purpose is to examine the role of MNCs global network not only as providing access to markets but as sources of innovation - and to study this in the broader context of the links between global strategy and organization.

Cosmetics
Globalization
Innovation
International business
International management
International marketing
Japan
Multinational corporations
Organizational structure
Product development
Strategy implementation
Subsidiaries

24 pp
Field research
5-304-023 (17 pp)

**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. **ecch European Case Awards Category Winner 2008**

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

27 pp
Field research
IMD-5-0358-T (7 pp)

9-302-049

PHILIPS VERSUS MATSUSHITA: A NEW CENTURY, A NEW ROUND

Bartlett, CA

Harvard Business School Publishing

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. A rewritten version of an earlier case.

Global, Europe, Japan; Electronics industry; Large, 270,000 employees, \$40 billion-\$60 billion revenues; 1970-2001

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

20 pp

Published sources

5-302-063 (14 pp)

9-505-038

PRODUCT TEAM CIALIS: GETTING READY TO MARKET

Ofek, E

Harvard Business School Publishing

Lilly and ICOS are preparing for the launch of a new drug, Cialis, to compete against Viagra. To position against the incumbent firm Pfizer, which developed and markets Viagra, and other newcomers into the erectile dysfunction market, they must determine how best to segment the market and which target market to focus on. The marketing plan should take advantage of Cialis' medical profile. In particular, they must pay special attention to the communication strategy to patients, physicians, and partners. The analysis, plan, and action should take into account extensive market research and recent competitive developments. The teaching purpose is to determine the marketing strategy and plan for an entrant into a market dominated by an incumbent firm with an existing reputation and customer base. The product profile of the entrant has notable attribute differences from

existing alternatives. The goal is to understand how to translate superiority in product performance into superior commercial success. Includes color exhibits.

Communication strategy
Competition
Market research
Market segmentation
Marketing planning
Pharmaceuticals
Product positioning
Target markets

27 pp

Field research

5-505-060 (15 pp)

505-098-1

RED BULL: THE ANTI-BRAND BRAND

Kumar, N

Tavassoli, N

Linguri Coughlan, S

London Business School

Founded in Austria in 1984, Red Bull was credited with creating the energy drinks category. In 2004, the worldwide energy drinks category was worth 2.5 billion euros and Red Bull commanded a 70% market share. Sold in over 100 markets, Red Bull was the market leader in the USA as well as in 12 of the 13 West European markets where it was present. Central to Red Bull's success was the use of word-of-mouth or 'buzz' marketing. Through its sponsorship of youth culture and extreme sports events, it developed a cult following among marketing-wary Generation Y-ers, (18- to 29-year olds) who perceived it as an anti-brand. While it purported to be a sports drink, Red Bull was mostly sold in clubs and bars as an alcohol mixer, where its caffeine doses helped revive clubbers into the early morning hours. By playing on associations with energy, danger and youth culture, Red Bull carefully cultivated its mystique, which earned it nicknames like 'liquid cocaine'. The company used additional non-traditional marketing techniques, such as consumer education teams who drove around handing out free cans of Red Bull to those in need of energy, and student brand managers who promoted the product on university campuses. In 2004, Red Bull found itself at a crossroads, challenged with defending its market share. It faced a maturing market and an onslaught of competitive brands, some of them promoted by beverage industry

giants such as Coca-Cola and Pepsi, others as private labels by mass retailers such as Asda (part of Wal-Mart). Red Bull needed to determine whether it was outgrowing its anti-establishment status. As a mature brand, it needed to assess whether the time had come to transition to a more traditional marketing approach. But this raised a critical question: would this move toward a more mainstream approach fundamentally destroy Red Bull's anti-brand mystique?

Europe, USA; Energy drinks; 1.26 billion euros sales; 1982-2004

Buzz marketing
Distribution
Growth
Brand building
Guerilla marketing
Energy drinks
Integrated marketing communications
Advertising
Product-life cycle
Non-traditional marketing

14 pp

Published sources

505-098-8 (10 pp)

301-050-1

RENAULT AND NISSAN - A MARRIAGE OF REASON

Lasserre, P

Flament, A

Fujimura, S

Nilles, P

INSEAD

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

Published sources

301-050-8 (15 pp)

9-498-054

ROB PARSON AT MORGAN STANLEY (A)

Burton, MD

Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Rob Parson was a star producer in Morgan Stanley's Capital Markets division. He had been recruited from a competitor the prior year and had generated substantial revenues since joining the firm.

Unfortunately, Parson's reviews from the 360-degree performance evaluation process revealed that he was having difficulty adapting to the firm's culture. His manager, Paul Nasr, faces the difficult decision of whether to promote Parson to managing director. Nasr must also complete Parson's performance evaluation summary and conduct Parson's performance review. The teaching purpose is to explore managerial problems associated with performance appraisal and performance management.

- Corporate culture
- Human resources management
- Interpersonal behavior
- Investment banking
- Management of professionals
- Organizational behavior
- Performance appraisal

16 pp

Field research

5-400-101 (18 pp)

9-587-055

ROHM AND HAAS (A): NEW PRODUCT MARKETING STRATEGY

Rangan, VK

Lasley, S

Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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.

Philadelphia, PA; Chemical industry;

Fortune 500, \$2 billion revenues; 1984

Distribution channels

Marketing strategy

New product marketing

15 pp

Field research

5-587-129 (12 pp)

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. 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**.

Europe; Airline

Strategic analysis

Industry analysis

Resources and capabilities

Sustainable competitive advantage

Business strategy

European airline industry

30 pp

Published sources

399-122-8 (18 pp)

399-122-9 (12 pp)

9A94M005

SABENA BELGIAN WORLD AIRLINES STRIKE

Crossan, M

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.

Belgium; Air transportation; Large

Business policy

Management of change

International business

Policy formulation, implementation

2 pp

Field research

8A94M03 (20 pp)

9A94M006

SABENA BELGIAN WORLD AIRLINES: A DELEGATION OF CHEFS

Crossan, M

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.

Belgium; Air transportation; Large

Business policy

Management of change

International business

Policy formulation, implementation

2 pp

Field research

8A94M03 (20 pp)

9A94M004
SABENA BELGIAN WORLD AIRLINES:
WEYJTJENS' FIRST ASSIGNMENT

Crossan, M
 Pierce, B
Richard Ivey School of Business

This case is from the Ivey Best Selling Case Collection. 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.

Belgium; Air transportation; Large Business policy
Management of change
International business
Policy formulation and implementation

8 pp
 Field research
 8A94M03 (20 pp)

9-705-508
SAMSUNG ELECTRONICS

Siegel, J
 Chang, JJ
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. When is it possible to create a dual advantage of being both low cost and differentiated? In this case, students assess whether Samsung Electronics has been able to achieve such a dual advantage, and if so, how this was possible. Moreover, Samsung Electronics' long-held competitive advantage is under renewed attack. Students also can assess how Samsung should respond to large-scale Chinese entry into its industry.

China, Global, South Korea; Electronics, semiconductor industry; 113,000 employees, \$78.5 billion revenues; 2005
Business policy
Competition
Competitive advantage

Globalization
International business
International management
Technology

26 pp
 Field research
 5-706-406 (25 pp)

IMD-5-0688
SAURER: THE CHINA CHALLENGE (A)

Ryans, A
IMD - International Institute for Management Development

This is the first of a two-case series (IMD-5-0688 and IMD-5-0689). In December 2003 the management team at Saurer Twisting Systems (STS) was facing increasing competition in the critically important Chinese market. Local competitors in China were undercutting the price of Saurer's CompactTwister, which was manufactured in China, by over 50%. The company was considering the introduction of a lower cost machine targeted at Chinese and Asian customers, who would not buy its high cost machine. Margins were likely to be significantly lower on the new machine, and the new machine might cannibalise their high end product. If the STS team did decide to introduce the new machine, it would have to make some difficult decisions about positioning, pricing, naming the product, and sales strategy. It was also not clear how their Chinese competitors would respond to the proposed new product. Two videos 'IMD-5-0688-V1' and 'IMD-5-0688-V2' are available to accompany this case series.

China, Germany; Textile machinery; 1.7 billion euros; Dec-03
China
Low cost competition
Marketing
Strategy

20 pp
 Field research

604-001-1
SCHEDULING THE PROJECT
ACTIVITIES

Rama Krishna, S
 Veerendra Prasad, E
ICMR Center for Management Research

The effectiveness of a project manager can be seen in the way he manages key project variables like time, cost and

quality. Caselet 1 discusses a typical project management problem which requires the manager to use various techniques to schedule activities so as to complete the project within the minimum possible time. Caselet 2 explains the process of identifying the project activities while preparing a project schedule. The case is structured to enable students to understand; (1) the process of scheduling project activities; (2) the relationship between project variables like time, cost and quality; and (3) the process of crashing a project schedule. The caselets are aimed at MBA/PGDBA students and are intended to be part of the project management or operations management curriculum.

India
Project schedule
Network diagrams
Project crashing
Lead time
Project activities
Normal time
Critical path

4 pp
 Published sources
 604-001-8 (6 pp)

9-500-053
SECURITY CAPITAL PACIFIC TRUST: A
CASE FOR BRANDING

Fournier, S
 Thorp, S
Harvard Business School Publishing

A real estate operations and investment trust 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. Includes color exhibits. May be used with: (9-500-054) 'Selecting a New Name for Security Capital Pacific Trust'.

Englewood, CO; Real estate; 1,200 employees, \$300 million revenues; 1996-1997
Brand management
Marketing management

Real estate
Real estate investment
Service management

30 pp
Field research

405-028-1
SHIELD: PRODUCT DEVELOPMENT IN A DISTRIBUTED TEAM

Metiu, A
Selhat, L
INSEAD

The case relates the co-ordination challenges in a team of software developers, comprised of two groups: one located on the West Coast of the US and the other in Bangalore India. The case focuses on two related types of problems prevalent in virtual teams (communication related and status related), and shows how these two types of problems feed on each other such as to create a spiral of disengagement among distant collaborators. The case is destined to have users identify these various sets of problems and discover ways to address them. The case is built on a unique and extensive dataset collected during many months of direct observation and interviews. The depth of this dataset allows the reader to analyse the myriad of perceptual factors on which collaboration and teamwork hinge. The case is designed for a unit on managing virtual teams or managing conflict or managing inter-group relations. The case focuses on: (1) diagnosing problems in the collaboration between two groups; (2) structuring the collaboration between the groups; and (3) structuring the communication between the two groups. Given the background of the two groups, the case also offers an opportunity to look at the issues of: (1) aspirations of professionals located in very different socio-economic contexts; and (2) misperceptions and miscommunication between individuals from different cultures (India and the US). **ecch European Case Awards Category Winner 2008**

US and India; Software industry; 40 employees; 2000

Virtual teams
Outsourcing
Inter-group relations
Status competition
Organisational structure

Cross-cultural management
Product development

11 pp
Field research
405-028-8 (11 pp)

9-683-068
SHOULDICE HOSPITAL LIMITED

Heskett, JL
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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 research
5-686-120 (16 pp)

HR1A
SOUTHWEST AIRLINES (A)

O'Reilly III, CA
Pfeffer, J
Stanford University

In 1994 both United Airlines and Continental Airlines launched low cost airlines within an airline, to compete with Southwest Airlines. From 1991 until 1993 Southwest had increased its market share of the critical West Coast market from 26% to 45%. This case considers how Southwest had developed a sustainable competitive advantage and emphasizes the role of human resources as a lever for the successful implementation of strategy. Asks whether competitors can successfully imitate the Southwest approach. May be used with: (99307) 'Firing Up the Front Line.'

United States; Airlines; 12,000 employees, \$2.2 billion revenues; 1994

Corporate strategy
Human resources management
Organizational behavior
Strategy implementation

27 pp
Field research
HR1T (3 pp)

9-504-016
STARBUCKS: DELIVERING CUSTOMER SERVICE

Moon, Y
Quelch, JA
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Starbucks, the dominant specialty-coffee brand in North America, must respond to recent market research indicating that the company is not meeting customer expectations in terms of service. To increase customer satisfaction, the company is debating a plan that would increase the amount of labor in the stores and theoretically increase speed-of-service. However, the impact of the plan (which would cost \$40 million annually) on the company's bottom line is unclear.

United States; Coffee; 60,000 employees, \$3.3 billion revenues; 2002

Beverages
Customer retention
Customer service
Market research
Profitability

20 pp
Field research
5-504-089 (19 pp)

9-602-096
STORE24 (A): MANAGING EMPLOYEE RETENTION

Frei, FX
Campbell, D
Harvard Business School Publishing

Provides a retailing context in which employee retention strategies are explored through analyzing detailed store-level data.

New England; Retail industry; 800 employees, \$84,767,816 revenues; 2000 to 2001

Employee retention
Service management

5 pp
Field research
5-606-036 (10 pp)
5-606-107 (32 pp)

**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 to 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. **EFMD Case Writing Competition Category Winner 2005**

Italy and international markets; Packaging systems; 7 billion euros, 22,000 employees; 2000-2002

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

14 pp
Field research
IMD-5-0604-T (44 pp)

**IMD-5-0605
TETRA PAK (B): HEAR ME, KNOW ME, GROW ME: THE CUSTOMER SATISFACTION INITIATIVE**

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

This is the second of a four-case series (IMD-5-0604 to IMD-5-0607). The (B) case describes Tetra Pak's second proposal to its key Italian customer, a strategy that is finally accepted. At the same time an international customer satisfaction survey shows that Tetra Pak's key accounts, including the Italian customer, are far from happy with their supplier. The case provides detailed data on the results of the customer satisfaction initiative and asks the student to assess the importance of survey results and what might be done in response to them.

EFMD Case Writing Competition Category Winner 2005

Italy and international markets; Packaging systems; Euro 7 billion, 22,000 employees; 2000-2002

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

9 pp
Field research
IMD-5-0604-T (44 pp)

**IMD-5-0606
TETRA PAK (C): IMPLEMENTING NEW INITIATIVES**

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

This is the third of a four-case series (IMD-5-0604 to IMD-5-0607). The (C) case describes Tetra Pak's decision to implement the customer satisfaction survey among all its local operations worldwide. The case also lists a number of other initiatives to re-orient the organisation towards its customers and improve customer satisfaction. Among these initiatives are: customer win-back programme, key account management, employee satisfaction initiative, and balanced scorecard. The over-riding question is: Will all these initiatives help redress the customer satisfaction problem? **EFMD Case Writing Competition Category Winner 2005**

Italy and international markets; Packaging systems; Euro 7 billion, 22,000 employees; 2000-2002

Industrial marketing
Key account marketing

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

5 pp
Field research

**9-298-006
THE ACQUISITION OF CONSOLIDATED RAIL CORPORATION (A)**

Esty, B
Millett, MM
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. On 15 October 1996, Virginia-based CSX and Pennsylvania-based Consolidated Rail (Conrail), the first and third largest railroads in the eastern United States, announced their intent to merge in a friendly deal worth \$8.3 billion. This deal was part of an industry-wide trend toward consolidation and promised to change the competitive dynamics of the Eastern rail market. Students, as shareholders, must decide whether to tender shares into the front-end of a two-tiered acquisition offer. To make this decision, they must value Conrail as an acquisition target and understand the structure of CSX's offer. May be used with: (9-298-095) 'The Acquisition of Consolidated Rail Corporation (B)'.

United States; Railroad; 77,500 employees, \$19 billion revenues; 1996 to 1997

Acquisitions
Auctions
Competitive bidding
Corporate control
Deregulation
Game theory
Mergers
Valuation

17 pp
Published sources
5-298-087 (39 pp)

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

Dolan, RJ
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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.

United States; Power tools; Fortune 500, \$4 billion revenues; 1990

Brands
Competition
International marketing
Marketing strategy
Product introduction
Tools

13 pp
Field research
5-598-106 (22 pp)

**IMD-3-1341
THE CEMEX WAY: THE RIGHT
BALANCE BETWEEN LOCAL BUSINESS
FLEXIBILITY AND GLOBAL
STANDARDIZATION**

Marchand, DA
Kettinger, WJ
Chung, R
*IMD - International Institute for
Management Development*

Cemex, based in Mexico, has grown through acquisitions from a local cement producer to the world's third largest. Over the last 20 years, the company has been a consistent leader in using IT and managing business information in innovative ways in the cement and ready-mix concrete business. Cemex has also accumulated knowledge about integrating acquired companies across the world and developing business processes that incorporate best practices in diverse countries and regions. In 2000, CEO Lorenzo Zambrano decided to codify best practice knowledge across the company around 8 key global business processes through a three-year project called the Cemex Way. Although implementation cost \$200 million, the company could save over \$120 million per year in IT and procurement costs. In 2004, the project became a permanent part of Cemex's approach to doing business globally, but had to be modified to incorporate more local innovation and flexibility as well as to capture best practice changes more rapidly across the company. How can Cemex align the behaviours and values of its people and strike the right balance between local

business flexibility and global standardisation to grow in the future?

Global; Cement; 26,000 employees; 2004
Information capabilities
Information technology (IT)
Global growth
Acquisition
Business flexibility
Standardisation

17 pp
Field research
IMD-3-1341-T (33 pp)

**302-057-1
THE EVOLUTION OF THE CIRCUS
INDUSTRY CASE A**

Kim, WC
Mauborgne, R
Bensaou, BM
Williamson, M
INSEAD

This is the first of a two-case series (302-057-1 and 302-058-1). Cirque du Soleil very successfully entered a structurally unattractive circus industry. It was able to reinvent the industry and created a new market space by challenging the conventional assumptions about how to compete. It value innovated by shifting the buyer group from children (end-users of the traditional circus) to adults (purchasers of the traditional circus), drawing upon the distinctive strengths of other alternative industries, such as the theatre, Broadway shows and the opera, to offer a totally new set of utilities to more mature and higher spending customers. The case series is designed to serve a variety of purposes in the value innovation and creating new market space teaching module of an MBA strategy course or executive education programme. The case series can be equally used individually in a standalone module on value innovation or as part of a sequence of three to four sessions. In both instances, the instructor can best use it to cover the following topics: (1) the value innovation logic (as compared to industry and competitive analysis); (2) the concept of value curve; and (3) the six paths analysis for creating new market space. **ecch European Case Awards Category Winner 2006**

Canada, USA, Europe; Circus; 2001
Circus and live entertainment industry
Value innovation
Strategy

Creating new market space
Redefining industry boundaries
Moving across industries
Thinking out of the box
Competition

7 pp
Field research
302-057-8 (24 pp)

**IMD-6-0249
THE 'MI ADIDAS' MASS
CUSTOMIZATION INITIATIVE**

Seifert, RW
*IMD - International Institute for
Management Development*

Many companies are exploring mass customisation as a way to demonstrate market leadership and capture price premiums. This case examines adidas' recent 'mi adidas' initiative, aimed at delivering customised athletic footwear to retail customers. It discusses the practical implications associated with expanding the initiative from a small pilot to a wider operation with retail presence. Along the way, the case enables the reader to evaluate an interlinked set of issues, from marketing, retailer selection and information management, through production and distribution, to project management and strategic fit. The case offers three alternative routes for moving forward as of October 2001, and challenges participants to decide 'mi adidas' future direction! This case contains colour exhibits. **POMS International Case Writing Award Winner 2004 and ecch European Case Awards Category Winner 2006**

Europe, Germany; Apparel, athletic footwear; 2001 Net sales: euros 6.1 billion, 14,000 employees; October 2001
Mass customisation

24 pp
Field research
IMD-6-0249-T (19 pp)

**9-601-163
THE RITZ-CARLTON HOTEL COMPANY**

Sucher, SJ
McManus, SE
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. In just seven days, the Ritz-Carlton transforms newly hired employees into 'Ladies and

Gentlemen Serving Ladies and Gentlemen: The case details a new hotel launch, focusing on the unique blend of leadership, quality processes, and values of self-respect and dignity, to create award-winning service.

District of Columbia; Lodging industry; 18,000 employees, \$1.5 billion revenues; 2000

Brands
Change management
Human resources management
Innovation
Operations management
Organizational behavior

30 pp
 Field research
 5-602-113 (28 pp)

302-033-1
THE TRANSFORMATION OF BP

Ghoshal, S
 Gratton, LC
 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. **ecch European Case Awards Category Winner 2005 and ecch European Case Awards Overall Winner 2006**

Global; Oil and gas; US\$120 billion sales, 100,000 employees; 2001

Managing change
Organisation design
Leadership
Social responsibility of businesses

28 pp
 Field research
 302-033-8 (23 pp)

706-043-1
THE WAL-MART SUPPLY CHAIN CONTROVERSY

Smith, NC
 Crawford, RJ
London Business School

Having grown into one of the world's largest companies, Wal-Mart has become the object of attack from many critics. One of the principal areas of criticism concerns the manner by which the company manages its global supply chain. The case begins with the example of a lawsuit filed by an activist lawyer on behalf of a number of plaintiffs from various countries, which serves to introduce the supply chain controversy. As a background, the case examines Wal-Mart's business model in some detail. The case then presents an overview of the range of issues related to Wal-Mart's supply chain policies and practices. The case concludes with a description of the ways with which the company is attempting to respond to its critics, that is, with particular attention to its code of conduct as well as its most recent initiatives in the area. Key questions for analysis and discussion are: (1) given its business model, can Wal-Mart change its corporate practices for the better? (2) does it appear to be doing the right thing with the various initiatives it is undertaking? (3) what else might the company do? and (4) what should it do? **ecch European Case Awards Category Winner 2008**

Global; Retailing; Large; 2005-2006

Corporate responsibility
Business ethics
Retailing
Supply chains
Globalisation
Mainstreaming corporate responsibility
Labour practices
Sweatshops
Environmental impacts

17 pp
 Published sources
 706-043-8 (4 pp)

9-287-058
THE WALT DISNEY COMPANY'S YEN FINANCING

Allen, W
 Kester, WC
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Walt Disney is considering hedging future yen inflows from Disney Tokyo. It is evaluating techniques using FX Forwards, swaps, and Yen term borrowings. Goldman Sachs presents a rather unusual but potentially attractive solution: Disney could issue ECU Eurobonds and swap into a Yen liability. The case explains how this alternative would work and suggests to the students ways to evaluate the hedging choices.

United States; Consumer, entertainment; Large, \$1.7 billion sales; 1985

Bonds
Capital markets
Currency
Hedging
International finance

11 pp
 Field research
 5-290-009 (12 pp)

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

Mishina, K
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. 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.

Georgetown, KY; Autos; Large, 4,000 employees, \$1-5 billion revenues; 1992

Automobiles
International operations
Process analysis
Production controls
Quality control
Suppliers

22 pp
Field research
5-693-046 (25 pp)

**504-009-1
UNILEVER IN BRAZIL (1997-2007):
MARKETING STRATEGIES FOR LOW-
INCOME CONSUMERS**

Chandon, P
Pacheco Guimaraes, P
INSEAD

Unilever is a solid leader in the Brazilian detergent powder market with an 81% market share. Laercio Cardoso must decide: (1) whether Unilever should divert money from its premium brands to target the lower-margin segment of low-income consumers; (2) whether Unilever can reposition or extend one of its existing brands to avoid launching a new brand; and (3) what price, product, promotion, and distribution strategy would allow Unilever to deliver value to low-income consumers without cannibalising its own premium brands too heavily. This case deals with the question of whether marketing and branding create value for really poor consumers. It can therefore be used in an MBA, executive education or undergraduate core course on marketing management to illustrate the value of marketing and the marketing approach, or in a brand management course to explore the frontiers of branding. This case can also be used in a consumer behaviour course to examine the motivations and decision-making process of low-income consumers. Alternatively, it can be used in a global marketing or global strategy and management course to study the way multinational companies adapt their strategy to compete in emerging countries. The case and teaching note contain colour exhibits. A media support CD-ROM '504-009-9' is available to accompany the teaching note. Two PowerPoint presentations (in PDF format) '504-009-9A' and '504-009-9B' are available to accompany the teaching note. **EFMD Case Writing Competition Category Winner 2004 and ecch

European Case Awards Category Winner 2007 and ecch European Case Awards Overall Winner 2008**

Brazil; Home and personal care; US\$56 billion; 1996-2004

Marketing
Branding
Low-income consumers
Poverty
New product introduction
Break-even analysis
Advertising
Pricing

23 pp
Field research
504-009-8 (34 pp)
504-009-9 (s/w)

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

Larreche, JC
Denoyelle, P
INSEAD

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. **ecch European Case Awards Overall Winner 1996**

UK, international; Airlines; 1994

Marketing
Services
Value
Delivery
Entrepreneurship
Public relations
Leadership
Pricing

37 pp
Field research
595-023-8 (29 pp)

**9-504-028
VIRGIN MOBILE USA: PRICING FOR
THE VERY FIRST TIME**

McGovern, GJ
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. Dan Schulman, the Chief Executive Officer of Virgin Mobile USA, must develop a pricing strategy for a new wireless phone service targeted toward consumers in their teens and twenties, many of whom are believed to have poor credit quality and uneven usage patterns. Contrary to conventional industry wisdom, Schulman is convinced that he can build a profitable business based on this underrepresented target segment. The key is pricing. Schulman is currently debating three pricing options: (1) adopting a pricing structure that is roughly equivalent to the major carriers; (2) adopting a similar pricing structure, but with actual prices below the major carriers; or (3) coming up with a radically different pricing structure. With respect to the third option, Schulman is considering various alternatives, including a reliance on prepaid (as opposed to post-paid) plans and the total elimination of contracts. Includes color exhibits.

United States; Telephone industry; 200 employees, \$5.2 billion revenues; 2002

Market segmentation
Pricing
Pricing strategy
Target markets
Telecommunications

19 pp
Field research
5-504-108 (20 pp)

**9-202-017
WHIRLPOOL EUROPE**

Balachandran, S
Ruback, RS
Sesia Jr, A
Harvard Business School Publishing

Presents a capital budgeting problem. Whirlpool Europe is evaluating an investment in an enterprise resource planning (ERP) system that would reorganize the information flow throughout the company. Students derive the cash flows from working capital, sales, and other improvements along with the cost of the investment. Students evaluate the potential

investment using a discount cash flow analysis.

Appliances
Capital budgeting
Cash flow
ERP
Europe
Forecasting
Investments
Present value

7 pp
Field research
5-202-124 (16 pp)

9-498-045
WOLFGANG KELLER AT
KONIGSBRAU-KRAYINA (A)

Gabarro, JJ
Harvard Business School Publishing

Raises issues concerning: (1) performance evaluation; (2) performance appraisal; (3) managing ineffective performance; and (4) conflicts in management style. A rewritten version of an earlier case. May be used with: (R0401H) 'What Makes a Leader?' (HBR Classic).

Europe; Beer; Mid-size, US\$100 million sales

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

19 pp
Field research
5-400-069 (20 pp)

603-002-1
ZARA

Ferdows, K
Georgetown University
Domiguez Machuca, JA
University of 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 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**

Spain and global; Fashion apparel; Large multinational; 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 research
603-002-8 (21 pp)
603-002-9 (s/w)

9-703-497
ZARA: FAST FASHION

Ghemawat, P
Nueno, JL
Harvard Business School Publishing

Focuses on Inditex, an apparel retailer from Spain, which has set up an extremely quick response system for its ZARA chain. Instead of predicting months before a season starts what women will want to wear, ZARA observes what's selling and what's not and continuously adjusts what it produces and merchandises on that basis. Powered by ZARA's success, Inditex has expanded into 39 countries, making it one of the most global retailers in the world. But in

2002, it faces important questions concerning its future growth.

Spain, Global; Fashion industry; 26,724 employees, 3,250 million eurodollars revenues; 2002

Competitive advantage
Globalization
Market selection
Supply chain
Time based competition
Vertical integration

35 pp
Field research
5-703-496 (21 pp)

9-604-081
ZARA: IT FOR FAST FASHION

McAfee, AP
Sjöman, A
Dessain, V
Harvard Business School Publishing

This case is part of the Harvard Business School Premier Case Collection. In 2003, Zara's CIO (chief information officer) must decide whether to upgrade the retailer's IT infrastructure and capabilities. At the time of the case, the company relies on an out of date operating system for its stores terminals and has no full-time network in place across stores. Despite these limitations, however, Zara's parent company: Inditex, has built an extraordinarily well performing value chain that is by far the most responsive in the industry. The case describes this value chain, concentrating on its operations and IT infrastructure.

Spain; Apparel, retail industry; 32,000 employees, US\$4 billion revenues; 2003

Computer networks
Information systems
Information technology
Operations management
Production
Supply chain
Vertical integration

23 pp
Field research
5-604-104 (20 pp)

305-308-1
ZARA: RESPONSIVE, HIGH SPEED, AFFORDABLE FASHION

Kumar, N
Linguri Coughlan, S
London Business School

In 1975, the first Zara store was opened in La Coruna, in Northwest Spain. By 2005, Zara's 723 stores had a selling area of 811,100 m² and occupied privileged locations of major cities in 56 countries. With sales of 3.8 billion euros in financial year 2004, Zara had become Spain's best-known fashion brand and the flagship brand of 5.7 billion euros holding group Inditex. Inditex's stock market listing in 2001 had turned Amancio Ortega, its founder and a self-made man, into the world's 23rd richest man, with a personal fortune that Forbes magazine estimated at US\$12.6 billion. Zara strived to deliver fashion apparel, often knock-offs of famous designers, at reasonable costs to young, fashion-conscious city-dwellers. Zara used in-house designers to present new items of clothing to customers twice a week, in response to sales and fashion trends. Thus the merchandise of any particular store was fresh and limited. To produce at such short notice required that Zara maintain a vertically integrated supply chain that distributed the clothes through a single state-of-the-art distribution centre. Unlike its competitors, 70-80% of Zara garments were manufactured in Europe. In 2005, Pablo Isla was appointed the new Inditex Chief Executive. With plans to double the number of its stores by 2009, the rapid pace of growth was necessitating changes. First, Zara had opened a second distribution centre to increase capacity. Second, expanding into more distant markets meant that the number of items carried had increased to 12,000. Would Zara's business model be able to scale up? Or would the resulting complexity compromise its speed advantage? Would Pablo Isla be able to maintain the focus that Zara had established?

Global; Retail; 3.8 billion euros; 1975-2005

Brand management
New product development
Supply chain
International business
Retailing
Vertical integration
Scalability
Business models
Value chain analysis
Outsourcing
Segmentation
Staples vs fashion
Private label
Gross margin return on investment (GMROI)
Atmospherics

20 pp
Published sources
305-308-8 (21 pp)



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