Roundabout Outdoor and PlayPumps International: A Hybrid Business Model to Tackle the Water Scarcity Problem

Abstract

This case is about Roundabout Outdoor Pty Ltd. (RO), a South African for-profit social venture. RO sought to provide a business solution for the water problem facing various communities in Africa in association with its non-profit partner, PlayPumps International (PI). Its product was a water system - a child's roundabout fitted with a pump that could pump water as it turned. RO installed and maintained these PlayPumps in various parts of Southern Africa. The funds for installing the PlayPumps were arranged by PI. By mid-2009, more than 1,500 PlayPumps had been installed in six countries in Southern Africa. However, the organization started facing various challenges in scaling up further. In addition to problems related to funding, the enterprise had also started attracting criticism from some experts and rival water charities who claimed that the PlayPumps were unsustainable and dismissed PI's efforts as a marketing gimmick

Issues

Study the business model adopted by Roundabout Outdoor in association with PlayPumps International, to cater to the Bottom of the Pyramid (BoP) population in certain African countries.

Understand the concept of developing and emerging markets and the BoP segment.

Understand the issues and challenges in catering to the needs of the BoP population.

Understand how, in regions like Africa and other developing countries, companies can adopt hybrid business models to address social problems while still making a profit.

Study the reasons for the success of RO and PI, and the criticism it was attracting, and explore ways in which the venture can be scaled up further in Africa and beyond

Reference Numbers

ICMR BSTR380

ECCH 310-144-1

Organization(s) ..... Roundabout Outdoor / PlayPumps International

Countries .... Africa

Industry .... Social / Safe water

Pub/Rev Date 2010

Case Length .... 23 Pages

TN Length .... 13 Pages

www.icmrindia.org

Crompton Greaves: Debt-laden Loss-making Company to a Successful Global Company

Abstract

The case gives a comprehensive account of the loss incurred by Crompton Greaves Ltd. (CGL) in 2000, and the restructuring measure adopted by the company that led to its spectacular turnaround. CGL is one of the leading companies in power equipments and appliances manufacturing based in India. Set up in pre-independent India, the company was able to establish itself as a strong player in the domestic market. When it ran into losses for two consecutive years in 2000 and 2001, many analysts and investors were ready to write it off. But CGL introduced effective restructuring measures which resulted in the company coming back into profits in 2002. CGL then focused on globalization. Going forward, the company aimed to increase its presence in international markets and become one of the top five players in its industry globally.

Issues

Understand the issues and challenges in turning around an ailing company.

Understand the issues and challenges in restructuring a company.

Understand the issues and challenges in foraying into global markets from the perspective on an Indian firm and how Crompton Greaves made this transition.

Explore strategies that Crompton Greaves could adopt in the future.

Reference Numbers

ICMR BSTR379

ECCH 310-152-1

Organization(s) .... Crompton Greaves Ltd

Countries .... India; Global

Industry .... Electrical equipment and Engineering

Pub/Rev Date 2010

Case Length .... 25 Pages

TN Length .... 4 Pages

Business Model Innovation by Better Place: A Green Ecosystem for the Mass Adoption of Electric Cars

Abstract

Shai Agassi started Better Place with the ambition of setting up an ecosystem -- including a 'smart grid' of charging stations and battery swapping facilities -- for electric vehicles. These charging stations were to be powered by electricity generated from renewable sources to eliminate indirect emissions due to the operation of electric cars. Better Place also partnered with governments, parking lot operators, and companies to install charging stations. This ecosystem was expected to eliminate the barriers to the mass adoption of electric cars for personal transportation.

This case discusses the innovative business model of Better Place, which proposed to offer transportation services to consumers through miles per month subscription plans, with the cost of the electric car being subsidized based on the tenure of the plan. The software used in the electric cars, which was designed and developed by Better Place, provided the information necessary for the drivers.

The company, which positioned itself as a 'premier global provider of electric vehicle services', was able to raise US$ 200 million by convincing a few investors. It tied up with select automakers to manufacture cars which would be compatible with its charging infrastructure and battery swapping facilities. It also received support from the regulatory authorities in Israel, Australia, Denmark, Japan, and some states of the United States and Canada.

However, it remained to be seen whether the proposed ecosystem and business model would encourage widespread adoption of electric vehicles, reduce the dependence on fossil fuels, and contain the levels of environmental pollution. While the company intended to make the world a better place by accelerating the transition to sustainable transportation, was its business model sustainable in the long run?

Issues

Ecological sustainability as a business opportunity.

Entrepreneurship, innovative business models, and risks.

Disruptive innovation in the automobile industry.

Stakeholders and their roles in a 'green ecosystem'

Reference Numbers

ICMR BSTR378

ECCH 310-147-1

Organization(s) .... Better Place

Countries .... Global

Industry .... Auto and Ancillaries

Pub/Rev Date 2010

Case Length .... 22 Pages

TN Length .... 13 Pages

"Take time to deliberate; but when the time for action arrives, stop thinking and go in."

– Andrew Jackson

Chery Auto's Success Story

Abstract

China based Chery Automobile is one of the top ten car manufacturers and the leading exporter of cars in the country. Started as an automotive company by the Wuhu government in 1997, Chery designed engines for cars. After finding no buyers for its engines, it decided to build its own car. Chery entered into tie-up with another automotive company which had license to sell cars to retail customers in China. After obtaining its own license, Chery implemented a four-phase strategy to develop its technical strengths. Chery started exporting cars as early as 2001 and became the largest exporter of cars among the Chinese car companies. Chery expanded globally to have its presence in over 70 countries by 2009.

Issues

Study and analyze the competitive strategies of Chinese automobile companies.

Understand how Chery Auto used available resources effectively to manufacture cars.

Examine how a startup company could develop R&D capabilities by collaborating with other firms.

Study the globalization strategies of Chery Auto.

Evaluate the challenges faced by Chery Auto in the near future.

Reference Numbers

ICMR BSTR377
ECCH 310-149-1
Organization(s) .... Chery Auto
Countries .... China
Industry .... Automobile
Pub/Rev Date 2010
Case Length .... 13 Pages
TN Length .... 4 Pages

CEMEX's Acquisition Strategy - The Acquisition of Rinker Group

Abstract

CEMEX SAB de CV (CEMEX) is a Mexico based cement company. As of 2009, it is one of the top ten cement manufacturers in the world. The operations of CEMEX grew rapidly since the mid-1980s as the company chose both inorganic and organic route for expansion. Over the years, CEMEX had developed post merger integration expertise and was able to generate enough cash flows from the acquired company to pay most of the debts it incurred for the acquisition. However, in mid-2007, CEMEX's acquisition of Australia based Rinker group landed the company in a financial debt trap.

CEMEX paid US$ 14.2 billion to acquire Rinker and estimated that it would be able to generate enough cash flows from Rinker's operations to pay off the additional debt obligations that it incurred due to the acquisition. Acquiring Rinker strengthened the operations of CEMEX in the US. However, since late 2007, the real estate market in the US faced a slowdown. The prices in real estate markets started falling, unemployment increased and several financial institutions went bankrupt. These events led to poor demand for building materials and tighter credit availability from banks. CEMEX could not generate enough cash flows in 2008 and 2009 because of fall in sales. At the same time, it had to refinance its short term debt at several instances leading to increase in cost of financing. Rating agencies downgraded CEMEX's credit rating leading to increase in cost of capital. CEMEX had to sell some of its assets, some acquired through Rinker's acquisition to raise funds and pay off debts. Though selling certain operations resulted in lower cash flows than estimated, CEMEX remained bullish on the long term prospects of the US economy and was confident that it would bounce back strongly.

Issues

Examine the rationale for CEMEX's acquisition of Rinker.

Understand the advantages of strong post merger integration expertise.

Appreciate the importance of timing of an acquisition.

Analyze the disadvantages of excessive debt financing.

Study the importance of geographical diversification.

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Reference Numbers

ICMR BSTR376
ECCH 310-148-1
Organization(s) ..... CEMEX S.A.B de C.V
Countries .... Mexico, Australia
Industry .... Cement
Pub/Rev Date 2010
Case Length .... 29 Pages
TN Length .... 5 Pages

Mr. Clean Car Wash: Procter & Gamble's Foray into Services

Abstract

The case is about US-based consumer packaged goods giant Procter & Gamble Company's (P&G) foray into the service industry. P&G entered the service arena by setting up the Mr Clean Car Performance Car Wash in Cincinnati in 2007. Leveraging on the value of 51-year-old Mr Clean brand, P&G hoped to lure potential customers and make a mark in the car wash industry in the US. In February 2009, to further develop its car washing business, P&G expanded into franchises through the acquisition of Atlanta-based car wash chain Carnett's Car Washes. The case discusses the franchising model of Mr Clean Car Wash and the services offered by the outlets. The Mr. Clean Car Wash model offered state-of-the-art car wash services with facilities such as comfortable lounges, a premium coffee bar, a free Internet service, and gift shops. The case then talks about P&G's plans to expand Mr Clean Car wash facilities to other potential markets in the US which provide a good opportunity for car washing business.

The case also discusses the challenges faced by P&G in the service sector such as high customer expectations, competition, and a new business model. Some experts labeled the move as risky and pointed out that the company had entered the service sector at a time when the market was in the grip of recession and households were cutting down on discretionary spending. While some analysts were confident that the brand awareness and loyalty for many of P &G's products would create an initial interest in the Mr Clean Car Wash service and attract customers, others were not so certain that P&G would be able to lead the franchisees and succeed in the service business.

Issues

Study how a consumer goods company forayed into services.

Study the franchising model adopted by P&G for Mr Clean War Wash.

Analyze the challenges faced by P&G with respect to its foray into services.

Discuss and debate certain aspects of P&G's strategy.

Explore strategies that P&G could adopt to succeed in the service sector.

Reference Numbers

ICMR BSTR375

ECCH ....

Organization(s) .... Procter & Gamble Company

Countries .... US

Industry .... Consumer Packaged Goods/ Services

Pub/Rev Date 2010

Case Length .... 21 Pages

TN Length ....

Google's Problems in China (B)

Abstract

Google, the leading Internet search engine based in the US, started providing its services in China in the year 2000. Though the company became one of the leading search engines in the Chinese market, it started losing its market share rapidly to the local players like Baidu. In order to remain competitive, Google decided to launch a Chinese website www.google.cn and agreed to censor the content, in January 2006. Though Google was criticized by the industry experts for its decision to censor the content, the company defended its stance by claiming that providing censored results was better than not providing any details at all.

However, soon Google started facing problems, and its website was blocked several times for its quality of censorship, spreading obscene content etc. The company remained second to Baidu in the local search engine market. Google's other services like YouTube, Blogger, and Picasa were also blocked. By the end of 2009, Google realized that its website was being attacked and the attacks originated in China. Google also found that Gmail accounts of some of the advocates of human rights in China were broken into. In January 2010, Google reported that its corporate infrastructure had been subjected to a targeted attack from China and announced that it would not censor its results any more and was ready to shut down its Chinese operations, if required. The case discusses in detail, Google's operations in China and the events leading to its decision to stop censoring the search results. It also examines the impact of this decision on Google's operations in China.

Issues

Understand the business and regulatory problems faced by multinational companies in China.

Examine the reasons for media censorship in China and the methods used by the Chinese government to filter searches.

Evaluate the growth opportunities of the Internet businesses in China.

Analyze Google's operations in China and the reasons that led to the loss in its market share.

Reference Numbers

ICMR BSTR374

ECCH 310-079-1

Organization(s) .... Google Inc.

Countries .... China, US

Industry .... Internet Search

Pub/Rev Date 2010

Case Length .... 17 Pages

TN Length .... 6 Pages

Cisco's Strategy in Recessionary Times

Abstract

The case examines the strategies adopted by the US-based Cisco Systems Inc. (Cisco) to tackle recession in the US markets in the fiscal 2008-09. Earlier, during the recession in 2001, Cisco was caught unawares leading to write down of inventory worth US$ 2.2 billion. The company reported a loss of US$ 2.69 billion for the third quarter ending April 2001. Learning its lessons from the recession in 2001, Cisco was well prepared to face the recession during the fiscal 2008-09, with a cash balance of US$ 34 billion. Cisco saw the downturn as an opportunity to invest in new technologies and emerging markets and continued to acquire several companies. During the recession, it found opportunities in the areas of virtualization, video architecture, Telepresence, collaboration and network-enabled technologies. Cisco also benefited through its unique organization structure that comprised of small groups and councils. The structure helped the company define short term goals when the projects were initiated and long-term goals for the company. Cisco also helped the partners and customers during recession by helping them adopt new technologies. With these and other initiatives to cut costs, even amidst recession, Cisco expected an annual growth between 12% and 17% by 2015.

Issues

Examine Cisco's growth strategies over the years.

Understand the impact of recession in 2001 on Cisco.

Analyze the strategies of Cisco to tackle recession in the US in the fiscal 2008-09.

Reference Numbers

ICMR BSTR373

ECCH 310-078-1

Organization(s) .... Cisco Systems Inc

Countries .... US

Industry .... IT - Networking Equipments

Pub/Rev Date 2010

Case Length .... 16 Pages

TN Length .... 5 Pages

PVR's Aborted Acquisition of DLF's DT Cinemas

Abstract

In India, multiplexes gained popularity in the first decade of the 21st century. By November 2009, there were half a dozen big operators in this segment, with each operator having more than 50 screens. Competitive pressures and the need for scaling up also prompted some operators to evaluate other strategic options such as acquisitions and strategic alliances. The case discusses PVR's deal to acquire the DLF Group's DT Cinemas in November 2009, which was viewed as one such strategic move. However, the deal was cancelled in February 2010. Notwithstanding this cancellation, competition was expected to intensify in the multiplex industry in India with the entry of foreign players, the expansion and consolidation plans of Indian companies, and innovations in the cinema exhibition business in terms of miniplexes and megaplexes.

Issues

Evolution and growth prospects for the multiplex industry in India.

Scope for consolidation and innovation in the Indian cinema exhibition industry.

Reference Numbers

ICMR BSTR372

ECCH 310-146-1

Organization(s) .... PVR Ltd., DLF's DT Cinemas

Countries .... India

Industry .... Media and Entertainment

Pub/Rev Date 2010

Case Length .... 15 Pages

TN Length .... 5 Pages

REVA's Transformation: From Neighborhood Electric Vehicles to Next Generation Electric Cars for the Global Market

Abstract

REVA Electric Car Company (RECC) of India, a pioneer in the manufacture of electric cars in the twenty-first century, had recorded very low sales numbers both in the domestic and export markets in its first few years of operations. Due to the small size of its electric cars, they were classified as quadricycles in the UK and neighborhood electric vehicles in

the US. The case discusses RECC's series of initiatives in 2009 which included product innovation to develop advanced electric cars as well as collaborations for licensing its technology and manufacturing to multiple strategic partners. However, it remained to be seen whether RECC would be able to leverage its early-mover advantage in electric vehicular technology, given the aggressive plans of several global automakers to target the nascent market for electric cars.

Issues

Analysis of RECC's performance and the factors for poor sales in various countries.

RECC's growth strategy in the emerging global market for electric cars terms of products innovation and collaboration.

Ability of RECC to withstand fierce competition from several global automakers.

Reference Numbers

ICMR BSTR371
ECCH 310-151-1
Organization(s) .... REVA Electric Car Company
Countries .... Global
Industry .... Auto and Ancillaries
Pub/Rev Date 2010
Case Length .... 18 Pages
TN Length .... 6 Pages

Ford India in 2009 (A): Need for a Strategy Change?

Abstract

Ford Motor Company had entered the Indian auto market in 1995 and introduced mid-sized car models, but its sales growth in the next 15 years had not kept pace with the growth in the market. As of February 2009, India had a 3 percent share of the global market for passenger cars and commercial vehicles. Unlike the US market, the Indian market for passenger cars was dominated by small cars. To capture a significant share of this high-volume, high-growth segment of small cars, many companies – both multinational and Indian – were gearing up with new product launches. The case concludes with questions on the strategic decision that had to be taken on Ford's loss-making Indian subsidiary, in terms of its course of action for the domestic market and how it would contribute to the long-term success of the parent company in other emerging markets.

Issues

The market performance of Ford's Indian subsidiary, relative to its competitors - both Indian and multinational.

The significance of small cars in an automaker's product mix for volume growth in the Indian market.

Ford India's strategic options for long-term growth and success in the Indian market.

Potential for Ford India to contribute to the global competitiveness of the parent company.

Reference Numbers

ICMR BSTR370
ECCH 310-150-1
Organization(s) .... Ford India Pvt. Ltd
Countries .... India
Industry .... Auto and Ancillaries
Pub/Rev Date 2010
Case Length .... 18 Pages
TN Length .... 5 Pages

Brilliance Auto: A Chinese Automaker with Global Ambitions

Abstract

The case describes Brilliance China Automotive Holdings Ltd. (Brilliance Auto)'s growth initiatives in the Chinese and global auto markets. It begins with a brief history of the company and then talks about its JVs and its technology transfer agreements with major global automakers. The case also mentions the development of several innovative vehicles that helped the company grow in the domestic auto market. It then talks about some of the forays made by the company in auto markets across the world, and concludes with a brief overview of the company's latest projects and future prospects.

Issues

New product development, through constant innovation and technology transfers from partnerships with global auto giants.

Strategies for entering international markets.

Reference Numbers

ICMR BSTR369
ECCH 310-077-1
Organization(s) .... Brilliance China Automotive Holdings Ltd.
Countries .... China, US, Germany
Industry .... Automotive
Pub/Rev Date 2010
Case Length .... 22 Pages
TN Length .... 11 Pages

Problems at China Airlines

Abstract

This case deals with the problems faced by Taiwan-based full service airline, China Airlines Ltd. (CAL). Much of its trouble was attributed to its poor safety record in the 1990s that severely tarnished its brand image besides lowering passenger traffic. In addition to this, analysts felt that faulty pilot recruitment policies, lenient flight crew training process, lax maintenance systems, high cost operational structure, inefficient corporate culture, and the cost-cutting policies of the management which sacrificed safety standards added to its woes. The strained political relations between mainland China and Taiwan which prohibited the airline from launching flights to routes in China only compounded its problems.

The airline's mounting problems prompted it to seek measures to restore its image. Its initial efforts were focused on improving its brand image and regaining consumer confidence. The airline sought to pursue stringent safety norms, increase its maintenance facilities, and hire trained and experienced pilots from foreign countries.

The airline also focused on improving cross-strait relations between Taiwan and mainland China since the Chinese aviation market offered a tremendous opportunity to it. To some extent, the airline's revival efforts helped it in revamping its image as was evident from the fact that it witnessed an increase in passenger traffic.

In addition, with the improvement of the cross-strait relations between mainland China and Taiwan from 2008, the airline was expected to enhance its prospects by tapping the cross-strait passenger traffic, experts pointed out. Some critics opined that while improved cross-strait relations offered CAL an opportunity, it also meant increased competition from low cost mainland China Airlines, which could hamper CAL's prospects in the long run. The airline, however, remained positive and expected to return to profitability in 2010.

Issues

Understand the reasons for China Airlines' problems.

Understand how politics could affect the business prospects of an organization.

Analyze the initiatives adopted by China Airlines to restore consumer confidence and bring the company back into profits.

Analyze how China Airlines could benefit from the improvements in cross-strait relations between Taiwan and mainland China.

Explore other ways in which China Airlines can bring the company back into profits.

Reference Numbers

ICMR BSTR368
ECCH 310-056-1
Organization(s) .... China Airlines Ltd
Countries .... Taiwan
Industry .... Aviation Industry
Pub/Rev Date 2010
Case Length .... 22 Pages
TN Length .... 5 Pages

Reorganizing Dell Inc.

Abstract

The case examines the corporate restructuring program at Dell Inc. (Dell), the US based leading technology company which develops, manufactures and sells personal computers and other computer-related products. Founded in 1984, Dell went on to become the largest seller of PCs and servers in the 1990s. However, with rising competition by early 2000s, Dell's market share started falling and its profitability was affected. To counter the competition and in an effort to arrest the declining market share and profitability, Dell started a major corporate restructuring program.

The restructuring program was implemented under the leadership of Michael Dell (Michael), the founder, Chief Executive Officer (CEO) and Chairman of the company.

He initiated several changes including more focus on product design, selling PCs through retail stores, acquiring software, storage and technology service companies and implementing significant cost-cutting exercise. However, when the restructuring efforts were still underway, the global financial crisis of 2008-09 affected Dell's financial performance adversely. In January 2009, Dell started another major reorganization program in which its global business was restructured around four customer groups – Large Enterprise, Public Sector, SMB, and Consumer instead of the earlier geographical divisions. The company also initiated changes at the top management level. The case discusses the restructuring measures taken by Michael at Dell. It discusses the impact of global financial crisis on Dell's businesses. The case ends with examining some strategic measures taken by Dell to regain its market leadership position.

Issues

Understand the changing dynamics of the global PC industry.

Examine the growth strategies of Dell over the years.

Evaluate the efficacy of the measures adopted by Michael Dell to improve the financial performance of the company during his second term as the CEO of Dell.

Analyze the impact of global financial crisis on Dell.

Examine the future strategy of Dell.

Reference Numbers

ICMR BSTR367
ECCH 310-061-1
Organization(s) .... Dell Inc
Countries .... US
Industry .... IT - Hardware
Pub/Rev Date 2010
Case Length .... 17 Pages
TN Length .... 5 Pages

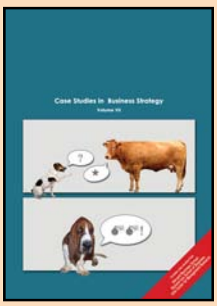
McDonald's Russia: A Jewel in the McDonald's Emerging Market Operations?

Abstract

McDonald's Corporation is one of the oldest chains of quick service restaurants in the world and the largest. It was started in the late 1930s by two brothers Richard and Maurice McDonald in California, the US. Within a few years, the chain had become quite popular and it started to grow in numbers. The founders started to franchise out the stores to other partners at a premium price. In 1967, it started its international expansion for the first time by entering Canada and subsequently ramped up its presence in other international markets.

McDonald's opened its first outlet in Russia in 1990. It entered at a time when the country was still struggling to gain political and economic stability after reforms had been introduced. It started by developing the food processing unit and training the local suppliers. McDonald's became an instant hit in the country where the culture of fast food was as new as the burger. The company experienced many obstacles along the way but it continued its slow and steady growth in the country. As of 2010, Russia was one of its key markets in Europe and some experts considered it as the jewel in McDonald's system.

The case details the difficulties McDonald's had in entering the country and discusses how it overcame various challenges to establish itself firmly in the market. It discusses in detail some of the strategies adopted by McDonald's in Russia, including HR strategies, procurement strategies, expansion strategies, etc. that helped it gain a strong footing in the Russian market — so much so that the company accounted for more than two-third of the fast food market in Russia. The case ends with the challenges that the company is facing in the country.



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20 Case Studies
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Issues

Understand entry and expansion strategies for an international company.

Evaluate McDonald's globalization strategies.

Study and analyze the entry and expansion strategies of McDonald's in Russia.

Learn about the challenges of international operation for a fast food chain in an emerging economy like Russia.

Explore the strategies McDonald's can adopt in the future to sustain growth in the Russian market.

Reference Numbers

ICMR BSTR366
ECCH 310-055-1
Organization(s) .. McDonald's Corporation
Countries .... Russia
Industry .... Fast Food
Pub/Rev Date 2010
Case Length .... 34 Pages
TN Length .... 6 Pages

Turnaround of Schering-Plough Corporation

Abstract

The case is about the turnaround of US-based global healthcare company Schering-Plough Corporation (SP). SP developed and manufactured pharmaceuticals for three customer segments – prescription pharmaceuticals, animal health, and consumer healthcare. The company ran into problems in 2002 as the patent of its blockbuster drug Claritin expired leading to drop in sales and fall in revenues. Sales of other alternative drugs manufactured by the company were not up to expectations. Moreover SP was dogged by issues such as quality control problems at some of its manufacturing facilities, intense competition, demoralized work force and regulatory problems. With the deteriorating financial position, analysts opined that the company would be a target of a takeover. At this juncture Fred Hassan (Hassan), widely known as the turnaround specialist in the pharmaceutical industry, assumed the responsibilities of CEO of the company in 2003. The case discusses the various strategies adopted by Hassan in turning round SP. According to analysts, Hassan employed a methodical, eye-on-the-long-term approach in order to revive SP. His first priority was to restore the organizational health of the company. Hassan planned to cut costs and increase productivity so that the company's revenue did not rely on a single blockbuster drug. To restructure SP, Hassan designed a six-to-eight year strategic plan, called the 'Action Agenda' whose objective was to stabilize, repair, turn around, build the base and break even. After implementing the transformational plan put forth by Hassan, the

company's revenue grew and it started recording profits from the fiscal year 2005 onwards. In November 2009, in a deal orchestrated by Hassan, SP was merged with one of the leading pharmaceutical companies, Merck & Co.

Issues

Analyze the problems faced by SP

Evaluate the strategies adopted by Hassan in turning around SP

Examine the changes brought in by Hassan at SP.

Understand the issues and challenges in turning around a company.

Reference Numbers

ICMR BSTR365

ECCH 310-036-1

Organization(s) .... Schering-Plough Corporation

Countries .... USA, Global

Industry .... Pharmaceuticals

Pub/Rev Date 2010

Case Length .... 28 Pages

TN Length .... 4 Pages

Comcast-NBC Universal Joint Venture Deal

Abstract

The case examines the proposed joint venture deal between Comcast Corporation (Comcast), the largest cable TV and Internet service provider in the US, and General Electric (GE), the majority equity stake holder in NBC Universal (NBCU), one of the largest entertainment companies in the world. While GE wanted to sell its equity stake in NBCU in order to enhance its focus on core operations, Comcast wanted to enter into a deal which would give it more control over TV and movie programming. Both Comcast and GE were optimistic about realizing the potential synergies from the proposed joint venture deal. However, industry experts opined that the deal between Comcast, a major multichannel video program distributor, and NBCU, a leading video content producer, would hurt competition in the traditional video markets as well as emerging online video markets. Analysts also raised concerns on the regulatory front. The case analyzes the synergies derived from the deal. It ends with a discussion on the future prospects of the joint venture company.

Issues

Study the dynamics of the US cable and entertainment industry.

Understand the rationale for Comcast - NBCU joint venture deal.

Debate whether the deal would be approved by the regulatory authorities or not.

Examine the challenges that the proposed joint venture deal may face.

Analyze the future prospects of the proposed joint venture company.

Reference Numbers

ICMR BSTR364

ECCH 310-038-1

Organization(s) .... Comcast Corporation / NBC Universal / GE

Countries .... US

Industry .... Media and Entertainment

Pub/Rev Date 2010

Case Length .... 19 Pages

TN Length .... 5 Pages

Carrefour's Misadventure in Russia

Abstract

The case examines the entry and exit strategies of French retailer Carrefour in the Russian market. The company opened its first store in Russia in June 2009, after spending over two years in studying the country's retail markets. However, within four months, in October 2009, it announced its exit from the market, citing lack of growth and acquisition opportunities. The case discusses Carrefour's entry into Russia, its failed acquisition attempts and the factors that forced it to make a quick exit from the country. It also examines the business environment in the Russian retailing industry.

Issues

Understand the nature of problems faced by retailers like Carrefour in emerging markets.

Study and analyze the entry strategies of Carrefour in Russian retail markets.

Examine the reasons that prompted Carrefour to exit Russia in a short period.

Analyze the retail industry in Russia.

Reference Numbers

ICMR BSTR363

ECCH 310-037-1

Organization(s) .... Carrefour SA

Countries .... Russia, France

Industry .... Retail

Pub/Rev Date 2010

Case Length .... 17 Pages

TN Length .... 5 Pages

Toyota: The Once-in-a-Century Challenge

Abstract

This case study is about Toyota Motor Corporation (Toyota), the world's leading automaker. When Akio Toyoda (Akio) took over as President of the iconic Japanese automaker on June 23, 2009, the automotive industry was going through a very difficult phase. Moreover, Toyota was also facing some serious problems itself. In mid-2009, the company reported its first losses since 1963, the year it began reporting business data. Analysts felt that the global financial crisis had had its impact on Toyota and that the company was also trying to cope with a shift in the global automobile industry. The challenge before Akio, grandson of the founder of Toyota, was to bring the automaker back to profits.

Akio immediately announced a slew of measures to bring the company back to profits. According to him, the industry was going through a 'once-in-a-century transformation' and thus he wanted to break from the past to provide a solution for this 'once-in-a-century challenge'. The case study discusses some of the measures taken by Akio and also discusses the challenges that he faced in bringing Toyota back into profits. While many analysts felt that Toyota would bounce back, some analysts expressed doubts over whether Akio would be able to manage a turnaround and pull the company out of the crisis. Some insiders were also worried that the selection of a member of the founding family as President might lead to disunity within the company.

Issues

Examine some of the reasons for the problems faced by Toyota in 2009.

Analyze the strategy adopted by Akio Toyoda in his bid to bring Toyota back to profits.

Examine the challenges faced by Akio in achieving his objective.

Explore strategies that Akio could adopt in these difficult economic times.

Reference Numbers

ICMR BSTR362

ECCH 310-035-1

Organization(s) Toyota Motor Corporation

Countries .... Global

Industry .... Automotive

Pub/Rev Date 2010

Case Length .... 17 Pages

TN Length .... 7 Pages

Sony Corporation - Restructuring Continues, Problems Remain

Abstract

Japan-based electronics and communications company, Sony Corporation, was subjected to a spate of restructuring exercises since 1994 to improve the financial performance and competitiveness of the company. With the initial efforts to restructure the company not yielding results, Sony went in for a revamp of the top management in 2000. The efforts

by the top management in organizational restructuring failed to put Sony back on the growth track. At this juncture, in 2005, Howard Stringer became the first non-Japanese CEO of Sony. Under his leadership, Sony was subjected to a major reorganization in September 2005. Stringer's efforts started to show results and Sony reported encouraging results for the financial years ending March 2007 and March 2008. However, by late 2008, Sony was again in deep trouble. For the fiscal year ending March 2009, the company announced annual loss of ¥ 98.9 billion. In February 2009, Sony announced another round of reorganization, with Stringer assuming more powers as the President of the company. Through this reorganization, Sony formed two business groups - The Networked Products & Services Group and The New Consumer Products Group. The case details the restructuring exercise and outlines the pros and cons of these efforts. It also discusses in detail the main reasons for Sony's problems including culture, competition and macro-environment issues.

Issues

Examine the adverse implications of frequent restructuring at Sony Corporation.

Analyzing the impact of competition in global consumer electronics industry on Sony.

Evaluate the strategies being adopted by Sony to regain lost market share.

Appreciate the importance of innovation and introducing new technologies in the consumer electronics industry.

Critically study the latest restructuring plan proposed by Stringer in February 2009 and evaluate its efficacy.

Reference Numbers

ICMR	*BSTR361*
ECCH	*310-034-1*
Organization(s)	*Sony Corporation*
Countries	*Japan*
Industry	*Consumer Electronics*
Pub/Rev Date	*2010*
Case Length	*22 Pages*
TN Length	*5 Pages*

Zipcar: Revolutionizing Car Rentals?

Abstract

The case study describes the growth of US-based Zipcar Inc. (Zipcar), the world's largest car sharing service. It also discusses some of the company's business processes and the key role of technology in its operations. Later, the case talks about the changes initiated by Scott Griffith, who became the CEO of Zipcar in February 2003. It then gives an overview of the competitive scenario and the challenges facing the company. The case concludes with a brief discussion on the company's future prospects.

Issues

Innovation and its impact on mature markets.

Popularizing a new concept, in an established industry.

Reference Numbers

ICMR	*BSTR360*
ECCH	*310-008-1*
Organization(s)	*Zipcar Inc.*
Countries	*US*
Industry	*Car rentals, Car sharing*
Pub/Rev Date	*2010*
Case Length	*17 Pages*
TN Length	*9 Pages*

Redbox: Disruptive Innovation in DVD Rentals

Abstract

The case deals with the disruptive impact of Redbox Automated Retail, LLC (Redbox) - a company that offered DVDs for rent at a low rate of US$ 1/day through kiosks - on the US (DVD rental industry. It begins by describing the company's inception, and how it managed to grow rapidly over the years. The case also details some of the important features of Redbox's business model, including the use of patented technology to enhance customer experience. It then discusses some of the problems the company is facing, including its legal disputes with some of the leading movie studios. Finally, the case presents an overview of the competitive scenario in the DVD rental industry, and the company's future prospects.

Issues

Understand the disruptive effects of an innovative service on mature markets.

Appreciate the use of technology in improving the customer experience.

Evaluate the different business models in the DVD rental industry.

Reference Numbers

ICMR	*BSTR359*
ECCH	*310-011-1*
Organization(s)	*Redbox Automated Retail, LLC*
Countries	*USA*
Industry	*DVD Rentals, Entertainment*
Pub/Rev Date	*2010*
Case Length	*14 Pages*
TN Length	*4 Pages*

Transforming Sanofi-Aventis

Abstract

This case study is about Sanofi-Aventis, the world's third-largest pharmaceutical company by global sales. Christopher A. Viehbacher (Viehbacher), a GlaxoSmithKline veteran, took over as CEO of Sanofi-Aventis on December 1, 2008, when the company was going through a difficult phase. It was faced with patent expiries of a number of its key drugs through 2013, threatening more than one-third of its revenues. Despite having a costly research and development (R&D) operation, its new drug pipeline was almost dry with few drugs that could compensate for the loss of sales due to patent expiries. Moreover, experts felt that Sanofi-Aventis was being run like France's national treasure, making it incapable of keeping up with the rapid changes in the pharmaceutical industry. After taking charge, Viehbacher took some bold initiatives, restructuring top management and the R&D function in a bid to transform Sanofi-Aventis from a Europe/US-centric research-based pharmaceutical company into a global diversified healthcare leader. The new strategy focused on a total overhaul of the R&D function and enhanced focus on emerging markets and diversification into other healthcare segments (non-prescription drugs segments). Unlike some of its rivals, Sanofi-Aventis focused on bolt-on acquisitions that created value rather than opting for multi-billion dollar mega-mergers. The company's performance in 2009, particularly its second-quarter results, was strong. Its stocks also grew at a faster rate than those of its peer group - a complete reversal of fortunes for a company whose stocks had been considered as the worst-performing among its peer group barely a year earlier. Analysts appreciated Viehbacher's strategy and leadership but some felt that he faced some serious challenges going forward. The biggest challenge, according to Viehbacher himself, was how to adapt the Sanofi-Aventis model to suit the rapidly changing pharmaceutical environment and create more sustainable growth.

Issues

Understand the issues and challenges faced by an established player operating in a high-innovation/high-risk industry in driving growth, particularly at a time when the industry is witnessing significant changes.

Examine some of the reasons for Sanofi-Aventis' problems in 2008.

Analyze Sanofi-Aventis' strategy to transform itself from a Europe/US-centric pharmaceutical company to a global diversified healthcare company.

Examine some challenges that Sanofi-Aventis may face in the immediate future.

Explore strategies that Sanofi-Aventis could adopt in the future to adapt its business model to suit the changing demands of the pharmaceutical environment.

Reference Numbers

ICMR BSTR358

ECCH 310-012-1

Organization(s) .... Sanofi-Aventis

Countries .... France, Global

Industry .... Healthcare/ Pharmaceuticals

Pub/Rev Date 2010

Case Length .... 17 Pages

TN Length .... 6 Pages

Fortis's Acquisition of Wockhardt Hospitals

Abstract

In late 2009, Fortis Healthcare Ltd. (Fortis), a hospital chain established by the promoters of Ranbaxy Laboratories Limited (RLL), acquired 10 hospitals of the Wockhardt Hospitals Group (Wockhardt Hospitals), a subsidiary of Wockhardt Ltd. (Wockhardt) for Rs. 9.09 billion. The acquisition was hailed by experts as the biggest in the Indian healthcare industry. It was expected to benefit both Fortis and Wockhardt Hospitals. Through this acquisition, Fortis was able to expand its network of hospitals. Besides, the acquisition would help it have a presence in the southern, eastern, and western states of India thereby fortifying its position as one of the leading healthcare providers in India. It would also give Fortis access to Wockhardt Hospitals' management team. Moreover, it was also expected to help Fortis realize its ambition of owning 6,000 beds and becoming a US$ 1 billion revenue earning company by 2012. Wockhardt Hospitals was expected to benefit from the acquisition as it would be able to reduce its debt burden of Rs. 5 billion of the total debt of Rs. 34 billion. Besides, it planned to expand its hospitals with the remaining money. Some analysts opined that the deal would strengthen Fortis's position in the healthcare industry in India. However, some analysts also felt that Fortis had to overcome various challenges before it could reap the benefits from the deal.

Issues

Understand and appreciate the role of mergers and acquisitions as a growth strategy.

Understand and discuss the rationale behind Fortis's acquisition of Wockhardt Hospitals.

Discuss the advantages and disadvantages of this decision from both Fortis's and Wockhardt Hospitals' point of view.

Identify the challenges Fortis is going to face in the future and explore strategies it can adopt to overcome the challenges.

Reference Numbers

ICMR BSTR357

ECCH 310-006-1

Organization(s) .... Fortis Healthcare Ltd., Wockhardt Hospitals Group

Countries .... India

Industry .... Healthcare/ Hospitals

Pub/Rev Date 2010

Case Length .... 17 Pages

TN Length .... 5 Pages

BYD Auto and the Market for Electric Cars: Global Ambitions, Nurtured in China

Abstract

This case is about the corporate venturing of BYD Auto into the market for electric vehicles - both plug-in hybrid electric vehicles and pure electric cars - and exploiting global environmental concerns on sustainability as a business opportunity.

The innovation of electric vehicle technology threatened to disrupt the dynamics of the conventional automobile industry, and BYD Auto sought to capitalize on its strengths in Lithium-ion battery technology based on years of research and development. Analysts felt that BYD Auto's intention of becoming the first Chinese automaker to achieve a leadership position in the US/global auto market was 'ambitious, but practical'.

However, BYD Auto had to face competition from well-established automakers as well as new entrants to this nascent market. Moreover, the evolution and growth of the market for electric vehicles depended to a large extent on the regulatory environment and the availability of charging infrastructure.

Issues

Sustainability as a source of big business opportunities in the 21st century

Disruptive technology innovation

Strategic intent, long-term vision, corporate venturing (top-down intrapreneurship)

Resource-based view of the firm

International business strategies of an emerging multinational

The value chain and competitive scope

Role of regulatory environment in an emerging industry

China as a nurturing ground for the next generation of global competitors

Reference Numbers

ICMR BSTR356

ECCH ....

Organization(s) .... BYD Auto

Countries .... China, USA

Industry .... Auto and Ancillaries

Pub/Rev Date 2009

Case Length .... 24 Pages

TN Length ....

Tata Steel's Acquisition of Corus (B)

Abstract

The case examines the business and financial performance of Tata Steel Group (TSG) between February 2007 and October 2009 period after Tata Steel had acquired Corus Plc in January 2007. It discusses the impact of global economic slowdown on the global steel industry during the same period. The economic slowdown forced several leading steel producing companies including Corus to cut down their production to align supply with demand. However, Tata Steel (TSG's Indian operations) continued to perform well on the back of robust domestic demand and its low cost of production. Corus faced problems as it had to purchase its raw material requirements from outside. Iron ore and coaking coal prices went up significantly in 2007 and 2008 which increased the cost of production at Corus. Low demand for steel coupled with high and rising input costs led to TSG reporting consolidated losses of Rs 5.45 billion in the financial year 2008-09. TSG took several measures to turn around Corus. It started acquiring iron ore and coal mines aggressively to secure the supply of raw materials at Corus. TSG implemented two strategic initiatives – Weathering the Storm and Fit for Future in its efforts to turn around its operations. However, in the first half of fiscal 2009-10 that ended in September 2009, TSG continued to report higher losses of Rs 49.58 billion. It remained to be seen whether the strategic initiatives undertaken by TSG would yield the desired results or not.

Issues

Study and analyze the impact of global economic slowdown on the global steel industry.

Examine the rationale for the acquisition of Corus by Tata Steel.

Understand how Tata Steel went about realizing the synergies after the acquisition of Corus.

Study the factors that led to losses in TSG's operations.

Analyze the strategic measures taken by TSG to turn around its operations and evaluate the effectiveness of these measures.

Reference Numbers

ICMR BSTR355

ECCH 110-005-1

Organization(s) .... Tata Steel Limited, Corus Plc.

Countries .... UK, Netherlands, India

Industry .... Steel

Pub/Rev Date 2009

Case Length .... 17 Pages

TN Length .... 6 Pages

Orange and T-Mobile Merger in the UK

Abstract

In late 2009, Germany-based telecommunications company, Deutsche Telekom, and France-based telecommunications company, France Telecom, announced their plans to merge their UK subsidiaries - Orange and T-Mobile. The companies planned to create a 50:50 joint venture in a bid to combat competition from players like O2 and Vodafone UK. The synergies from the merger were expected to benefit both Orange and T-Mobile. The merger would help Orange gain a stronger foothold in the UK market while T-Mobile would enhance its brand value and offer better service to its customers. The JV also offered substantial benefits to the consumers in terms of better network coverage, broader distribution network, and improved customer services. Some analysts felt that the new venture would create some sort of monopoly in the market and threaten the survival of the existing players in the UK. On the other hand, some analysts raised doubts over the success of the merger citing cultural differences between the two companies.

Issues

Understand and discuss the rationale behind the Orange and T-Mobile merger in the UK.

Discuss the advantages and disadvantages of this decision from both Orange and T-Mobile's view.

Identify the challenges the joint venture is going to face in the future and explore strategies it can adopt to overcome the challenges.

Reference Numbers
ICMR BSTR354
ECCH 310-007-1
Organization(s) . Orange UK, T-Mobile UK
Countries ....
Industry .... Telecom
Pub/Rev Date 2009
Case Length .... 14 Pages
TN Length .... 5 Pages

Afrigator: A Killer Start-up in Africa

Abstract

This case is about South Africa-based social media aggregator Afrigator. Founded in 2007, Afrigator is a blog directory built specifically for African consumers to publish and use content on the Web. Using Afrigator, they can index blogs, podcasts & videocasts, news feeds, and images and discover new sites in the Afrosphere. Despite problems such as limited broadband availability and slow Internet speeds in the continent, Afrigator achieved considerable success with a steady 25% month-on-month growth rate. Within just over two years of its launch, Afrigator received international recognition and was being compared with some major social media aggregators in the world. It was also recognized as one of the most exciting web start-ups in the world. The case discusses the advertising-based business model of Afrigator. South African brands sponsored sections on the Afrigator site which helped it in generating revenues. At Afrigator, content relevancy was dictated from a community perspective, wherein a user decided what was important. The case also highlights the features, functionality, and services offered by the social media aggregator. It then talks about the competition Afrigator had to face due to the growth of social media channels in Africa. The rise in Internet usage along with an increase in the demand for consumer generated content, led to the emergence of many social media sites in Africa. However, experts opined that with its ability to aggregate relevant content and user-friendly features, Afrigator would evolve as the preferred choice for web users in the African continent. To increase its user base and to further develop its social media platform, Afrigator formed partnerships with other blogging platforms. It also collaborated with the US government to set up a web page on its site to showcase the work the US government was doing in Africa. To attract more visitors, Afrigator included some additional features on its site and extended its reach in each country. Its aim was to reach a wider audience and enhance user interaction by localizing the site in accordance with the preferences and cultures of a particular country. The case concludes by discussing the future plans of Afrigator and how it planned to gain market share and leverage its existing user base by making the site more useful to social media users and bloggers.

Issues

Analyze the social media scenario in the African continent.

Evaluate the business model of Afrigator.

Understand the reasons behind the initial success of Afrigator.

Identify the factors challenging the growth of the social media in the African continent.

Explore ways in which Afrigator can overcome the challenges and achieve its growth objectives.

Reference Numbers
ICMR BSTR353
ECCH 310-005-1
Organization(s) ..... Afrigator Internet (Pty) Ltd.
Countries .... Africa
Industry .... Social Media
Pub/Rev Date 2009
Case Length .... 20 Pages
TN Length .... 4 Pages

Educomp Solutions Limited's Business Model

Abstract

The case examines how India based Educomp Solutions Limited (Educomp), grew in a short span of time to emerge as a leader in the IT-enabled education solutions industry. It explains Educomp's strategy of developing product portfolios and expanding its geographical presence. The company is the pioneer in providing IT-enabled education solutions for the K-12 segment in India. Educomp created a wide base of customers including government and private schools. The company expanded into foreign countries mostly through inorganic route which saved it costs related to market research and marketing. Educomp even diversified into running pre and formal schools which were viewed as its way of forward integration and risk diversification by industry observers. Though Educomp catered to thousands of schools in India, there still remained a huge untapped market for its products and services.

Issues

Understand how a strong product and first mover advantage could help a startup become a market leader.

Examine how cost effectiveness can be a key selling point in education business in the developing markets.

Analyze growth strategies of Educomp.

Examine the challenges Educomp faces in the near future.

Reference Numbers
ICMR BSTR352
ECCH 309-310-1
Organization(s) .... Educomp Solutions
Countries .... India
Industry .... IT - Education Solutions
Pub/Rev Date 2009
Case Length .... 18 Pages
TN Length .... 5 Pages

Maruti Suzuki India Limited - Competitive Strategies of the Market Leader

Abstract

The case examines the competitive strategies of Maruti Suzuki India Limited (Maruti), a subsidiary of Japan based Suzuki Motor Corporation (Suzuki), the market leader in the Indian passenger car industry. Maruti was

founded in 1981. After the liberalization of the Indian economy in 1991, several foreign players had entered the Indian passenger car market. Maruti started losing market share as the competitors firmly established their foothold in the car market with the launch of several new models that became popular with the Indian buyers. To counter the competition, Maruti started a major restructuring exercise in 2003. The company focused on upgrading manufacturing, increasing capacity, launching new products at regular intervals so as to cater to all the segments of the Indian passenger car market and venturing into other related businesses like car finance, insurance and buying and selling used Maruti cars. Maruti's restructuring exercise helped the company hold its market leadership position and retain its market share. The case examines how the deregulation of the Indian automobile industry had an adverse impact on Maruti's market share. It also details how Maruti's competitive strategies helped it to sustain its market leadership. The case ends with a discussion on Maruti's future strategy.

Issues

Study the impact of liberalization in the Indian automobile industry.

Examine the growth strategies of Maruti over the decades.

Analyze the restructuring program implemented by Maruti and its impact on the company's competitive position.

Evaluate the competitive strategies of Maruti to retain its market share in the recent years.

Examine the future plans of Maruti to improve its competitive position.

Reference Numbers

ICMR *BSTR351*
ECCH *309-312-1*
Organization(s) .... *Maruti Suzuki*
Countries .... *India*
Industry .... *Automobile*
Pub/Rev Date *2009*
Case Length .... *19 Pages*
TN Length .... *6 Pages*

Standard Chartered's Acquisition of American Express Bank (B)

Abstract

Standard Chartered Private Bank (SCPB), a subsidiary of the UK based Standard Chartered Bank, started operations in June 2007. In September 2007, SCPB announced that it would acquire American Express Bank (AEB), American Express Company's private banking subsidiary. With the acquisition of AEB, SCPB gained immediate access into 19 new geographies. AEB added 10,000 clients and US$ 22.5 billion of assets under management. Standard Chartered Bank had most of its presence in Asian countries where as AEB had presence in developed markets like the US and the UK. Standard Chartered had a strong brand image among its customers and SCPB could leverage that to garner market share in the private banking industry. However, the merged entity faced competition from banks like the UBS and Citibank which had significant presence in the private banking industry. The global economic slowdown also posed significant challenge for SCPB to grow and emerge as one of the leading private banks in the world.

Issues

Study the state of global private banking industry.

Examine the opportunities and challenges for SCPB post acquisition of AEB.

Evaluate the financial performance of SCPB after its integration with AEB.

Analyze the open architecture business model in the private banking industry.

Reference Numbers

ICMR *BSTR350*
ECCH *309-316-1*
Organization(s) .... *Standard Chartered, American Express Bank*
Countries .... *USA / UK*
Industry .... *Banking*
Pub/Rev Date *2009*
Case Length .... *12 Pages*
TN Length .... *4 Pages*

Emerging Markets Strategy: Nokia Life Tools for Rural Markets

Abstract

In mid 2009, Finland-based telecom giant, Nokia Corporation (Nokia) launched its Nokia Life Tools (NLT) service in the state of Maharashtra in India. Analysts viewed it as the company's bid to expand its rural base in the country. Targeted at the rural consumers, the NLT service offered a range of services in the areas of agriculture, education, and entertainment. In doing so, Nokia not only tapped the growing potential offered by the rural population but also sought to address the information gaps in the rural community. Nokia began its focus on the rural markets in India in 2003 when it launched a mobile handset with features such as longer battery life, one-touch flashlight, etc., that catered to the needs of the rural consumers. Over the years, it extended its support to the rural markets by launching several low-end phones that rural consumers found affordable. Taking its rural thrust forward, Nokia planned to offer value added services (VAS) through its mobile handsets to the rural consumers. Subsequently, in November 2008, the company launched a pilot program for testing its NLT service in Maharashtra. The results of the test phase showed that farmers and students, in particular, had benefited through this service. The farmers could access the latest information on crops, weather, market prices of seeds, fertilizers, and pesticides, etc. The students benefited by learning the English language and gaining local, national, and international general knowledge. Nokia planned to roll out the NLT service in more states of India and also in other emerging markets.

Issues

Study Nokia's emerging markets strategy with reference to India.

Analyze the Nokia Live tools initiative and understand how it contributes to its emerging markets strategy.

Understand the issues and challenges faced by global companies operating in emerging markets

Understand the issues and challenges faced by companies in targeting the rural/ Bottom of the Pyramid (BoP) customers.

Understand the reasons for success of Nokia's strategy in India and discuss whether the company can leverage on this learning in other emerging markets.

Reference Numbers

ICMR *BSTR349*
ECCH *309-311-1*
Organization(s) .... *Nokia Corporation*
Countries .... *India*
Industry .... *Mobile phones*
Pub/Rev Date *2009*
Case Length .... *23 Pages*
TN Length .... *6 Pages*

Aldi Inc. - Optimizing Profits in Economic Recession

Abstract

The case examines the business strategy of the US-based Aldi Inc, part of the Aldi Süd division of the Aldi Group (Aldi) based in Germany. Aldi (Short for Albrecht Discount), a discount retailer, entered the US in 1976. The discount retailer emphasized on keeping its cost low so that it could offer lower prices to its consumers. In order to fulfill its objective, Aldi selected lands for its stores in the city outskirts to take advantage of low rents. Aldi stores were smaller than a typical supermarket in the US. They were kept open only during the prime shopping time. In Aldi stores, the merchandise was displayed on pallets rather than on shelves so that less number of employees was required to arrange products on the shelves. Consumers had to carry their own shopping bags, or had to buy a reusable Aldi bag. The case details how Aldi's cost effective operating strategy helped it to optimize profits during economic recession in

the US. It also discusses a number of strategic initiatives that Aldi took to gain market share. The case ends with an analysis of whether Aldi would be able to sustain its growth in the US after recession or not.

Issues

Understand the business model of Aldi.

Discuss the growth strategies of Aldi over the years.

Analyze the impact of recession on the US retail market.

Evaluate the business strategy of Aldi during economic recession in the US

Examine the reasons for Aldi's success in the US in a recessionary environment.

Reference Numbers

ICMR BSTR348

ECCH 309-309-1

Organization(s) .... Aldi Inc.

Countries .... US, Germany

Industry .... Retail

Pub/Rev Date 2009

Case Length .... 11 Pages

TN Length .... 4 Pages

Standard Chartered Bank's Acquisition of American Express Bank (A)

Abstract

The case discusses the acquisition of American Express Bank (AEB) by the UK-based Standard Chartered Bank. The deal marked the exit of AEB from its non-core business and for Standard Chartered it meant greater presence in the Asian countries and high net worth customers. The case also discusses how the deal was financed and the benefits both the parties expected to derive from it.

Issues

Examine the rationale behind the acquisition of AEB by Standard Chartered bank.

Understand the benefits Standard Chartered derived from the deal.

Analyze the post acquisition issues and challenges.

Reference Numbers

ICMR BSTR347

ECCH 309-315-1

Organization(s) Standard Chartered Bank, American Express Bank

Countries .... UK, USA

Industry .... Banking / Financial Services

Pub/Rev Date 2009

Case Length .... 18 Pages

TN Length .... 4 Pages

The Acquisition of ABN AMRO (B)

Abstract

In October 2007, RBS led consortium of Fortis Bank and Banco Santander had acquired ABN AMRO for US$ 100 billion after winning the bidding war with Barclays. The deal was the largest acquisition in the global banking industry till that time. RBS went ahead with the deal in spite of visible signs of looming sub-prime crisis. ABN AMRO was one of the largest financial institutions in the world and had significant presence in European nations. However, as a result of sub-prime crisis, asset values crashed and credit markets tumbled. Crash in asset valuations led to huge write downs for RBS. Acquiring ABN AMRO by paying large portion in cash severely strained RBS balance sheets. As solvency of RBS was threatened, the UK government stepped in to help it out resulting in the UK government becoming majority stake holder of RBS. ABN AMRO's acquisition coupled with sub-prime crisis also led Fortis into trouble. Fortis customers lost confidence in the bank resulting in huge withdrawals. As Fortis was one of the biggest banks in the Netherlands, Belgium, and Luxemburg, those governments came to its rescue from bankruptcy. Each government contributed certain amounts to Fortis in return for stakes in its operations in their respective countries. Later, majority stakes in Belgium and Luxemburg operations were sold to the French banking giant, BNP Paribas. Banco Santander was the only bank in the consortium which did not incur any losses after ABN AMRO's acquisition. The bank sold some of its acquired operations within few days after announcing the acquisition which brought down its acquisition cost significantly. As Spanish banking regulator did not allow Spanish banks to indulge in risky banking practices, Banco Santander's exposure to the sub-prime related assets was lower which saved it from incurring any losses.

Issues

Study the rationale behind the acquisition of ABN AMRO by the RBS led consortium.

Analyze the impact of subprime crisis on the consortium members after ABN AMRO's acquisition deal.

Critically examine and arrive at an appropriate valuation for ABN AMRO.

Appreciate the importance of due diligence and conservative valuation of an acquisition deal in the light of deteriorating macroeconomic environment.

Reference Numbers

ICMR BSTR346

ECCH 309-308-1

Organization(s) . ABN AMRO, Royal Bank of Scotland, Fortis, Banco Santander Central Hispano

Countries .... UK, Belgium, Spain, Netherlands

Industry .... Banking / Financial Services

Pub/Rev Date 2009

Case Length .... 23 Pages

TN Length .... 6 Pages

The Acquisition of ABN AMRO (A)

Abstract

The case discusses the acquisition of ABN AMRO by a consortium of three banks – Royal Bank of Scotland, Fortis and Banco Santander Central Hispano. The case examines in detail the bidding war between the consortium and another contender Barclays. Both the parties were keen on acquiring ABN AMRO and went on increasing the bid amount. Ultimately, after a six-month battle, the consortium emerged the winner, after it agreed to pay US$ 100 billion in what was touted as the biggest acquisition in the European banking sector. The case also discusses in detail the financial aspects of the deal and the challenges the consortium members could face in integrating the different divisions of ABN AMRO into their own operations.

Issues

Study the rationale for the acquisition of ABN AMRO.

Analyze the bidding war between the consortium and Barclays.

Examine the benefits the consortium members could derive from the acquisition.

Understand how the acquisition of ABN AMRO was financed.

Reference Numbers

ICMR BSTR345

ECCH 309-307-1

Organization(s) . ABN AMRO, Royal Bank of Scotland, Fortis, Banco Santander Central Hispano

Countries .... UK, Belgium, Spain, Netherlands

Industry .... Banking / Fin. Services

Pub/Rev Date 2009

Case Length .... 20 Pages

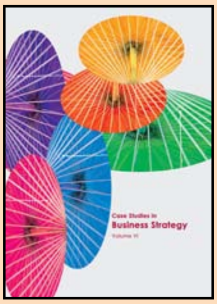
TN Length .... 4 Pages

> *"Perception is strong and sight weak. In strategy it is important to see distant things as if they were close and to take a distanced view of close things."*
>
> – Miyamoto Musashi

Bajaj Auto Limited's Business Strategy - From Market Leader to Follower

Abstract

The case discusses the business strategy of Bajaj Auto Limited (Bajaj Auto), a leading Indian manufacturer of two wheelers. Bajaj Auto, which sold two wheelers in India since 1945, was the market leader in the Indian two wheeler industry till late 1990s. However, the company failed to visualize the structural changes happening in the Indian two wheeler industry since the early 1990s. After the Indian economy was liberalized in 1991, foreign players entered the Indian two wheeler industry with their innovative products and sophisticated technology. In spite of rising competition, Bajaj Auto neither upgraded its scooter models, nor focused on the rapidly growing motorcycle segment. In late 2001, Bajaj Auto initiated a transformation process in an effort to transform its image from being a scooter manufacturer to a motorcycle company. At the same time, the company continued its efforts to revive the geared scooter market. The company continued to invest time and resources in the geared scooter segment even till the early 2000s when the sales of geared scooters were negligible as compared to the gearless scooters. Bajaj Auto also failed to introduce innovative products in the rapidly growing gearless scooter market. The company lost its leadership status in the scooters segment to Honda Motorcycles and Scooter India (HMSI). The case examines how Bajaj Auto became a follower both in the scooter and motorcycle segment from being the market leader in the Indian two wheeler industry.



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Issues

Understand the structural changes happening in the Indian two wheeler industry in the 1990s and early 2000s and its implications.

Examine the growth strategy of Bajaj Auto over the decades.

Study the transformation process initiated by Bajaj Auto and its impact.

Analyze the shortcomings in the business strategy of Bajaj Auto.

Reference Numbers
- *ICMR BSTR344*
- *ECCH 309-274-1*
- *Organization(s) .... Bajaj*
- *Countries .... India*
- *Industry .... Auto and Ancillaries*
- *Pub/Rev Date 2009*
- *Case Length .... 16 Pages*
- *TN Length .... 6 Pages*

Maghound: Business Model Innovation in the Magazine Industry?

Abstract

In September 2008, Maghound Enterprises, Inc., (Maghound Enterprises.) a subsidiary of Time Inc. (Time), launched a beta version of its Internet-based magazine distribution model called 'Maghound'. Maghound allowed customers to choose titles from different publishers by paying a monthly subscription fee, with the option to switch to other titles any time. The service was not limited to Time's publications but included competing publishers that chose to participate. The Maghound initiative was hailed by some industry analysts as a business model innovation in the magazine industry and an example of how traditional media providers were trying to reinvent their business models in response to new developments in the market. With the rising popularity of the Internet, the magazine industry was facing some serious challenges and some analysts felt that models such as Maghound could give the whole industry a boost. However, others felt that the Maghound model was flawed and that it had to overcome some serious challenges if it wanted to achieve its objective. Almost one year after its launch, sales from this channel continued to be negligible. The challenge for Dave Ventresca (Ventresca), President, Maghound Enterprises, was to achieve the objective of building Maghound up as a scalable circulation source for the whole industry.

Issues

Study the Maghound model and discuss and debate whether it is a business model innovation in the magazine industry.

Study the magazine industry and understand the issues and challenges faced by companies operating in this industry.

Discuss the pros and cons of the Maghound model.

Explore strategies that Time could follow to refine its Maghound model and build it up as a scalable circulation source for the whole industry.

Reference Numbers
- *ICMR BSTR343*
- *ECCH 309-277-1*
- *Organization(s) .... Time, Inc.*
- *Countries .... United States of America*
- *Industry .... Media, Entertainment, and Gaming*
- *Pub/Rev Date 2009*
- *Case Length .... 23 Pages*
- *TN Length .... 5 Pages*

Pfizer's Acquisition of Wyeth

Abstract

In January 2009, the US based Pfizer; the world's largest pharmaceutical company announced that it would acquire Wyeth, another leading pharmaceutical company based in the US, by paying US$ 68 billion in stock and cash. Lipitor, the world's best selling drug, developed by Pfizer would loose its patent protection in 2011. Lipitor contributed over 26% to Pfizer's revenues in 2008. However, with the patent expiry nearing and no probable block busters in pipeline, Pfizer faced risk of loosing huge part of its revenues once Lipitor is available for generic competition. Pfizer strategy to expand its product line and diversify its sources of revenue led it to acquire Wyeth. Wyeth, on other hand, had patent expiry issues around the same time as Pfizer had. However, Wyeth had significant presence in bio-pharmaceuticals where Pfizer was lagging behind considerably. Bio-pharmaceuticals were expected to be growth engines in future and major pharma companies had started research in that area. The case examines the synergies and challenges for Pfizer after its acquisition of Wyeth.

Issues

Evaluating the growth strategy adopted by Pfizer over the decades.

Examining the benefits to Wyeth from the acquisition deal.

Understanding the synergies and challenges arising out of Pfizer's acquisition of Wyeth.

Analyzing the deal between Pfizer and Wyeth quantitatively and qualitatively.

Appreciating the importance of intellectual property in knowledge based industries.

Understanding the dynamics of the US pharmaceutical industry.

Reference Numbers
ICMR BSTR342
ECCH 309-273-1
Organization(s) .... Pfizer / Wyeth
Countries .... United States of America
Industry .... Pharma and Biotech
Pub/Rev Date 2009
Case Length .... 19 Pages
TN Length .... 4 Pages

Anomaly: Not Just another Ad Agency

Abstract

The case deals with Anomaly, a unique organization that claimed it was not "just an [advertising] agency, an incubator or a brand-strategy shop...' but all of these. It describes Anomaly's business model, including the kind of solutions it provided to clients, the manner in which it earned revenues, and its emphasis on creating Intellectual Property (IP). The case also discusses some of the different projects undertaken by Anomaly, and concludes with some information about its latest ventures and a brief overview of its future.

Issues

Identify the forces that are changing the traditional advertising model in today's economic environment.

Understand the structure and practices of an innovative firm that is attempting to adapt to the new realities in advertising.

Reference Numbers
ICMR BSTR341
ECCH 309-280-1
Organization(s) .... Anomaly
Countries .... United States of America
Industry .... Advertising
Pub/Rev Date 2009
Case Length .... 11 Pages
TN Length .... 4 Pages

Craigslist and its Business Model

Abstract

This case is about Craigslist, Inc, one of the leading providers of online classified ads in the US. Founded in 1995 by Craig Newmark (Newmark), Craigslist is an online community featuring free online classified advertisements related to jobs, housing, sales of a variety of products and services, gigs, resumes, discussion forums. As of May 2009, Craigslist offered local classifieds and forums for 570 cities in 50 countries worldwide. It generated over 20 billion page views per month and as many as 50 million users visited Craigslist each month. These included more than 40 million in the US alone as of March 2009. The case discusses Craigslist's low-cost business model and the non-commercial aspects of its business that the company promoted. The main objective of the Craigslist business model was to satisfy the users and provide a service based on trust and simplicity. The company said its goal was not to maximize profits but to offer localized service which was free as well as convenient for users. Craigslist offered free service to all its users except in certain cities like San Francisco, Los Angeles, and New York where it charged a nominal sum for recruitment ads and for brokered apartment listings in New York City. According to some analysts, Craigslist's business was non-commercial in nature and Newmark perceived it to be a community-based model rather than a for profit business. The website of the company was simple with no frills, similar to the classified section of a newspaper. The case also discusses the criticism faced by Craigslist for promoting violence and illegal activities on its site. In particular, its erotic services category attracted a lot of criticism and scrutiny from regulators in the US. Craigslist was dogged by controversy after crimes were reported nationally following contacts made through postings on the site. After that, the company tried to closely scrutinize postings on its website and replaced the erotic services category with an adult services section. The case concludes with the future challenges for Craigslist. Experts pointed out that the biggest issue for Craigslist was controlling spammers and scammers. In order to stay in the competition, it was important for Craigslist to overcome the problems which continued to plague the site, they said.

Issues

Analyze the online classifieds market in the US and study its effect on the newspaper classifieds business.

Evaluate the low-cost business model of Craigslist.

Understand the reasons behind the success of Craigslist.

Study the criticism related to some of the services offered by Craigslist.

Identify the challenges faced by Craigslist and explore strategies that the company might adopt to overcome these challenges.

Reference Numbers
ICMR BSTR340
ECCH 309-276-1
Organization(s) .... Craigslist
Countries .... United States of America
Industry .... Internet and e-Commerce
Pub/Rev Date 2009
Case Length .... 26 Pages
TN Length .... 5 Pages

McDonalds in the United Kingdom

Abstract

The case focuses on the strategies adopted by the world's leading fast food restaurant chain McDonald's Corporation in the UK. McDonald's entered the UK in 1974 with its first restaurant in Woolwich in south-east London. Since then, McDonald's had been expanding steadily in the UK by providing quality, service, and value to its customers. As of 2009, McDonald's managed about 1200 restaurants in the UK including 700 drive-through outlets. For McDonald's, the UK was one of the challenging markets but as of 2009, it was one of the most promising markets for the fast food chain. The case details the various strategies adopted by McDonald's in the UK including its operational, localization, promotional, and employee-related strategies. In 2003, McDonald's adopted the 'Plan to Win' strategy in the UK market in order to increase sales. As part of the 'Plan to Win' strategy, McDonald's offered variety and value, tastier food, and improved service to customers. To cater to the health-conscious customers in the UK, McDonald's introduced healthier options such as salads and provided nutritional information about its products on food packages. It regularly altered its menu to include new items. In order to attract British customers, McDonald's tried to localize some of the items on the menu. It offered a few versions of local food on its menus. For the health conscious English customers, items such as the Vegetable Deluxe burger were offered. In the desserts category, McDonald's UK offered as many as three kinds of donuts as these were popular with British customers. The case concludes by identifying the challenges faced by McDonald's in the UK. McDonald's faced several challenges in the UK. One of the major problems was consumers' perceptions about McDonald's as a promoter of obesity. The chain drew criticism from consumers as its products were considered to be high in fat content and hence detrimental to health. Critics alleged that McDonald's promoted unhealthy food. The company also faced intense competition from other fast food outlets in UK which offered healthy food along with a trendy atmosphere.

Issues

Study and analyze the entry and expansion strategies of McDonald's in UK.

Evaluate McDonald's operational strategy in UK.

Study how McDonald's overcame some of the challenges faced by it in the UK and the reasons for its success.

Examine the further challenges that the fast food chain faced in UK.

Explore future strategies that McDonald's can adopt in UK.

Reference Numbers

ICMR BSTR339

ECCH 309-275-1

Organization(s) .... McDonald's

Countries .... United States of America / United Kingdom

Industry .... Food and Beverage

Pub/Rev Date 2009

Case Length .... 32 Pages

TN Length .... 6 Pages

Chrysler in Trouble

Abstract

The case details the events that led to the financial crisis at Chrysler Motors LLC (Chrysler), the third largest automaker in the US. Chrysler's inability to launch vehicles in accordance with customers' requirements and poor business strategy resulted in declining auto sales. Moreover, the global financial crisis in 2008 worsened the situation further; Chrysler found it increasingly difficult to continue its operations. To overcome its problems, Chrysler approached the US government for a loan. The company received a federal loan of US$ 4 billion in January 2009 out of the requested amount of US$ 7 billion. In order to get additional federal loan, Chrysler was asked to establish an alliance with Fiat SpA (Fiat) on or before April 30, 2009, restructure its debt and negotiate with UAW (United Auto Workers) and CAW (Canadian Auto Workers) to reduce costs.

Chrysler was able to reach an agreement with Fiat and was able to convince UAW and CAW to reduce costs. However, it failed to get all its creditors to agree for debt restructuring. On April 30, 2009, Chrysler, along with its 24 wholly-owned US subsidiaries, filed for bankruptcy protection under Section 363 of Chapter 11 of the US bankruptcy code. As part of its bankruptcy filing, Chrysler announced that it would establish a global strategic alliance with Fiat. The case ends with a discussion on the future challenges for Chrysler.

Issues

Analyze the reasons for the financial problems faced by Chrysler.

Study the rationale for poor business performance of Chrysler in the recent years.

Evaluate the alliance between Chrysler and Fiat and examine its potential synergies.

Analyze the future challenges of Chrysler.

Reference Numbers

ICMR BSTR338

ECCH 309-205-1

Organization(s) .... Chrysler

Countries .... United States of America

Industry .... Auto and Ancillaries

Pub/Rev Date 2009

Case Length .... 21 Pages

TN Length .... 5 Pages

Strategic Sale of Satyam Computers

Abstract

The case discusses in detail the events that happened in India-based Satyam Computers, after its Founder and Managing Director, Ramalinga Raju confessed of being responsible for accounting irregularities in the company amounting to Rs.70 billion. The confession impacted not only the employees and customers of Satyam, but the IT sector in the country as a whole. The Government of India, intervened immediately, and constituted a new board for the company, whose focus was to find a strategic investor for Satyam. The board had to carry out this task in a fair and transparent manner, as soon as possible. At the same time, it also ensured continuity of operations, and stopping exodus of clients. The board then came up with guidelines for the sale of Satyam that included competitive and open bidding process, and criteria for technical bids. The global bidding process witnessed expression of interest from several companies, and ultimately three companies remained in the fray to acquire the company. Of these, Tech Mahindra emerged the winner as the price it quoted was the highest. The case discusses in detail the bidding process, the reasons due to which several companies opted out of the process, and the selection process of the final bidder. The case also examines the benefits that Tech Mahindra expects and challenges it is likely to face after the acquisition of Satyam.

Issues

Study the concept of strategic sale of companies.

Understand the reasons that led to the problems at Satyam.

Examine the role played by the government constituted board.

Analyze the bidding process and criteria for selecting the winner.

Examine the synergies and challenges for Tech Mahindra after acquiring Satyam.

Reference Numbers

ICMR BSTR337

ECCH 309-200-1

Organization(s) . Satyam / Tech Mahindra Limited

Countries .... India

Industry .... Information Technology and Related Services

Pub/Rev Date 2009

Case Length .... 20 Pages

TN Length .... 6 Pages

Oracle's Acquisition of Sun Microsystems

Abstract

The case discusses the acquisition of Sun Microsystems (Sun) by Oracle Corporation (Oracle). It examines the growth strategies of Sun and Oracle over the years, their product lines and their major competitors. The case then highlights the problems faced by Sun post the dotcom crash and examines its inability to monetize its products. The case also briefs about the negotiations between IBM and Sun for merging Sun with IBM. It analyzes the possible synergies between Sun and Oracle post-merger and the challenges that Oracle may face after the acquisition.

Issues

Analyze the synergies resulting from the merger between hardware and a software company.

Appreciate the importance of successfully commercializing innovative products.

Study the Oracle-Sun deal and determine whether the deal was fairly valued or not.

Discuss the challenges facing Oracle after the acquisition of Sun.

Reference Numbers

ICMR BSTR336

ECCH 309-201-1

Organization(s) .... Oracle / Sun Microsystems

Countries .... United States of America

Industry .... Information Technology and Related Services

Pub/Rev Date 2009

Case Length .... 18 Pages

TN Length .... 5 Pages

Wal-Mart Stores Inc. - Success Strategies in Recessionary Environment

Abstract

At a time when most of the retailers across the US and the world were reporting poor financial and business performance due to global economic slowdown, Wal-Mart Inc., (Wal-Mart), the world's largest retail chain in terms of revenues, posted net sales of US$ 401.2 billion for the fiscal year 2009, a 7.2 percent increase over the fiscal 2008. Analysts attributed the company's success to its policies like cost leadership, environment sustainability and providing products at Every Day Low Prices (EDLP). These policies prompted customers of up-market retail chains to shop at Wal-Mart and Sam's Club stores. The case ends with a debate whether this

trend will be sustainable and whether Wal-Mart will be able to retain these customers after the US and global economy recovers.

Issues

Understand the importance of cost leadership and pricing strategies amidst an economic downturn.

Analyze the benefits and pitfalls of restructuring operations in an economic downturn.

Examine the importance of environment sustainability in a retail business.

Reference Numbers

ICMR *BSTR335*
ECCH *309-198-1*
Organization(s) .... *Wal-Mart*
Countries .... *United States of America*
Industry .... *Retail*
Pub/Rev Date *2009*
Case Length .... *20 Pages*
TN Length .... *6 Pages*

Domino's Pizza - Strategies to Tackle Global Economic Slowdown

Abstract

Domino's Pizza is one of the world's biggest pizza chains with 8,773 stores across 60 countries employing approximately 170,000 people across the globe as of December 2008. In spite of the global financial meltdown in 2008, Domino's stood out as one such company that reported a strong growth in its international retail segment in the fiscal 2008. Analysts attributed the reasons for the growth of the company to its Master Franchise model of operations that allowed the company to diversify and minimize its risks in international markets while earning higher returns. The case discusses in detail the growth strategies adopted by some of the master franchises of Domino's – Domino's Pizza Group Limited (DPG) in the UK and Ireland, Domino's Pizza Enterprises (DPE) in Australia and New Zealand, and Domino's Pizza India Limited (DPIL) in India, Sri Lanka and Bangladesh, during the global economic slowdown in 2008.

Issues

Analyze the strategies adopted by Domino's to boost revenues in the light of global economic slowdown.

Understand the master franchise model of Domino's and its advantages.

Examine the important factors involved in achieving growth during a downturn.

Understand the reasons for Domino's dismal performance in the US market.

Reference Numbers

ICMR *BSTR334*
ECCH *309-195-1*
Organization(s) .... *Domino's*
Countries .... *United States of America*
Industry .... *Food and Beverage*
Pub/Rev Date *2009*
Case Length .... *17 Pages*
TN Length .... *6 Pages*

Subhiksha: An Indian Retailer in Trouble

Abstract

The case examines the financial and business related problems faced by Subhiksha Trading Services Limited (Subhiksha), one of the leading retailers in India. Subhiksha, which was started as a discount store in 1997, was based in Chennai, India. Since September 2008, Subhiksha faced difficulties in operating its stores. The company had reportedly defaulted on its vendor payments which resulted in empty shelves on its stores. The employees of the retailer were not paid salaries since September 2008. On January 31, 2009, Subhiksha admitted in media that it was facing a major financial crisis. On February 11, 2009, following an attack on its stores and warehouses, Subhiksha announced that it was closing down all its 1600 outlets till May 2009. Although, the management of Subhiksha claimed that the financial problem was due to its inability to raise enough equity capital, analysts opined that the fact that the retailer rapidly expanded during the last three years and its poor supply chain management practices had contributed to its financial woes. The case details the events that led to the financial problems at Subhiksha. It also describes the Corporate Debt Restructuring (CDR) plan proposed by the bankers of Subhiksha to come out of the financial mess. The case ends with a discussion on the challenges that Subhiksha faces in the near future. The case details the events that led to the financial crisis at Subhiksha and the reason behind it. It also attempts to analyze the Corporate Debt Restructuring (CDR) of Subhiksha. The case ends with a discussion on Challenges that Subhiksha could face in the future.

Issues

Study the financial and business related problems faced by Subhiksha.

Analyze the reasons for Subhiksha's financial and operational problems.

Examine how rapid expansion funded by high debt can be risky business strategy.

Analyze the CDR plan proposed by the bankers of Subhiksha and debate whether it will be effective enough for bringing the company out of crisis.

Reference Numbers

ICMR *BSTR333*
ECCH *309-193-1*
Organization(s) .... *Subhiksha Trading Services Limited*
Countries .... *India*
Industry .... *Retail*
Pub/Rev Date *2009*
Case Length .... *15 Pages*
TN Length .... *5 Pages*

Wal-Mart's Foray in Brazil

Abstract

US based Wal-Mart, the world's largest retailer, entered Brazil in 1995 by forming a 60:40 joint venture with one of the country's leading business conglomerates, Grupo Garantia. After entering Brazil, Wal-Mart encountered several operational problems during the initial years, due to which its expansion plans went awry. Wal-Mart then realized that most of these problems were due to the company's effort of replicating the basic store format prevalent in the US in Brazil and its failure to understand the needs of the local markets. The case discusses how after the initial problems, Wal-Mart planned and implemented new strategies that included acquisitions, new store formats, bringing in experienced store personnel, etc. It also highlights the challenges Wal-Mart faced due to adverse economic conditions in Brazil.

Issues

Examine Wal-Mart's entry and expansion strategies in international markets.

Study the operations of Wal-Mart in Brazil.

Understand the localization strategies adopted by Wal-Mart in Brazil.

Analyze the challenges faced by Wal-Mart in Brazil due to adverse macro-economic environment.

Reference Numbers

ICMR *BSTR332*
ECCH *309-194-1*
Organization(s) .... *Wal-Mart*
Countries .... *Brazil / United States of America*
Industry .... *Retail*
Pub/Rev Date *2009*
Case Length .... *17 Pages*
TN Length .... *5 Pages*

The Success of Slumdog Millionaire: An Opportunity for the Indian Cinema Industry?

Abstract

Slumdog Millionaire, is a movie directed by Danny Boyle, a British director based on the story of an Indian boy raised in the slums of

Mumbai, India who participates in a popular game show Who Wants to be a Millionaire? and wins it, through sheer luck. The story is based in an Indian background with predominantly Indian cast and crew. The movie won eight Oscars and several other awards in international platforms, pushing the Indian cinema industry into the spotlight. The case details the history of Indian cinema industry and examines its opportunities and challenges. It analyzes whether or not the success of Slumdog Millionaire could lead to significant opportunities for the Indian cinema industry.

Issues

Study the historical background and evolution of the Indian cinema industry.

Evaluate the reasons for the success of Slumdog Millionaire.

Discuss whether the success of Slumdog Millionaire could provide significant opportunities for the Indian cinema industry.

Examine the opportunities and challenges for the Indian cinema industry.

Reference Numbers

ICMR BSTR331
ECCH 309-192-1
Organization(s) ....
Countries .... India
Industry .... Media, Entertainment, and Gaming
Pub/Rev Date 2009
Case Length .... 21 Pages
TN Length .... 6 Pages

Restructuring Citigroup: The Bank in Trouble

Abstract

The case examines the financial problems faced by the US based Citigroup in the fiscal 2008 due to the sub-prime crisis and the restructuring measures taken by its CEO Vikram Pandit to revive the bank and make it profitable. It discusses the reasons for the rapid growth of Citigroup since the early 2000s under its earlier CEO Charles Prince. The case highlights how the lack of effective risk management practices and poor integration of acquired companies at Citigroup led the bank into significant problems.

Issues

Examine the reasons that led Citigroup into trouble.

Analyze the efficacy of the measures taken by the CEO Vikram Pandit to bring Citigroup back into profits.

Understand the importance of proper integration of different business units within an organization.

Appreciate the importance of effective risk management practices.

Understand the evolution of sub-prime crisis and its impact on financial institutions like Citigroup.

Reference Numbers

ICMR BSTR330
ECCH 309-190-1
Organization(s) .... Citigroup
Countries .... United States of America
Industry .... Banking and Financial Services
Pub/Rev Date 2009
Case Length .... 19 Pages
TN Length .... 5 Pages

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Carrefour's Foray in Brazil

Abstract

French retailer Carrefour entered Brazil in the year 1975. The case discusses Carrefour's entry and expansion strategies in Brazil. It examines how till the early 1990s, it grew in the country due to insignificant competition from local retailers. However, in the mid 1990s, Carrefour faced tough competition from local retailers as well as the US-based Wal-Mart, which had entered the country and implemented various strategies to grab market share in Brazil. The case further details various measures taken by Carrefour in Brazil to retain its position as the leading retailer in the country.

Issues

Study the international operations of Carrefour in general and Brazil in particular.

Examine the challenges Carrefour faced during expansion in Brazil.

Analyze the importance of supply chain in effective management of international operations of a retail chain.

Understand the retail environment in Brazil and its potential for growth.

Reference Numbers

ICMR BSTR329
ECCH 309-189-1
Organization(s) .... Carrefour
Countries .... Brazil / France
Industry .... Retail
Pub/Rev Date 2009
Case Length .... 17 Pages
TN Length .... 5 Pages

The Downfall of Washington Mutual

Abstract

The case describes the growth of Washington Mutual Inc. (WaMu), one of the largest financial institutions in the US, and its eventual collapse, which led to the sale of its banking operations to JPMorgan Chase & Co. (Chase).

It provides a brief overview of the history of WaMu, and then discusses its rapid expansion through various acquisitions, beginning in the 1990s. Later, the case covers the impact of the economic crisis in the US on WaMu, and discusses the events leading up to its collapse.

Issues

Understand the importance of proper control systems in a company.

Understand the role of the top management in setting the direction for a company.

Reference Numbers

ICMR BSTR328
ECCH 309-169-1
Organization(s) .. Washington Mutual Inc.
Countries .... United States of America
Industry .... Banking and Financial Services
Pub/Rev Date 2009
Case Length .... 17 Pages
TN Length .... 4 Pages

Speedo: Leading the Swimwear Market

Abstract

This case is about Speedo International Limited, a part of the London-based Pentland Group, Plc. Speedo is the world's leading swimwear brand. The case highlights the strategies adopted by the company to maintain its position in the global swimwear market. Founded in 1914, Speedo was a pioneer in

sports fashion wear. Competitive swimsuits were a core focus area of Speedo. Since its inception, Speedo had been innovating in the competitive swimsuit market to manufacture suits aimed to enhance the performance of swimmers. Over the years, its swimsuits had been hailed as innovative and athletes sporting its swimsuits had won prizes and broken records in various swimming events. More recently, at the 2008 Beijing Olympics, Speedo was the biggest brand success story.

Athletes competing in Speedo swimsuits won 47 medals and broke 23 world records. As of 2008, in the US$200 million performance swimwear market, Speedo was the market leader with about 60% of the market share.

The case discusses the strategy adopted by Speedo, particularly its technology strategy and how it emphasized the fashion aspect of the brand. The case also discusses the promotion and distribution strategy of Speedo - how Speedo enhanced its brand image by sponsoring world-class athletes, etc. The case also discusses the competitors of Speedo and the controversy surrounding its new swimsuit, the LZR Racer, which some critics felt was giving the wearer an unfair advantage. The case concludes with the challenges faced by Speedo in the performance swimwear market which had a significant effect on the brand's overall performance. With FINA formulating new guidelines for swimwear manufacturers worldwide, designing new suits while adhering to the new rules was expected to be the biggest challenge for Speedo. Another challenge before the company was to convert the high visibility and publicity gained by the Speedo LZR Racer in the Olympics to sales of all the products in its overall swimwear portfolio.

Issues

Study the business strategy adopted by Speedo - a market leader in the swimwear market.

Understand how Speedo attained market leadership in the global swimwear market.

Examine the marketing strategies adopted by Speedo.

Analyze its position in the swimwear market and identify the future challenges before Speedo.

Explore strategies that Speedo could adopt to maintain its leadership position and improve its position in the swimwear market.

Reference Numbers
ICMR *BSTR327*
ECCH *309-202-1*
Organization(s) .... *Speedo International Limited*
Countries .... *United Kingdom*
Industry .... *Sports and Sporting Goods Equipment*
Pub/Rev Date *2009*
Case Length .... *20 Pages*
TN Length .... *5 Pages*

Hulu.com: A New Business Model for Online Video?

Abstract

The case describes the efforts of two media companies, Fox Broadcasting Company and NBC Universal, to monetize online video content and compete with YouTube, through their own website, Hulu.com (Hulu). Hulu was launched in March 2008, with a business model where revenues were generated thorough advertisements placed in the videos on the site, like in conventional TV broadcasting. The case describes the unique features of the website and also compares and contrasts the approaches to video over the Internet followed by Hulu and YouTube. The case also discusses the reasons why Hulu broke two of its content distribution partnerships, in February 2009, and briefly touches on its future business outlook and the challenges it faces.

Issues

Evaluate the different business models adopted by two online video websites.

Assess which of the business models is more likely to succeed over time.

Reference Numbers
ICMR *BSTR326*
ECCH *309-168-1*
Organization(s) .... *Hulu LLC*
Countries .... *United States of America*
Industry .... *Internet and e-Commerce / Media, Entertainment, and Gaming*
Pub/Rev Date *2009*
Case Length .... *14 Pages*
TN Length .... *4 Pages*

Jamie Dimon and the Turnaround of Bank One

Abstract

This case discusses the problems faced by Chicago-based retail banking and credit card major Bank One Corporation (Bank One) and how Jamie Dimon (Dimon), Chairman and CEO of Bank One, steered it through turbulent times in the financial services industry.

Dimon initiated a turnaround plan, which included cutting costs, tightening the standards of lending, and cutting down the number of bank branches. He also aimed to consolidate the IT systems into a single platform to ensure consistency across all its branches. Moreover, he also fixed the problems that came from Bank One's credit card division, First USA Inc. Analysts credited Dimon for his dynamic leadership style and his comprehensive turnaround plan that led to the spectacular turnaround of Bank One.

Issues

Understand the issues and challenges in turning around a company.

Evaluate the strategies adopted by Dimon in turning around Bank One.

Gain an insight in the leadership qualities of Dimon.

Reference Numbers
ICMR *BSTR325*
ECCH *309-160-1*
Organization(s) .... *Bank One*
Countries .... *United States of America*
Industry .... *Banking and Financial Services*
Pub/Rev Date *2009*
Case Length .... *15 Pages*
TN Length .... *5 Pages*

Home Depot: On the Road to Becoming Customer-Friendly Again?

Abstract

Home Depot Inc. (Home Depot) was started in 1978, to provide home improvement solutions to the people. The case discusses the culture of customer service at Home Depot. It discusses in detail, how the founders went about building a customer service culture from the very beginning. Its exceptional service became one of the prime reasons for its rapid growth in the 1980s and 1990s. However when the company started to face some operational inefficiencies (including a watering down of its famed customer service culture), a new CEO, Robert Nardelli (Nardelli) was appointed in 2000. The case highlights how, according to analysts, the company further lost its service culture under the autocratic management style of Nardelli.

As a consequence it also lost many customers to its competitors and its stocks started to under perform. In 2007, Nardelli was replaced by Frank Blake (Blake). The case depicts several measures taken by Blake to revive the customer service culture at Home Depot under challenging circumstances.

Issues

Understand the importance of customer service in a retail organization.

Understand how the founders of Home Depot created the service culture and how its high standards of service became a major factor for the success of the company.

Discuss the management style of Nardelli and how in his attempt to improve operational efficiencies, the customer service at the retail chain suffered.

Analyze Blake's recovery plan and the challenges faced by him in reviving the customer service culture at Home Depot.

Explore strategies that Blake could adopt in order to achieve his objectives.

Reference Numbers

ICMR *BSTR324*
ECCH *309-159-1*
Organization(s) .... *Home Depot*
Countries .... *United States of America*
Industry .... *Retail*
Pub/Rev Date *2009*
Case Length .... *21 Pages*
TN Length .... *5 Pages*

Restructuring Woolworths Group Plc. - The Attempt that Failed

Abstract

Woolworths Group Plc. (Woolworths) was a 99 year old multispecialty retailer and wholesale distributor of entertainment products chain in the UK. Woolworths had two broad lines of business - a retail arm Woolies and wholesale distribution of entertainment products. Since the year 2001, Woolworths operated in a highly competitive retail environment alongside supermarket chains. Faced with high debt of £ 350 million and slowdown in retail industry in the UK, Woolies and Entertainment UK, Woolworths' wholesale entertainment distribution arm, were forced to file for administration on November 27, 2008. The appointed administrators were unable to revive Woolies even in its peak Christmas season and were also unable to bring about conclusive deals to sell off Woolies as a going concern.

Ultimately, Woolworths had to close down all Woolies stores in a phased manner by January 06, 2009. After the closure, the name Woolies was planned to be relaunched based entirely on an online mail-order retailing and delivery format by summer of 2009. This case study examines the problems experienced by Woolies and debates whether its retail and entertainment chains could have been saved and revived.

Issues

Understand the importance of changes in the economic environment on the sustainability of an organization.

Analyze the risks involved in using long term financing sources to fund working capital requirements and its effects on debt and solvency of the business.

Assess the impact of the global, economic and local market environments on exposing the inherent weaknesses of an organization.

Analyze the strengths and weaknesses of a retail organization.

Reference Numbers

ICMR *BSTR323*
ECCH *309-171-1*
Organization(s) .... *Woolworths*
Countries .... *United Kingdom*
Industry .... *Retail*
Pub/Rev Date *2009*
Case Length .... *19 Pages*
TN Length .... *6 Pages*

Mcdonald's Corporation - Success Strategies in Recessionary Environment

Abstract

The case examines the strategies adopted by McDonald's in the light of recession in the US and other developed markets to make it 'recession resistant.' Some of the strategies that McDonald's adopted to revive its business which was experiencing downturn during the early 2000s were refurbishing its restaurants, improving quality standards, longer opening hours, changes in menu etc. In late 2007 and early 2008, when the US had slipped into recession, due to reduced incomes, people grew cost conscious and started cutting down on their visits to expensive restaurants. They opted for fast food restaurants like McDonald's as they offered value for money. To cater to the people hit by recession, McDonald's revamped its 'dollar menu' and also launched several new additions to its existing menus.

McDonald's also expanded its coffee business in the US market and priced its coffee related products competitively. With all these initiatives, McDonald's was successful in reporting higher revenues and profits in a recessionary environment.

Issues

Evaluate McDonald's growth strategy over the decades.

Understand how McDonald's revived its business during the early 2000s.

Analyze the strategies adopted by McDonald's for tackling recession.

Examine the challenges McDonald's is likely to face in the near future.

Study the dynamics of fast food industry in the US.

Reference Numbers

ICMR *BSTR322*
ECCH *209-037-1*
Organization(s) .... *McDonald's*
Countries .... *United States of America*
Industry .... *Food and Beverage*
Pub/Rev Date *2009*
Case Length .... *21 Pages*
TN Length .... *6 Pages*

Acquisition of Axon by HCL Technologies Limited

Abstract

The case examines the acquisition of the UK-based SAP consultancy company Axon Group Plc. (Axon) by India-based IT software development company, HCL Technologies Limited (HCL). HCL announced the acquisition of Axon on December 15, 2008 for £ 440 million. Initially, Infosys Technologies Limited (Infosys), the second largest IT company in India, planned to acquire Axon. Infosys offered a total amount of £ 407 million to acquire Axon, a premium of 19.4% over the Axon's share price dated August 22, 2008, at 502.5 pence per share. However, in September 2008, HCL made a counter offer of 650 pence per share in cash for Axon. Since Infosys did not tender a revised bid, the management of Axon decided to go ahead with the offer made by HCL.

The deal gave HCL a prominent presence in the European SAP consultancy market as well as access to Axon's clients. However, the deal was criticized by many analysts who said that it was expensive for HCL and could impact the profitability of the company in future.

Issues

Understand acquisition as a growth strategy.

Understand the advantages and disadvantages of cross-border acquisitions.

Understand the need for growth through acquisition in foreign countries.

Examine the rationale behind HCL's acquisition of Axon.

Analyze the Axon deal and evaluate whether it is expensive for HCL or not.

Reference Numbers

ICMR *BSTR321*
ECCH *309-170-1*
Organization(s) HCL Technologies Limited / AXON Group Plc
Countries .... *India / United Kingdom*
Industry .... *Information Technology and Related Services*
Pub/Rev Date *2009*
Case Length .... *17 Pages*
TN Length .... *5 Pages*

GM in Trouble

Abstract

The case examines the problems faced by GM, the second largest automaker in the world. These problems have brought the company at the verge of bankruptcy. The major reasons for the crisis at GM were its inability to bring out new vehicles that suit the needs of the customers, poor business strategy, and high

costs associated with employee healthcare and pension benefits. These problems, coupled with global financial crisis and recession in the economies of several developed and developing countries adversely impacted the revenues of GM, which fell by 11% in 2008 as compared to 2007. In order to solve its liquidity crisis, GM approached the US Government for financial aid.

The company was granted US$ 13.4 billion through a series of federal loans. In December 2008, GM got a loan of US$ 4 billion. The company was required to fulfill specific targets that included reduction in debt, renegotiation of employee contract terms with the unions etc, before a stipulated time as a part of the loan package. If GM failed to meet these targets by the predetermined time, it had to repay the loan amount with interest within 30 days. On February 17, 2009, while submitting the 'Restructuring Plan,' GM asked for additional financial aid from the US government to carry on its operations after March 2009. The case concludes with a note on the challenges GM is likely to face in the near future if it is not able to meet the targets specified. It also debates on whether the US Government should have offered any financial aid to GM at all and let the company file bankruptcy.

Issues

Examine the flaws in GM's business strategy that led the company face major problems.

Understand the reasons behind GM's financial crisis.

Debate whether the US government was right in bailing out GM.

Analyze the challenges faced by GM in the near future.

Reference Numbers

ICMR	*BSTR320*
ECCH	*309-161-1*
Organization(s)	*General Motors*
Countries	*United States of America*
Industry	*Auto and Ancillaries*
Pub/Rev Date	*2009*
Case Length	*21 Pages*
TN Length	*6 Pages*

The Delta and Northwest Airlines Merger

Abstract

The case discusses the merger of the US-based Delta Air Lines Inc. (Delta) and Northwest Airlines Inc. (Northwest). Delta and Northwest announced their merger plans on April 14, 2008. The merger was expected to create the world's largest airline in terms of global traffic and second largest airline in terms of revenues. On October 29, 2008, the United States Department of Justice (DOJ) gave approval for the merger. After the completion of merger, Northwest became a wholly owned subsidiary of Delta. The new airline retained the name Delta and was headquartered in Atlanta. The merger was expected to save costs by combining airport operations of the two airlines and sharing information technology.

The merged entity was expected to generate US$ 1 billion per annum in cost efficiencies. Customers were also expected to benefit from the merger, as they would get access to a global route system.

However, some analysts opined that Delta may eliminate some overlapping flights in the merger integration process, which would leave the consumers with fewer choices and higher prices. They were also concerned that the merger would lead to lesser competition. Analysts also pointed out that finalizing a combined seniority list of pilots of both the airlines would be a major challenge. The case ends with a discussion on the future prospects of the merged airline.

Issues

Study the merger of Delta Airlines and Northwest Airlines and examine the rationale behind the same.

Analyze the synergies that may result from the merger.

Explore the challenges that Delta may face to make the merger successful.

Critically analyze the future business prospects of Delta post merger.

Study the changing dynamics of the US aviation industry.

Reference Numbers

ICMR	*BSTR319*
ECCH	*309-162-1*
Organization(s)	*Delta Airlines / Northwest Airlines*
Countries	*United States of America*
Industry	*Aviation*
Pub/Rev Date	*2009*
Case Length	*20 Pages*
TN Length	*4 Pages*

Oticon A/S: Spaghetti Organization and Beyond

Abstract

The case is about Denmark-based Oticon A/S (Oticon), one of the world's leading developers, manufacturers, and wholesalers of hearing aids. In late 2008, the company was faced with some tough challenges due to factors such as the changing dynamics in the hearing aids industry and the global financial crisis.

The case gives a detailed history of the company since the late 1980s, providing the students with the scope to analyze the spaghetti organization structure implemented by the company in the early 1990s and how it helped transform Oticon. Due to changes in market conditions and Oticon's slow reaction to the developments, the company lost market share in the late 1980s.

In 1988, Oticon appointed Lars Kolind (Kolind) as its new CEO. As a strategy to help the company tide over the difficult scenario and come out strong against competitors, Kolind designed and introduced a pioneering effort in organization structure and management style. The Oticon spaghetti organization was characterized by a project-focus, lack of vertical hierarchies and physical barriers, a networked information system, and a paperless office environment where information was freely accessible to all. The case then goes on to discuss the reasons that led to a partial abandonment of the spaghetti structure around 1996, while the company continued to be a dominant player in the hearing aid industry with a continuous stream of product innovations.

The case ends with a discussion of the market position of Oticon in late 2008 and the challenges faced by the company. The newly appointed executive board led by Chairman Niels Jacobsen (who succeeded Kolind as President in 1998) would have to overcome these challenges and steer Oticon through another turbulent phase.

Issues

Understand the diverse challenges that threatened Oticon's position in the hearing aid industry in the late 1980s.

Appraise the business strategy that Lars Kolind adopted to revive the company.

Examine the various tenets of the spaghetti organization structure and discuss its pros and cons.

Critically analyze developments which took place at Oticon after the implementation of the spaghetti organization structure.

Understand the reasons for the partial abandonment of the spaghetti organization at Oticon in later years.

Assess whether Oticon will be able to sustain its growth and continue to excel given the strong competitive scenario in the hearing aid industry.

Explore strategies that Oticon could follow to overcome the challenges posed by changing dynamics in the hearing aid industry and the global financial crisis.

Reference Numbers

ICMR	*BSTR318*
ECCH	*309-158-1*
Organization(s)	*Oticon A/S*
Countries	*Denmark*
Industry	*Others*
Pub/Rev Date	*2009*
Case Length	*23 Pages*
TN Length	*5 Pages*

Hell for Zell: The Bankruptcy of Tribune Company

Abstract

The case describes the sequence of events which led to the Tribune Company filing for bankruptcy. It begins with details of the history of the 161-year-old company, and goes on to discuss the reasons for the company's gradual decline which prompted its shareholders to demand its sale.

The case then talks about the entry of Sam Zell with a complex financial plan to purchase the company. It then describes the measures he took to revive the company's fortunes, the failure of those measures, and finally, the filing for bankruptcy.

Issues

Understand the challenges faced by a media company at a time when more and more people are turning to the Internet for news and entertainment.

Evaluate a media company's efforts to survive in turbulent times.

Reference Numbers

ICMR *BSTR317*
ECCH *309-167-1*
Organization(s) .... *Tribune Company*
Countries .... *United States of America*
Industry .... *Media, Entertainment, and Gaming*
Pub/Rev Date *2009*
Case Length .... *19 Pages*
TN Length .... *5 Pages*

Kongo Gumi: Lessons from the Legendary Family-Owned Business' Longevity and Ultimate Demise

Abstract

The case is about the Osaka, Japan-based construction company Kongo Gumi Co. (Kongo Gumi), which was regarded as the world's oldest continuously operating family-owned business till the end of 2005. In January 2006, the company was liquidated and became a wholly-owned subsidiary of Takamatsu Construction Group Co Ltd. Kongo Gumi, which was run by the Kongo family and was believed to have been operating continuously since 578, had been engaged in the construction of Buddhist temples since its inception. In more recent times, it had diversified into general construction works as well. However, factors such as over-extending its financial resources during the economic downturn and failure to effectively respond to social changes led to the company's ultimate demise, according to experts.

Experts felt that family-owned businesses could learn a lot from the business practices followed by Kongo Gumi. In particular, its value-based management and succession planning practices interested the experts. The factors that led to its downfall too provided some vital lessons to family-owned businesses, they felt.

Issues

Understand the issues and challenges in running a family-owned business.

Analyze the reasons for Kongo Gumi's longevity and downfall as a family-owned business.

Understand the importance of managing family dynamics and succession issues in family-owned businesses.

Appreciate the importance of value based management and the importance of recognizing and responding to market trends.

Reference Numbers

ICMR *BSTR316*
ECCH *309-149-1*
Organization(s) .... *Kongo Gumi*
Countries .... *Japan*
Industry .... *Engineering, Construction, and Real Estate*
Pub/Rev Date *2009*
Case Length .... *13 Pages*
TN Length .... *5 Pages*

Daimler Smart Fortwo Car in the US

Abstract

The case is about Daimler AG's Smart Fortwo car in the US market. Although the car was available in Europe since 1998, it never made a profit. The company redesigned the car and launched the second generation Smart Fortwo in the US in January 2008. The two-seater car was redesigned to offer consumers top quality and safety. It was marketed as economical and eco-friendly car.

With rapid increase in fuel prices in the first half of 2008 and growing concern among the consumers about the environmental impact of fuel consumption, Smart Fortwo was able to generate interest among people. The car received good response from public as well as press. Sales started picking up and by the end of 2008; Smart Fortwo's popularity in the US was growing.

However, the car attracted some criticism too. Analysts opined that the price of the car was too high for a two-seater car. Some analysts also questioned the safety of the car. Analysts were worried whether the car would maintain the initial momentum in sales, after other small, fuel efficient cars make their way into the US market. Decline in auto sales in the US due to financial meltdown was also expected to have an adverse affect on the sales of Smart Fortwo in the US. The case ends with a discussion on the challenges faced by the car.

Issues

Study the launch of Smart Fortwo car in the US

Examine the unique features of Smart Fortwo car

Understand the factors behind the initial success of Smart Fortwo car in the US.

Explore the challenges the car is likely to face in the near future.

Critically analyze the future prospect of Smart Fortwo car in the US

Reference Numbers

ICMR *BSTR315*
ECCH *309-150-1*
Organization(s) .... *Daimler*
Countries .... *Germany / USA*
Industry .... *Auto and Ancillaries*
Pub/Rev Date *2009*
Case Length .... *12 Pages*
TN Length .... *4 Pages*

Tata Motors in Trouble

Abstract

The case highlights the problems faced by Tata Motors, the largest automobile company in India. In late January 2009, Tata Motors was reeling under a severe business and financial crisis. The company had acquired Jaguar and Land Rover (JLR) from the US-based Ford Motors for US$ 2.3 billion in June 2008. To finance the acquisition, Tata Motors raised a bridge loan of US$ 3 billion from a consortium of banks. By the end of January 2009, Tata Motors was yet to pay around US$ 2 billion towards the bridge loan. Moreover, JLR needed further investments, that too quickly, to keep the operations running. Besides this, the commercial launch of Tata Motor's small car Nano required much more time than anticipated.

With the Indian economy showing no signs of revival soon, there seemed to be no immediate possibility of an increase in domestic demand. The Managing Director of the Tata Motors was left wondering if the worst was over for Tata Motors and what he should do to revive the company's performance.

Issues

Understand the impact of macroeconomic factors on the business.

Analyze the recent developments in the global economy due to the ongoing sub-prime crisis and the resultant global financial turmoil.

Study the effects of global economic slowdown and its impact on the global automobile industry.

Critically analyze the problems faced by Tata Motors and suggest probable solutions.

Reference Numbers
ICMR BSTR314
ECCH 309-152-1
Organization(s) .... Tata Motors
Countries .... India
Industry .... Auto and Ancillaries
Pub/Rev Date 2009
Case Length .... 18 Pages
TN Length .... 14 Pages

Tata Motors' Acquisition of Jaguar and Land Rover

Abstract

In June 2008, India-based Tata Motors Ltd. announced that it had completed the acquisition of the two iconic British brands - Jaguar and Land Rover (JLR) from the US-based Ford Motors for US$ 2.3 billion. Tata Motors stood to gain on several fronts from the deal. One, the acquisition would help the company acquire a global footprint and enter the high-end premier segment of the global automobile market. After the acquisition, Tata Motors would own the world's cheapest car - the US$ 2,500 Nano, and luxury marquees like the Jaguar and Land Rover. Though there was initial skepticism over an Indian company owning the luxury brands, ownership was not considered a major issue at all.

According to industry analysts, some of the issues that could trouble Tata Motors were economic slowdown in European and American markets, funding risks, currency risks etc.

Issues

Understand the role of acquisition as a growth strategy.

Examine Tata Motors' inorganic growth strategy.

Examine the rationale behind Tata Motors' acquisition of Jaguar and Land Rover.

Understand the advantages and disadvantages of cross-border acquisitions.

Understand the need for growth through acquisitions in foreign countries.

Reference Numbers
ICMR BSTR313
ECCH 309-151-1
Organization(s) ..... Tata Motors / Jaguar / Land Rover / Ford Motor Company
Countries .... India / United Kingdom
Industry .... Auto and Ancillaries
Pub/Rev Date 2009
Case Length .... 18 Pages
TN Length .... 19 Pages

eBay & Yahoo! in Japan: From Competition to Collaboration

Abstract

The case discusses the Japanese ventures of eBay and Yahoo! Auctions (Yahoo). US-based online auctioneer, eBay entered Japan in 2000, after several successful international ventures. But eBay could not get the required mileage in the country, and chose to exit Japan in 2002.

On the other hand, Yahoo Auctions, which was launched in Japan in 1999, tasted unprecedented success. eBay's exit from Japan was largely attributed to the fact that it was unable to break Yahoo's stranglehold of the market. The case discusses in detail, the strategies adopted by both the companies in the Japanese market, and the reasons for the debacle of eBay and success of Yahoo in this market.

The case concludes with the details of eBay's reentry into the country through a joint venture with Yahoo through the launch of website Sekaimon.

Issues

Study eBay and Yahoo! Auction's strategy in Japan and compare and contrast the strategies adopted by the two companies.

Analyze the reasons for eBay's failure and Yahoo! Auction's success in Japan.

Analyze the reasons for the two companies coming together to launch Sekaimon in Japan.

Reference Numbers
ICMR BSTR312
ECCH 309-144-1
Organization(s) .... eBay / Yahoo!
Countries .... Japan / United States of America
Industry .... Internet and e-Commerce
Pub/Rev Date 2009
Case Length .... 19 Pages
TN Length .... 5 Pages

Bajaj Electricals Limited: High Voltage Transformation?

Abstract

Bajaj Electricals Limited (BEL) had been in the business of manufacturing and marketing consumer electronics and luminaries, engineering, and projects for over 70 years since 1938. A sudden downturn in the economy as well as in its business in 2001, caused stiff competition across its product lines and led to both its profits and its turnover plummeting. The company undertook a 360 degree revamping exercise and put in place a number of strategic, operational, distributional, and marketing initiatives to turn around the company and placed it back on the path to growth and profits. It reorganized its existing organizational structure and completely revamped the supply and distribution chains to suit the prevailing industry norms and competitive market conditions.

BEL also simultaneously initiated a financial restructuring exercise along with other cost cutting measures. It introduced innovative pricing and marketing strategies and either exited or took a relook at unviable businesses and product lines. Analysts attributed the turnaround of the company in 2003 and its subsequent high growth trajectory to these measures.

Issues

Understand the challenges and issues involved in identifying the need for change in an organization and initiating the change at the right time and with the right processes.

Analyze the importance of strategic and operational initiatives in turning around an organization.

Understand the difference in measures affecting top line versus measures affecting the bottom line of a company.

Identify and evaluate the pros and cons of exiting a line of business to concentrate on core areas of business for an organization.

Understand the importance of a pricing strategy and micro segmentation as a market strategy to achieve growth across product segments.

Examine the importance of a careful combination of pricing, brand positioning, and advertising strategies to prevent cannibalization of a company's existing line of products from its new ones in the context of BEL.

Reference Numbers
ICMR BSTR311
ECCH 309-145-1
Organization(s) .... Bajaj
Countries .... India
Industry .... Consumer Electronics
Pub/Rev Date 2009
Case Length .... 19 Pages
TN Length .... 10 Pages

Globalization Strategy of McDonald's Corporation

Abstract

This case is about the international operations of McDonald's Corporation (McDonald's), one of the oldest chains of quick service restaurants in the world. Over the years, McDonald's had developed a thriving market globally and as of end 2008, had a presence in 121 countries. Analysts pointed out that while many restaurants and restaurant chains were facing hard times because of the economic slowdown, McDonald's had shown improvement in sales. Its international business had also helped

insulate it from the housing-led US economic downturn, they said. The case discusses the various strategies that the company adopted in the international market including its localization, pricing, promotional, and operational strategies in various countries.

Issues

Evaluate McDonald's globalization strategies.

Learn about the issues and challenges faced by a restaurant chain in expanding its business internationally.

Examine localization strategies of McDonald's in different markets.

Understand promotional and pricing strategies followed by McDonald's in some of the countries.

Reference Numbers

ICMR BSTR310
ECCH 309-143-1
Organization(s) .... McDonald's
Countries .... USA / Worldwide
Industry .... Food and Beverage
Pub/Rev Date 2009
Case Length .... 22 Pages
TN Length .... 5 Pages

Yahoo Auctions in Japan

Abstract

Yahoo Japan Corporation, a joint venture between US-based Yahoo Inc. and Japan-based SoftBank Corporation, is the largest integrated information portal in Japan. Yahoo Japan's online auctions, launched in 1999, became one of the most popular sites in Yahoo Japan's portal. The case discusses Yahoo Japan's entry into the online auctions market and examines some of the strategies that it followed. It concludes with a brief description of Yahoo Japan Auction's agreement with eBay US, facilitating cross-border bidding.

Issues

Examine Yahoo's entry and expansion in Japan.

Understand Yahoo Japan's strategies for online auctions.

Analyze the reasons for the success of Yahoo Japan Auctions

Reference Numbers

ICMR BSTR309
ECCH 308-279-1
Organization(s) .... Yahoo!
Countries .... Japan / United States of America
Industry .... Internet and e-Commerce
Pub/Rev Date 2009
Case Length .... 17 Pages
TN Length .... 4 Pages

Turbulent Times for United Airlines

Abstract

United Airlines (United), the first commercial airline in the US, began operations on April 6, 1926. By the 1960s it was one of the largest airlines in the world. However, several problems began to arise in the 1970s, which severely impacted its business. With labor problems and financial losses, the airline found itself struggling to survive. In 2001, the conditions further deteriorated and the company was compelled to file for bankruptcy. Although the operations continued after it came out of bankruptcy, many of the company's cost-cutting measures came in for criticism, for infringing employee rights and benefits.

Issues

Understand the problems faced by United from time to time, and how the company dealt with the problems.

Understand the reasons behind the company's poor performance and analyze its strategies.

Reference Numbers

ICMR BSTR308
ECCH 309-141-1
Organization(s) .... United Airlines
Countries .... United States of America
Industry .... Aviation
Pub/Rev Date 2009
Case Length .... 17 Pages
TN Length .... 5 Pages

Starbucks: Back to Basics?

Abstract

Starbucks is a major specialty coffee retailer, with presence in over 40 countries around the world. The financial crisis in the United States and the consequent global economic problems, together with rapid expansion in the number of its outlets created serious problems for the giant coffee retailer. With the economy showing signs of a recession, more and more customers started to cut down on consumption of expensive coffee. In addition, the rapid growth in the 2000s had diluted the 'Starbucks Experience' and the company's customers were complaining of falling service quality levels. Moreover, cannibalization of sales as new stores were opened too close to existing outlets also became a serious issue for the company.

The case discusses the possible reasons for the significant drop in traffic and profits at Starbucks in 2008 and the transformational initiatives that Howard Schultz, the founder CEO of the company, implemented to revive the Starbucks brand and bring back customers to its stores.

Issues

Understand the efforts needed to transform a commodity like coffee into an 'experience.'

Recognize the role of leadership in turnaround management.

Analyze the strategies undertaken to bring about a transformation in an organization.

Recognize the need for retention of customers in the face of economic recession.

Understand the perils of rapid expansion.

Reference Numbers

ICMR BSTR307
ECCH 309-138-1
Organization(s) .... Starbucks
Countries .... United States of America
Industry .... Food and Beverage
Pub/Rev Date 2009
Case Length .... 18 Pages
TN Length .... 8 Pages

Starbucks' Success Story in China

Abstract

Starbucks, one of the largest coffee chains in the world, was started in 1971 in Seattle, USA. It is regarded as the pioneer of the coffee culture in the US and in many other countries. Earlier, Starbucks dealt only in coffee beans and equipment. It was only in the 1980s, with Howard Schultz taking charge as the marketing chief and later as CEO that the company ventured into building coffee houses. In 1995, the company started its international expansion by entering Japan, followed by many other countries in the later years. It entered China around the mid-1990s with a distribution business, before making a full-fledged entry with its retail stores in 1998.

The case particularly talks about Starbucks' entry into China. It highlights the strategies of entry and expansion and also discusses some of the localization strategies followed by Starbucks in the country.

At a time when the company was facing severe pressure in its home country and in certain other international markets due to a host of factors, its success in China attracted the attention of experts. This was particularly so as the Chinese market was considered a hard market to crack for Western companies and also because of the fact that China had a tea drinking culture with the beverage market predominantly controlled by tea. The case ends by highlighting the challenges and future prospects of Starbucks in China.

Issues

Evaluate Starbucks' globalization strategies.

Study and analyze the entry and expansion strategies of Starbucks in China.

Examine some of Starbucks' efforts to localize its offerings in China.

Examine the challenges faced by Starbucks in China.

Explore future strategies that Starbucks can adopt.

Reference Numbers

ICMR BSTR306

ECCH 309-139-1

Organization(s) .... Starbucks

Countries .... China / USA

Industry .... Food and Beverage

Pub/Rev Date 2009

Case Length .... 23 Pages

TN Length .... 6 Pages

McDonald's in China

Abstract

The case focuses on the US- based fast food chain McDonald's entry and expansion strategies in the Chinese market. McDonald's entered China in 1990 with its first restaurant in Shenzhen. Since then McDonald's in China has been expanding steadily by providing outstanding quality, service, and value to its customers. For McDonald's other than its home market - the United States, China was the largest growth market with 960 restaurants and over 60,000 employees as of 2008. McDonald's strategic plan in China was to focus on core menu extensions, convenience and value. The case details the operational strategies of McDonald's in China.

The case also discusses the different localization strategies adopted by McDonald's and concludes by identifying the challenges faced by McDonald's in China.

Issues

Evaluate McDonald's globalization strategies.

Study and analyze the entry and expansion strategies of McDonald's in China.

Examine some of McDonald's efforts to localize its offerings in China.

Examine the challenges faced by McDonald's in China.

Explore future strategies that McDonald's can adopt.

Reference Numbers

ICMR BSTR305

ECCH 309-135-1

Organization(s) .... McDonald's

Countries .... China / United States of America

Industry .... Food and Beverage

Pub/Rev Date 2009

Case Length .... 20 Pages

TN Length .... 5 Pages

Starbucks' Australian Experience

Abstract

This case is about the Australia endeavor of Starbucks Coffee International, one of the largest specialty coffee chains of the world. In July 2008, the company closed down the majority of its stores in the island continent citing non-performance triggered by the economic melt-down as a key reason behind the closures. The company said that the closures were a part of the transformation strategy being undertaken by its founder Howard Schultz to revive the company's performance. It also clarified that such a step was unique to Australia and that it would continue to enhance its presence in other international locations.

Starbucks entered the Australian market in July 2000 with its first store being set up in Sydney's business area. Australia was a market with a sophisticated coffee culture and had numerous local cafés catering to its demand for premium coffee. Although the lack of ready acceptance and the presence of various competitors hindered its progress, Starbucks expanded quickly by opening company-owned stores in various towns and cities of Australia. This it did without much customization of its product, process, or promotional strategies. Experts felt that Starbucks failed in the Australian market largely due to its inability to understand the Australian consumer and culture.

The case discusses the circumstances leading to the closure of the majority of Starbucks stores in Australia in 2008. The decision to close down these stores came right after the company had recorded a consolidated net loss for the quarter ended June 29, 2008. It aims at portraying the reasons behind Starbucks' failure to allure the Australian coffee drinker. It also attempts to understand the company's objective and rationale behind partially withdrawing from a coffee-drinking market while it continued to operate in European and other international markets.

Issues

Examine reasons for Sainsbury's growth and its subsequent slide in the 1990s and early 2000s.

Analyze the reasons for the recovery efforts taken under various CEOs including Peter Davis that did not yield the desired results.

Analyze Justin King's 'Making Sainsbury's Great Again' plan.

Ascertain the challenges the company is likely to face in the future and explore future strategies that the retailer can adopt.

Reference Numbers

ICMR BSTR304

ECCH 309-137-1

Organization(s) .... Starbucks

Countries .... Australia / United States of America

Industry .... Food and Beverage

Pub/Rev Date 2009

Case Length .... 24 Pages

TN Length .... 12 Pages

Tesco's Experience in the Middle Kingdom

Abstract

The 2000s witnessed the entry of several international retailers into emerging markets. The reason for this could be as much attributed to saturated markets and cut-throat competition in developed countries as to the untapped opportunities in emerging markets. Tesco, the UK-based retailer, operated in several emerging markets in Europe and Asia. The case focuses on the entry and expansion strategies of Tesco in the Chinese market. Tesco made several international forays in the 1990s and 2000s. Tesco developed an international strategy that involved having consistent processes and policies while making localization efforts that took into account cultural differences and local preferences.

The Chinese retail sector offered huge opportunities for international retailers with the average annual growth in the last 20 years being around 15 percent. Tesco entered China in 2004, after several successful Asian ventures including Thailand, South Korea, and Japan. The Chinese market was a very different market in terms of tastes and preferences from the other markets that Tesco operated in. Therefore, it decided to enter the country through a joint venture so that it could learn about the market through its partner, which had operated in the market for several years. Also, by the time Tesco entered China, other multinational retailers like Wal-Mart and Carrefour were already well established in the market.

The case discusses how Tesco faced the challenges in an emerging market like China by adopting strategies to suit that market. Some of the strategies like entry and expansion strategies, store management, and localization strategies are dealt with in detail. The case ends with a discussion on the challenges that Tesco faces in the country.

Issues

Study and analyze the entry of Tesco in an emerging market such as China.

Examine Tesco's expansion into China.

Examine how Tesco implemented the localization strategies in China.

Study how Tesco achieved a balance in implementing its global retailing best practices and localizing to suit the needs of Chinese customers.

Examine the challenges faced by Tesco in China.

Gain insights into the growth and development of the retail industry in China.

Reference Numbers

ICMR BSTR303

ECCH 309-140-1

Organization(s) .... Tesco

Countries .... United Kingdom / China

Industry .... Retail

Pub/Rev Date 2009

Case Length .... 20 Pages

TN Length .... 13 Pages

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British Retailer Sainsbury's: On the Road to Recovery

Abstract

Sainsbury's, one of the leading supermarket chains in the UK and part of the J Sainsbury Group, was started in 1869. It became the leading retailer in the early 1900s and enjoyed supremacy in the market till the early 1990s. The case discusses how Sainsbury's failed to recognize the threat from the growing competition, leading to it losing its leadership position to competitor Tesco in 1995. The company further started to lose market share, although sales were still happening. The case also talks about some of its recovery strategies under different CEOs, particularly the business transformation initiated by Peter Davis, which did not produce the desired results.

In 2003, Asda ousted Sainsbury's from the No.2 position. Justin King was brought in as the CEO in 2004 to help the company recover from the losses and resurrect the business. The case discusses the various strategies and decisions taken by Justin King, detailing his plan 'Making Sainsbury's Great Again'. It also highlights the three-year recovery targets that he set for the company and how he went about achieving them. The case concludes with the details of 'Recovery to growth plan' that Justin King had proposed to steer Sainsbury's ahead and some challenges that the company was facing in the market.

Issues

Examine reasons for Sainsbury's growth and its subsequent slide in the 1990s and early 2000s.

Analyze the reasons for the recovery efforts taken under various CEOs including Peter Davis that did not yield the desired results.

Analyze Justin King's 'Making Sainsbury's Great Again' plan.

Ascertain the challenges the company is likely to face in the future and explore future strategies that the retailer can adopt.

Reference Numbers

ICMR BSTR302

ECCH 309-136-1

Organization(s) .... Sainsbury's

Countries .... United Kingdom

Industry .... Retail

Pub/Rev Date 2009

Case Length .... 26 Pages

TN Length .... 6 Pages

News Corporation's Acquisition of Dow Jones

Abstract

This case is about one of the biggest media companies in the world News Corporation's (News Corp.) acquisition of Dow Jones & Co., Inc. (Dow Jones), the owner of the prestigious business newspaper, The Wall Street Journal (WSJ).

The case revolves around how News Corp. managed to convince the Bancroft family, which owned controlling stake in Dow Jones, and acquired the firm. It also discusses the criticism against the deal. News Corp. wanted to acquire Dow Jones in order to expand in the financial news sector and to compete with some other newspaper majors like The New York Times and the Financial Times.

Initially, News Corporation faced severe opposition from both the Bancroft family and the media critics. Critics argued that the editorial integrity of WSJ would be severely compromised under News Corp. in view of the prevailing perception that News Corp. used its publications for promoting its own interests, and that the group's Chairman and CEO Rupert Murdoch interfered in editorial matters.

News Corp. allayed these fears and finally convinced the Bancroft family to go ahead with the deal. It assured the family that the editorial integrity of WSJ would be maintained and promised to constitute an independent editorial committee to safeguard the editorial independence of WSJ. However, not all stakeholders were convinced that WSJ would be able to maintain its editorial integrity post-merger. Finally, News Corp. acquired Dow Jones for a whopping US$5.6 billion.

Experts said that the US$60 a share offered by News Corp. was very attractive from the valuation perspective and had helped overcome the resistance of the Bancroft family, particularly at a time when the newspaper industry was going through a tough phase. Some experts also said that News Corp. paid an exorbitant price. They said WSJ, the control over which was believed to be the primary reason for the high price paid by News Corp., was only marginally profitable. But others saw it as a positive move by News Corp. and said that it was unlikely that Murdoch would do anything that would hurt WSJ in any way considering the high price he had paid to gain its control. They felt that the company offered a price that was just about right for the Bancroft family to look beyond the internal politics and other considerations and go ahead with the deal. Moreover, they felt that when looked at from a global context, the Dow Jones acquisition held a lot of promise for News Corp.

Issues

Understand and appreciate the role of mergers and acquisitions (M&A) as a growth strategy.

Critically examine the rationale behind the acquisition of Dow Jones by News Corp.

Gain an in-depth knowledge about various corporate valuation techniques.

Understand other non-financial considerations in M&A.

Get insights into the trends in the global newspaper industry.

Understand the ethical issues related to News Corp.'s acquisition of Dow Jones.

Reference Numbers

ICMR BSTR301

ECCH 309-142-1

Organization(s) . News Corporation / Dow Jones

Countries .... Australia / United States of America

Industry .... Media, Entertainment, and Gaming

Pub/Rev Date 2009

Case Length .... 20 Pages

TN Length .... 9 Pages

> *"The value of a man resides in what he gives and not in what he is capable of receiving."*
>
> *–Albert Einstein.*

Bharti Airtel Limited and the Indian Telecom Sector

Abstract

In the 2000s, telecommunications (telecom) company Bharti Airtel Limited (BAL) was the market leader in the Indian telecom market. It had established itself as the leader in the market by differentiating itself with its focus on building a strong brand through innovation in sales, marketing, and customer service, and an innovative cost effective business model. Analysts also credited BAL with negotiating the regulatory hurdles in this emerging market and competition very effectively. This enabled it to become profitable despite the Indian telecom market having the lowest tariffs in the world.

Some analysts opined that BAL's unique business model had become the benchmark for emerging markets. Mobile telephony in India was experiencing the fastest growth in the world and India was already one of the leading markets in terms of mobile subscriber base. Despite Average Revenue per User (ARPU) figures in the country being quite low compared to many other markets, it was viewed as an attractive market as mobile penetration of the market, particularly in the huge rural areas in India, was still low. With the developing market in the West reaching high levels of saturation (70% in US and 100% in some European markets), many global telecom operators were looking at emerging markets for their growth and this made India a prime target market for these firms. The market in India was also expected to witness many changes with the introduction of new technologies and mobile number portability.

Since 2007, BAL had been facing serious threats to its leadership position. On the one hand, there was the onslaught from global players such as Vodafone and Virgin Mobile, and on the other, the threat from established Indian companies such as Reliance Communications Ltd., Tata Teleservices Ltd., and the state-owned Bharat Sanchar Nigam Ltd (BSNL). Moreover, the market was expected to witness the entry of some more Indian and foreign companies. BAL had responded to investing heavily in expanding its network, technology, and marketing. It was trying to cover all segments of the population -from the tech-savvy youth population who coveted the latest value-added services (VAS) to the Bottom of the Pyramid (BoP) segment who would be satisfied with a low-cost offering.

In early 2008, BAL, which still dominated the Indian telecom market and was the world's tenth largest telecom company, was also readying itself to replicate its success story in some other emerging markets.

Issues

Understand how Bharti Airtel Ltd. tapped the opportunities in the Indian telecom sector and established itself as the market leader.

Analyze the booming telecom sector in India that was experiencing high growth rates, with special emphasis on the competitive landscape in the sector.

Understand the opportunities that emerging markets such as India offer to global business enterprises.

Understand the issues and challenges faced by organizations operating in emerging markets.

Reference Numbers

ICMR *BSTR300*

ECCH *309-134-1*

Organization(s) .... *Bharti Airtel Ltd.*

Countries .... *India*

Industry .... *Telecom and Broadband*

Pub/Rev Date *2009*

Case Length .... *21 Pages*

TN Length .... *18 Pages*

Best Buy in China

Abstract

The case focuses on US-based electronics retailer Best Buy Co. Inc.'s (Best Buy) Chinese operations. China was Best Buy's second international venture, after its successful operations in the Canadian market. Best Buy ventured into China by opening a sourcing office in 2003, and at that time it planned to study and understand the Chinese market and also recruit talented employees locally in order to open its stores in China. Before it opened its own brand stores, Best Buy acquired a majority stake in Jiangsu Five Star Appliance Co., (Five Star Appliance) in May 2006 and began operating 136 Five Star Appliance stores in eight provinces across the country as part of its 'dual-brand' strategy.

Best Buy opened its first 'Best Buy' store in December 2006, in Shanghai. The store was Best Buy's largest, and was spread across four floors. According to analysts, The 'Best Buy' store was a new model of electronics stores in China and was in contrast to other stores in China. The store was brightly lit and carpeted; the sales assistants at the stores were non-commissioned, and did not hard sell the products; and customers were provided with ample freedom to test and try the products. Though analysts were initially skeptical about Best Buy's prospects in the country, the store received a good response and went on to become one of the top ten revenue generators for the company.

However, the going did not remain smooth. Best Buy could not open its second 'Best Buy' store in China as planned due to problems and delays in getting the required permission. The company also faced problems as it could not find trained manpower and had to contend with price-conscious shoppers. Moreover, it faced intensified competition from well-entrenched Chinese electronics retailers such as Gome and Suning and also from Western retailers such as Wal-Mart and Carrefour that sold electronics items in their stores.

Issues

Examine Best Buy's international ventures.

Analyze the entry and expansion strategies of Best Buy in China.

Analyze the 'dual-brand' strategy adopted by Best Buy in its international operations.

Analyze the competitive landscape in the Chinese electronics retail market and the challenges faced by Best Buy in this regard.

Understand other issues and challenges faced by foreign retailers in China.

Explore strategies that Best Buy could adopt to tap the opportunities in the Chinese retail industry while mitigating the risks of operating in China.

Reference Numbers

ICMR *BSTR299*

ECCH *309-133-1*

Organization(s) .... *Best Buy Co. Inc.*

Countries .... *China / United States of America*

Industry .... *Retail*

Pub/Rev Date *2009*

Case Length .... *20 Pages*

TN Length .... *6 Pages*

Mahindra Tractors in the United States

Abstract

Mahindra USA (MUSA), a wholly-owned subsidiary of Mahindra & Mahindra Ltd., a India-based automobile company, was established in 1994 in Tomball, Texas. The case discusses the company's entry strategy in the US, a market that was known for fierce competition. MUSA entered the US market with compact utility tractors, a segment that was underserved. The company began by importing tractors from India and later set up assembly plants in the US where it assembled CKD kits imported from low-cost manufacturing centers such as India and other Asian countries. The case then talks about the company's initiatives to build the business including customer relationship management, brand building, etc. The case ends with a brief discussion on MUSA's future prospects in the US.

Issues

Learn the entry strategy of an automobile company.

Analyze the reasons for the success of a little known company from a developing country in one of the most competitive markets such as the US.

Understand the importance of market segmentation, customer relationship management, brand identity, pricing policy.

Reference Numbers

ICMR BSTR298
ECCH 308-378-1
Organization(s) .... Mahindra & Mahindra
Countries .... United States of America / India
Industry .... Auto and Ancillaries
Pub/Rev Date 2008
Case Length .... 14 Pages
TN Length .... 4 Pages

Entry & Expansion Strategy: Tesco in Japan

Abstract

The case focuses on the UK-based retailer Tesco's entry and expansion strategies in the Japanese market. It discusses Tesco's international ventures that began in the 1990s and elaborates on some of the strategies that it followed in the non-UK markets. Tesco entered Japan in 2003, after more than two years of research into the retail markets and consumer purchasing patterns in the country. It acquired a local convenience store operator C Two Network that operated 78 discount supermarkets under the brand 'Tsurukame.' It then expanded through a few more acquisitions. The case also details the subsequent launch of Tesco Express stores in 2007. It also discusses the different localization strategies adopted by Tesco and concludes by identifying the challenges faced by Tesco in Japan.

Issues

Evaluate Tesco's globalization strategies.

Understand the entry and expansion strategies of Tesco in European and Asian markets.

Study and analyze the entry and expansion strategies of Tesco in Japan.

Examine some of Tesco's efforts to localize its offerings in Japan.

Examine the challenges faced by Tesco in Japan.

Reference Numbers

ICMR BSTR297
ECCH 308-376-1
Organization(s) .... Tesco
Countries .... Japan / United Kingdom
Industry .... Retail
Pub/Rev Date 2008
Case Length .... 18 Pages
TN Length .... 5 Pages

Aldi: The European Hard Discounter's Strategy in Australia

Abstract

The case focuses on Germany-based hard discounter Aldi's unique business practices and its operations in Australia. Aldi, one of the oldest retailers in Germany, was considered to be one of the pioneers of the hard discounter concept. It entered Australia in 2001. Aldi followed the strategy it adopted for its German operations in Australia with minimal modifications. The case discusses the operational strategy of Aldi in Australia and how it was successful in attracting price sensitive Australian consumers despite strong local competition. The case highlights Aldi's expansion plans in Australia and concludes by identifying the challenges the company faced from the local retailers and the competition it can expect from other European and American retailers which have announced their plans to enter the market.

Issues

Understand Aldi's business practices and how hard discounters operate.

Study the Australian retail market.

Analyze Aldi's entry and expansion strategy in Australia.

Analyze the retail management strategies adopted by Aldi in Australia.

Reference Numbers

ICMR BSTR296
ECCH 308-375-1
Organization(s) .... Aldi
Countries .... Australia / Germany
Industry .... Retail
Pub/Rev Date 2008
Case Length .... 15 Pages
TN Length .... 4 Pages

Realities of Emerging Markets: Some Lessons from Unilever's Strategy for Lifebuoy & Sunsilk in India

Abstract

With the growth in the developed markets approaching saturation, consumer packaged goods (CPG) companies began looking toward developing and emerging markets for future growth. Global CPG major Unilever Plc.

(Unilever) was one of the companies that had a presence in several emerging markets including India, where it operated through its subsidiary Hindustan Unilever Ltd (HUL). The case focuses on HUL's strategy for growing two mature brands with mass appeal - Lifebuoy (bath soap) and Sunsilk (shampoo), by targeting new segments in innovative ways.

In 2002, the company started a marketing program, Lifebuoy 'Swasthya Chetna'('Health Awakening'), targeting the bottom of the pyramid (BoP) segment in India. With this initiative, HUL sought to promote handwashing with soap in rural and urban areas in India. In doing so, Unilever not only helped prevent diseases like diarrhea by promoting health and hygiene awareness amongst the poor, who were infrequent users or non users of soap, but also succeeded in increasing its sales of Lifebuoy. In the process, HUL earned a lot of goodwill from consumers as well as the Government of India. In 2006, it launched a pioneering brand portal for Sunsilk, the Sunsilk Gang of Girls (GoG), targeting the increasing number of Internet-savvy girls. GoG was the first all-girl community in India and quickly caught the imagination of the target group. With India being viewed as a test market for emerging markets strategies, analysts felt that the learning from these initiatives would help Unilever develop a strong presence in other emerging markets as well.

The case tries to dispel the myth that emerging markets are only about devising strategies to target the huge BoP segment. It goes on to discuss the issues and constraints in targeting the youth in the rapidly changing scenario in India. Analysts are of the opinion that HUL's success in India was due to its ability to cater to all segments by adapting products, prices, and promotion to each of them.

Issues

Understand the issues and challenges faced by global companies operating in emerging markets.

Understand the critical factors for succeeding in emerging markets by looking beyond the stereotypical image of these markets.

Understand the issues and constraints in targeting the huge Bottom of the Pyramid (BoP) segment.

Understand the issues and constraints in targeting the youth population in the rapidly changing scenario in India

Understand the reasons for Unilever's success in India and discuss whether the company can leverage on this learning in other emerging markets

Reference Numbers

ICMR BSTR295
ECCH 308-277-1
Organization(s) Hindustan Lever Limited / Unilever
Countries .... India / United Kingdom
Industry .... FMCG
Pub/Rev Date 2008
Case Length .... 16 Pages
TN Length .... 15 Pages

MTV Networks: The Arabian Challenge

Abstract

MTV Networks (MTVN) had over the years developed a reputation for its ability to provide localized content without diluting what MTV stood for. However, the company faced the most challenging test in late 2007 with its launch of MTV Arabia in the Middle East, which some experts considered as the biggest launch in the channel's history. While the market in the Middle East offered MTVN with huge opportunities due to its huge youth populace, MTV's controversial content that was known for angering religious, political, and conservative communities could easily backfire in the conservative environment prevalent in the region.

On the other hand, too much localization to suit the tastes of the region could dilute MTV's global brand. The case discusses in detail the strategy adopted by MTVN to enter and expand in the Middle East and also the challenges faced by the channel.

Issues

Understand the issues and challenges in entering and expanding operations in new markets which were culturally different from the organizations home/traditional/existing markets.

Understand the pros and cons of entering a new market with a standardized/adapted product to suit local preferences.

Analyze MTVN's strategy in the Middle East, identify challenges and explore strategies that the channel could adopt in the future.

Reference Numbers

ICMR BSTR294
ECCH 308-374-1
Organization(s) .... MTV Networks
Countries .... Middle East / USA
Industry .... Media, Entertainment, and Gaming
Pub/Rev Date 2008
Case Length .... 14 Pages
TN Length .... 5 Pages

Baidu: China's Leading Search Engine

Abstract

Baidu.com, Inc. (Baidu) referred to as 'Chinese Google'is the leading Chinese language search engine, with a market share of 60.1% in China as of 2007. It was founded by Robin Li and Eric Xu in 2000 with the aim of offering Internet search solutions in Chinese.

The majority of web surfers in China preferred Baidu as their primary search engine as it offered them a variety of features such as an MP3 search service, instant messaging, and online games. Baidu's investments in technology along with its focus on local content helped it in maintaining its lead in the fast growing search engine market in China. Its biggest rival was Google China, the second biggest search engine in China.

It posed a great threat to Baidu with its technology and experience. The case discusses the rise of Baidu in China and examines in detail the reasons for its success. It concludes with a note on its competitors and the challenges Baidu faces in China.

Issues

Analyze the fast growing Internet market in China and understand the reasons for Baidu's success in the market.

Analyze Baidu's launch and growth strategy in China and how it attained market leadership.

Identify the future challenges faced by Baidu in China

Reference Numbers

ICMR BSTR293
ECCH 308-377-1
Organization(s) .... Baidu.com, Inc.
Countries .... China
Industry .... Internet and e-Commerce
Pub/Rev Date 2008
Case Length .... 19 Pages
TN Length .... 5 Pages

Base of the Pyramid Protocol & How the Solae Company Tested it in India

Abstract

This case discusses the involvement of Solae, a joint venture of DuPont and Bunge Ltd, in implementing the Base of the Pyramid (BoP) Protocol. DuPont was one of the first companies to extend its support to the BoP Protocol when it was launched in the early 2000s. After the BoP Protocol was tested successfully by SC Johnson in Kenya, it was tested in India by Solae. The team consisted of employees of Solae, development professionals from a local NGO, and two members from SC Johnson's project in Kenya. They tested the Protocol in Hyderabad and in a rural location near Hyderabad. All the three stages of the Protocol were tested in the community, and it resulted in the formation of cooperatives engaged in providing catering services.

The case also provides a detailed theoretical background of the BoP Protocol to facilitate discussion and analysis.

Issues

Understand the concept of Base of the Pyramid.

Understand different phases in the BoP Protocol and examine its implications.

Understand how following the BoP Protocol could enable business model innovation.

Understand the challenges faced by MNCs in tapping the BoP segment and explore strategies these companies can adopt to target the BOP segment.

Analyze Solae's efforts towards creating mutual value.

Reference Numbers

ICMR BSTR292
ECCH 308-282-1
Organization(s) .... The Solae Company
Countries .... India / United Kingdom
Industry .... Food and Beverage
Pub/Rev Date 2008
Case Length .... 15 Pages
TN Length .... 4 Pages

Tesco in the United States

Abstract

Tesco, a major UK-based retailer, entered the US market in November 2007, opening a small-format store named Fresh & Easy. The case describes Fresh & Easy's entry strategy, touching on market research, store format, layout, location, etc.

It then discusses some of the criticisms that the store attracted in the US. The case also discusses Tesco's decision in April 2007 to halt the opening of new Fresh & Easy stores for three months, after 61 stores had been opened. The case ends with a brief discussion on the unfavorable macro environment in the US, with inflation and recession rearing their heads.

Issues

Understand the entry strategies of a retailer.

Understand the differentiation strategies of a retailer.

Analyze the importance of location, store format, layout, pricing, assortment planning, promotion and customer-orientation in the retail industry

Reference Numbers

ICMR BSTR291
ECCH 308-283-1
Organization(s) .... Tesco
Countries .... United States of America / United Kingdom
Industry .... Retail
Pub/Rev Date 2008
Case Length .... 13 Pages
TN Length .... 4 Pages

Lidl: The Hard Discounter

Abstract

Lidl Stiftung & Co. KG (Lidl) is a Germany-based hard discount retailer. It was started in 1973 on the lines of Aldi, the first and the largest discounter in Germany. Over the years, Lidl differentiated its strategies and developed a separate and distinct identity for itself not only in Germany but across Europe. It offered stiff competition to other discount retailers like Penny as well as to full-service, large format stores like Tesco. The case describes some of the ways in which Lidl managed to keep its costs low. Some of the challenges it faced, including allegations of poor treatment of employees, and the growing competition from full-service retailers who were adopting some of the practices of the successful discounters are also discussed.

Issues

Understand some of the practices of a discount retail chain.

Analyze the strengths and weaknesses of the company.

Reference Numbers

ICMR	*BSTR290*
ECCH	*308-281-1*
Organization(s)	*Lidl*
Countries	*Germany*
Industry	*Retail*
Pub/Rev Date	*2008*
Case Length	*15 Pages*
TN Length	*4 Pages*

IKEA: The Japanese Misadventure and Successful Re-entry

Abstract

The case discusses in detail Sweden-based furniture retailer, IKEA's re-entry into the Japanese market and the strategies it adopted on its re-entry. IKEA first entered Japan in 1974 through a joint venture with a Japanese company as a part of its plans to expand globally. It exited from the country in 1986, after failing to develop a significant presence. IKEA decided to re-enter the market in 2002, and the second time around, it conducted a thorough study of the markets and visited several Japanese homes to understand their requirements better. IKEA then formulated its strategy for the Japanese market based on 'small space living', and brought in products that were suitable to the Japanese -storage boxes, sofa beds, two-seater sofas, etc.

As of 2008, IKEA operated through three stores in the country. The case discusses in detail, store and employee management, localization, and promotional strategies adopted by IKEA in Japan, and concludes with a discussion on possible challenges it could face in the country.

Issues

Understand the furniture retail market in Japan

Understand the reasons for IKEA's exit from Japan

Study the factors that shaped IKEA's re-entry into Japan

Analyze some of IKEA's strategies in Japan

Reference Numbers

ICMR	*BSTR289*
ECCH	*308-270-1*
Organization(s)	*IKEA*
Countries	*Japan / Sweden*
Industry	*Retail*
Pub/Rev Date	*2008*
Case Length	*18 Pages*
TN Length	*5 Pages*

Alibaba: Competing in China & Beyond

Abstract

This case discusses the success of Alibaba.com Corporation (Alibaba) in China under the leadership of Jack Ma (Ma), its founder. It talks about the transformation of Alibaba into one of the most successful e-commerce companies in China and also analyzes its business portfolio. The case explains in detail the rationale behind Ma starting an e-commerce website and his efforts to bring about the growth of the company.

Alibaba had emerged as the largest e-commerce company in China. The company tailored its strategies to meet the needs of the customers and made a mark because of its understanding of the Chinese language and culture. However, some experts have also raised doubts over the sustainability of Alibaba's business model.

The case highlights how Ma successfully competed with foreign e-commerce companies like eBay Inc. (eBay) by establishing a rival website, Taobao.com, in the online auctions market. However, Alibaba lagged behind in the Chinese web search market despite acquiring Yahoo! China's operations in 2005. Moreover, with Baidu.com (Baidu), China's leading search engine announcing its plans to foray into the rapidly growing e-commerce market in 2008, the competition was expected to intensify for Alibaba. After a successful IPO, the company was preparing to strengthen its competitive position in China and also to provide tough competition to other Internet and e-commerce companies in the global arena.

Issues

Understand the issues and challenges faced by a Chinese Internet/e-commerce company in growing its business.

Study Alibaba's business model and see whether it is sustainable.

Study how Alibaba achieved a balance in catering to global customers while customizing its practices to suit the needs of its Chinese customers.

Understand how e-commerce companies operate in emerging markets

Examine the challenges faced by Alibaba in expanding its business globally

Reference Numbers

ICMR	*BSTR288*
ECCH	*308-278-1*
Organization(s)	*Alibaba.com*
Countries	*China*
Industry	*Internet and e-commerce*
Pub/Rev Date	*2008*
Case Length	*23 Pages*
TN Length	*14 Pages*

Blu-Ray and HD-DVD: The End Game

Abstract

Toshiba, a leading multinational electronics company, had spent millions of dollars in developing and marketing HD DVD, the next generation in optical disc technology.

However, when the competing format, Blu-ray, gained a lead over the HD DVD, several of Toshiba's partners defected to the rival camp, forcing the company to abandon the format.

The case traces some of the developments that led to Toshiba's failure to establish its HD DVD format as the industry standard.

Issues

The teaching objectives of this case are to:

Recognize the importance of strategic alliances in popularizing new technologies;

Appreciate the significance of market forces in the adoption of new technologies;

Analyze the prospects for physical disc formats in the face of competition from digital downloads

This case is meant for MBA/PGDBM students and is designed to be a part of their Business Strategy curriculum.

Reference Numbers

ICMR	*BSTR287*
ECCH	*308-195-1*
Organization(s)	*Sony Corporation / JVC*
Countries	*Japan*
Industry	*Consumer Electronics*
Pub/Rev Date	*2008*
Case Length	*14 Pages*
TN Length	*4 Pages*

Vodafone Exits Japan

Abstract

Vodafone, a UK-based mobile telecommunication company, entered the Japanese cellular market after it acquired a 26 percent stake in J-Phone, through the acquisition of Airtouch. J-Phone was the third largest player in the Japanese cellular market. Vodafone went on to acquire a controlling stake in J-Phone in 2003. The case details the problems that Vodafone faced in the country due to competition from local players like NTT DoCoMo and KDD, who provided better services and a superior range of handsets, and due to a delay in its rolling out 3G services. It attempts to analyze the reasons for Vodafone's poor performance in the Japanese market.

It concludes with a brief discussion on Vodafone's agreement with SoftBank under which it can continue to have access to one of the most developed cellular markets in the world.

Issues

Study the mobile phone industry in Japan.

Understand Vodafone's operations in Japan.

Analyze the reasons for Vodafone's failure in Japan.

Reference Numbers

ICMR *BSTR286*
ECCH *308-194-1*
Organization(s) .... *Vodafone*
Countries .... *Japan / United Kingdom*
Industry .... *Telecom and Broadband*
Pub/Rev Date *2008*
Case Length .... *15 Pages*
TN Length .... *5 Pages*

The Carrefour and Tesco Swap Deal

Abstract

The case discusses stores swap between two of the top retailers in the world, Tesco and Carrefour, in the Czech Republic, Slovakia, and Taiwan. In Taiwan, Carrefour was among the leading retailers. But in the Czech Republic and Slovakia, Carrefour was not able to gain market share. Tesco, on the other hand, was in a strong position in the Czech Republic and Slovakia, but its Taiwanese operations were not doing well. The case details the swap agreement between the two companies, according to which Tesco agreed to take over 11 of Carrefour's stores in the Czech Republic and Slovakia, and Carrefour agreed to take over six stores of Tesco in Taiwan.

The case also discusses the problems Tesco faced with the Slovakian part of the deal and concludes with a discussion on the future prospects of Tesco in the Czech Republic and that of Carrefour in Taiwan.

Issues

Study the international expansion strategies of Carrefour and Tesco.

Understand the reasons behind Tesco and Carrefour deciding to swap some of their stores.

Analyze the reasons for Carrefour's success in Taiwan and Tesco's success in the Czech Republic and Slovakia

Reference Numbers

ICMR *BSTR285*
ECCH *308-193-1*
Organization(s) .... *Carrefour / Tesco*
Countries .... *France / United Kingdom / Czech Republic / Slovakia / Taiwan*
Industry .... *Retail*
Pub/Rev Date *2008*
Case Length .... *14 Pages*
TN Length .... *4 Pages*

Ratan Tata: Leading the Tata Group into the 21st Century

Abstract

Ratan Tata is widely recognized as the person responsible for transforming the Tata Group, a large India-based conglomerate, from an unwieldy collection of businesses into a relatively more nimble group of companies better prepared to take advantage of opportunities. The case discusses Ratan Tata's early days at the Tata Group and his attempts to change the processes, people and work culture at the Group companies. It explains the steps that he took in order to inject professionalism in the Group. It briefly examines the two directions for growth - innovation and globalization - that he chose for the Group companies.

The case then describes his vision, risk-taking ability and high ethical standards. The case ends with a brief discussion on the Group's future.

Issues

Learn about the characteristics of a leader.

Appreciate the attempts made by a Group head to revive the Group companies in the face of challenges posed by a dynamic business environment.

Know more about the initiatives taken by Ratan Tata to professionalize the Tata Group

Analyze the future prospects for the Group

Reference Numbers

ICMR *BSTR284*
ECCH ....
Organization(s) .... *Tata Group*
Countries .... *India*
Industry .... *Conglomerate*
Pub/Rev Date *2008*
Case Length .... *19 Pages*
TN Length ....

Moser Baer: Growth through Diversification

Abstract

Moser Baer India (Moser Baer), incorporated in 1983, started producing digital storage media (floppy disks) in the year 1986 and went on to become the second largest optical storage media (CDs, DVDs, etc.) company in the world by 2007.

The case discusses the factors responsible for the success of the company, namely, its ability to be proactive in the market while staying at the forefront of technology, which it achieved through its strong research and development capabilities. The case discusses the company's foray into the solar energy business through the creation of a subsidiary, Moser Baer Photo Voltaic Ltd. (MBPV).

It then discusses the acquisitions made by MBPV to augment its technology as well as manufacturing capabilities. The case also describes Moser Baer's foray into the computer peripherals and home video entertainment businesses. It ends with a discussion on the outlook for the company.

Issues

Illustrate the growth strategies that a firm can pursue.

Introduce the concept of corporate portfolio analysis.

Reference Numbers

ICMR *BSTR283*
ECCH ....
Organization(s) .... *Moser Baer*
Countries .... *India*
Industry .... *Consumer Electronics*
Pub/Rev Date *2008*
Case Length .... *14 Pages*
TN Length ....

eBay in Japan

Abstract

eBay, the US-based online auctioneer, entered Japan in 2000, after making successful forays into some European countries and Australia. However, it was not able to establish itself in the country, and chose to exit Japan in 2002. The case discusses eBay's international expansion, its entry into Japan, and the reasons behind

its failure in the country. It discusses some of the problems eBay faced in Japan due to competition from Yahoo Japan, and details some of eBay's practices like credit cards having to be used, a commission for transactions being levied, etc., due to which it was unsuccessful in Japan. The case concludes with eBay's reentry into the country through a joint venture with Yahoo.

Issues

Examine eBay's international expansion.

Understand eBay's operations in Japan.

Analyze the reasons for eBay's failure in Japan.

Reference Numbers
ICMR BSTR282
ECCH 308-096-1
Organization(s) .... eBay
Countries .... Japan / United States of America
Industry .... Internet and e-Commerce
Pub/Rev Date 2008
Case Length .... 12 Pages
TN Length .... 4 Pages

Carrefour in Taiwan

Abstract

Carrefour, one of the largest retailers in the world, decided on expanding into Asia during the 1980s due to the high growth potential in the region. After considering several markets, it decided to start its Asian foray from Taiwan, and entered into a joint venture with a local partner. The case focuses on Carrefour's strategies in Taiwan. It discusses the retailer's entry and expansion strategies including store management, product and pricing, supplier management, and localization. The case concludes with a discussion on the challenges and future prospects of Carrefour in Taiwan, given the worsening economic conditions.

Issues

Study and analyze the entry and expansion strategies of Carrefour in Taiwan.

Examine Carrefour's localization strategies in Taiwan.

Assess Carrefour's challenges and future prospects.

Reference Numbers
ICMR BSTR281
ECCH 308-098-1
Organization(s) .... Carrefour
Countries .... Taiwan / France
Industry .... Retail
Pub/Rev Date 2008
Case Length .... 15 Pages
TN Length .... 4 Pages

Dell Inc: Moving Beyond Direct Sales Model

Abstract

This case is about one of the leading personal computer (PC) manufacturers Dell Inc.'s (Dell). The case discusses Dell's business model and distribution strategy. Dell, which was known for its direct selling model that was backed by strong supply chain management practices, lost its market leadership to HP in 2006. In the mid2000s, some analysts had criticized Dell for sticking to its direct-only business model. According to them, the business model that had made Dell so successful in the past was not as effective as before and the company was losing its competitive edge. In 2007, Dell announced its intention of moving beyond the direct-only model that it had zealously followed until then.

Subsequently, the company rolled out its retail as well as channel partner initiatives. Though some analysts welcomed the move others felt that significant challenges lay ahead for the company.

Issues

Study Dell's direct-only business model and understand the advantages and disadvantages of such a business model.

Understand the reasons behind Dell's decision to move beyond its direct-only model.

Understand the issues and challenges faced by companies in managing the supply chain and in launching new channel strategies.

Understand the issues and challenges faced by companies making a transition from a direct selling model to a multi-channel model.

Gain insight into the fast changing global PC market and understand the competitive landscape.

Reference Numbers
ICMR BSTR280
ECCH 308-097-1
Organization(s) .... Dell
Countries .... United States of America
Industry .... Information Technology and Related Services
Pub/Rev Date 2008
Case Length .... 26 Pages
TN Length .... 6 Pages

Mylan's Acquisition of Matrix

Abstract

In January 2007, Mylan Inc. (Mylan), one of the largest US generic drug makers, acquired a 71.5 percent stake in Matrix Laboratories Ltd. (Matrix), India, a leading Active Pharmaceutical Ingredients (API) supplier globally, for a cash and stock deal of US$736 million. The Mylan-Matrix deal was the largest acquisition in the Indian pharmaceutical industry and was viewed by analysts as a step toward backward integration for Mylan. The deal not only gave Mylan access to a low cost manufacturing platform, but also immediate presence in the emerging markets of Asia and Africa as well as the lucrative generic drugs markets in Europe.

Matrix, on the other hand, gained the much-needed scale that generic companies required to survive in a very competitive market place. It was very important for Indian pharmaceutical companies considering that these companies did not have research molecules of their own.

Analysts felt that with the global generic drugs industry undergoing a consolidation phase, large pharmaceutical companies were eyeing Indian pharmaceutical companies as potential targets of M&A deals. This was because, with considerable pricing pressures in the US, these companies were on the lookout for low-cost suppliers.

In addition to the low-cost manufacturing platform, the attractiveness of the Indian companies stemmed from the fact that they had large and varied product portfolios and world-class manufacturing facilities. Indian pharmaceutical companies also had a number of Drug Master Files (DMFs) and Abbreviated New Drug Application (ANDA) filings in the US, the world's largest market for pharmaceuticals. Moreover, some of these companies had developed a significant presence in the European and African markets through the inorganic route.

Issues

Understand the issues and challenges in the global generic dugs industry, with special reference to the pharmaceutical market in the US and India.

Understand the reasons behind an the US-based Mylan, Inc.'s foray into the global market, in the backdrop of the challenges it faced in the US market.

Understand the issues and challenges faced by an Indian pharmaceutical company in growing its business in the international market.

Understand and appreciate the role of mergers and acquisitions as a growth strategy.

Reference Numbers
ICMR BSTR279
ECCH 308-095-1
Organization(s) .... Mylan, Inc. / Matrix Laboratories Ltd.
Countries .... United States of America / India
Industry .... Pharma and Biotech
Pub/Rev Date 2008
Case Length .... 20 Pages
TN Length .... 5 Pages

eBay's Problems in China

Abstract

This case is about the challenges faced by eBay Inc. (eBay), a leading e-commerce company, in the Chinese online trading market.

eBay entered China in 2002 by acquiring EachNet, a leading auction site in China and was successful in capturing a considerable share of the Chinese e-commerce market.

However, by 2005, eBay failed to attract the Chinese consumers though the company modeled its Chinese site on the lines of its globally successful site. eBay also faced tough competition from local e-commerce companies such as Taobao.com (Taobao).

Recognizing the need for having a local partner that was more attuned to the needs of the local customers, eBay entered into a joint venture with TOM Online Inc (TOM Online) to form TOM eBay in late2006.

Issues

Understand the issues and challenges faced by eBay in the Chinese e-commerce market.

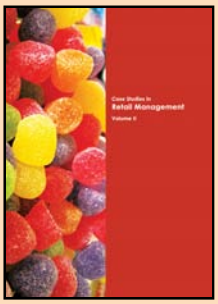
Understand the reasons behind the decline of a market leader.

Examine the strategies adopted by eBay to improve its business operations in China.

Understand the business environment in China from the point of view of a foreign Internet company.

Reference Numbers

ICMR *BSTR278*
ECCH *308-099-1*
Organization(s) .... *eBay*
Countries .... *China / USA*
Industry .... *Internet and e-Commerce*
Pub/Rev Date *2008*
Case Length .... *19 Pages*
TN Length .... *6 Pages*



Case Studies in Retail Management
Volume – II

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JetBlue Airways: Growing Pains?

Abstract

This case examines JetBlue's business model and studies the factors behind the airline's initial rapid growth and early success.

It raises the question of whether JetBlue's growth in its early years may be considered unsustainable as argued by some analysts.

It also discusses some of the factors that were responsible for JetBlue's later troubles and the airline's Return to Profitability plan that aimed at helping it streamline its operations.

The case ends with a commentary on the challenges that JetBlue might face in the future.

Issues

The growth of a startup in a turbulent and highly competitive industry, and the challenges it faces.

The difficulties in sustaining the initial momentum of growth for a company operating in a volatile business environment.

The effect of a dynamic business environment on a company's performance and the importance of strong strategic planning in sustaining long term growth.

Reference Numbers

ICMR *BSTR277*
ECCH *308-034-1*
Organization(s) .... *JetBlue*
Countries .... *United States of America*
Industry .... *Aviation*
Pub/Rev Date *2008*
Case Length .... *19 Pages*
TN Length .... *11 Pages*

Yes Bank: Competitive Strategy of a Late Entrant

Abstract

YES BANK (Yes Bank), one of the new generation private sector banks, was set up in India after reforms were introduced in the banking sector in the 1990s. Yes Bank entered the market in late 2004 when the banking space in India was already overcrowded with a number of public sector banks, private sector banks, and co-operative banks. Foreign multinational banks, which were growth-constrained, were also waiting eagerly for the sector to open up further in 2009 to make a major foray into this emerging market. However, despite being a late entrant, Yes Bank drew the attention of its competitors and analysts by the speed at which it grew and by increasing its operations throughout the country.

Issues

The case will help the students to:

Understand the competitive strategy adopted by a late entrant into the Indian banking sector

Understand how Yes Bank differentiated itself from its competitors by adopting a 'knowledge banking' approach and carved out a niche for itself in the overcrowded banking sector

Understand how technology can be a source of competitive advantage and how Yes Bank used it to turn its late entry into an advantage

Appreciate the importance of human resources as a source of sustainable competitive advantage

Understand the nature of the banking system in an emerging market which is on the verge of a transition.

Reference Numbers

ICMR *BSTR276*
ECCH *308-033-1*
Organization(s) .... *Yes Bank*
Countries .... *India*
Industry .... *Banking and Financial Services*
Pub/Rev Date *2008*
Case Length .... *17 Pages*
TN Length .... *14 Pages*

The Hutchison Essar Acquisition: Vodafone's Foray into an Emerging Market

Abstract

In the year 2007, the world's largest telecom company in terms of revenue, Vodafone Plc (Vodafone) made a major foray into the Indian telecom market by acquiring a 52 percent stake in the Indian telecom company, Hutchison Essar Ltd (Hutchison Essar), through a deal with the Hong Kong-based Hutchison Telecommunication International Ltd. (HTIL). It was the biggest deal in the Indian telecom market. Vodafone's main motive in going in for the deal was its strategy of expanding into emerging and high growth markets like India. In 2007, India had emerged as the fastest growing telecom market in the world outpacing China. But it still had low penetration rates, making it the most lucrative market for global telecom companies.

Though Hutchison Essar was one of the established players in this market, HTIL had exited India as the urban markets in the country had become saturated. Future expansion would have had to be only in the rural areas, which would lead to falling average revenue per user (ARPU) and consequently lower returns on its investments. HTIL also wanted to use the money earned through this deal to fund its businesses in Europe.

Vodafone had to face face many obstructions in clinching the deal - initial opposition for the Indian partner of HTIL, Essar Ltd., aggressive

bidding by competitors, as well as regulators who took their time to approve the deal. But in the end, Vodafone bagged the deal outbidding other competitors. Though some critics felt that Vodafone had overpaid for Hutchison Essar, Vodafone contended that the price was worth paying as the deal would help it get a massive footprint in one of the most competitive telecommunication markets in the world.

Issues

The case will help the students to:

Understand the importance of international mergers and acquisitions as a growth strategy in the era of globalization

Understand the opportunities that emerging markets such as India offer to global business enterprises

Understand the issues and challenges faced by global business firms expanding into emerging markets

Understand the entry and exit strategies adopted by firms operating in the international markets

Understand the importance of the government's policy in influencing the business strategy of a firm

Reference Numbers

ICMR BSTR275
ECCH 308-031-1
Organization(s) ...... Vodafone / Hutchison Essar
Countries .... United Kingdom / Hong Kong / India
Industry .... Telecom and Broadband
Pub/Rev Date 2008
Case Length .... 15 Pages
TN Length .... 15 Pages

JC Penney's People Strategy: Setting the Right Climate for Human Resource Development

Abstract

The case is about JC Penney's Human Resource Development Strategy and also highlights learning issues related to corporate coaching. Though JCP had been coaching its employees at all levels in the hierarchy since the 1970s, it was still not considered a great place to work in by employees and potential employees.

The more than hundred year old company had got into trouble in the late 1990s and the early 2000s, but made a dramatic comeback by the end of 2004. This was the time Myron E Ullman III (Ullman) joined JCP as the by chairman and CEO. He along with his top management team took various initiatives to change the climate and culture of JCP.

They also started various people development initiatives. By the end of 2006, JCP was able to attract enough talent. Graduates from premier design and retail schools showed an interest in working for the company. The impact on the bottom line was also visible as JCP posted its 15th consecutive quarter of sales gains at the end of fiscal year 2006. Its share prices too showed significant growth. JCP contended that its engaged employees were making the difference.

Issues

The case will help the students to:

Appreciate the importance of human resources and organizational culture as a source of competitive advantage

Understand the importance of a sound organizational climate and culture in attraction, retention and development of the employees

Understand the importance of supportive communication (sound organizational climate and culture being a prerequisite for this) to making HRD initiative/ coaching more effective

Study the various issues involved in enhancing a brand's image

Appreciate the role of the senior management in changing the organizational culture

Understand how the culture of an organization could be a source of sustainable competitive advantage.

Reference Numbers

ICMR BSTR274
ECCH 308-032-1
Organization(s) .... JC Penney
Countries .... United States of America
Industry .... Retail
Pub/Rev Date 2008
Case Length .... 16 Pages
TN Length .... 20 Pages

Las Vegas Sands Corp.: A High-Risk, High-Return Strategy?

Abstract

Las Vegas Sands Corp, incorporated in 2003, is one of the world's largest casino developer-cum-operators. Initially, it was a one casino-resort company. Over the years, it adopted an aggressive expansion strategy and entered the Asia-Pacific region in a big way.

In Macau, the company planned to build an entire city in a span of three years. The proposed city was to have hotels, theaters, a sport stadium, spas, shops, and banquet halls. The case gives information on the company's vision. It speaks about the possible risks that the company faces in realizing the vision and the rewards that the company can expect if it succeeds.

The case ends with a brief discussion on the future potential of the casino market in Asia and the company's financial state.

Issues

Learn more about the casino-resort market in Macau

Analyze the high-risk, high-return strategy adopted by the company

Analyze the future prospects of the company.

Reference Numbers

ICMR BSTR273
ECCH 308-002-1
Organization(s) ... Las Vegas Sands Corp.
Countries .... United States of America
Industry .... Media, Entertainment, and Gaming
Pub/Rev Date 2007
Case Length .... 15 Pages
TN Length .... 4 Pages

Wikipedia's Growth Story

Abstract

Wikipedia, a free online encyclopedia, was launched in January 2001 by Jimmy Wales and Larry Sanger. It soon emerged as a collaborative encyclopedia where anybody could contribute and make edits to the articles.

The collaborative nature of the encyclopedia was widely appreciated by the users as this gave everybody a chance to contribute to the 'knowledge world'. Wikipedia always maintained a focus on being an encyclopedia, rather than being a culmination of a news website, dictionary etc. It was this focus which contributed to the site's success. Google and Yahoo! also supported Wikipedia by featuring its entries among search results.

This increased the visitors to the site manifold which in turn increased the number of contributors on the site. Notwithstanding its success, however, there were quite a few criticisms which alleged that the site was not doing much to monitor the kind of material that was being posted. There were also criticisms that the open architecture of the site made vandalism and misbehavior rampant on the site. Many high profile organizations were seen altering or deleting information in the articles on the site. This case highlights the rapid growth of Wikipedia, the problems faced by the site in the recent years and the challenges it may face in the near future.

Issues

Critically examine the reasons for the rapid growth of Wikipedia

Discuss the measures to be taken by websites like Wikipedia to curb issues like vandalism and misbehavior on their sites

Debate on whether some amount of supervision is required in a free source project like Wikipedia

Discuss the challenges that Wikipedia may face in the near future.

Reference Numbers
ICMR BSTR272
ECCH 308-003-1
Organization(s) .... Wikipedia
Countries .... United States of America
Industry .... Internet and e-Commerce
Pub/Rev Date 2007
Case Length .... 13 Pages
TN Length .... 5 Pages

Market Leader Strategies: AstraZeneca Defending its Turf

Abstract

This case is about one of the world's top pharmaceutical companies, AstraZeneca Plc.'s (AstraZeneca) strategic defense of its market leadership in the Gastrointestinal (GI) drugs market. The company had dominated the GI drugs market, more specifically the acid-related disorder market, ever since it launched the drug Omeprazole (a Proton Pump Inhibitor) which was marketed as Losec worldwide and Prilosec in the US. Losec/Prilosec became one of the world's top best selling drugs in the 1990s. As the drug was scheduled to lose its patent protection in 2001, the company put together a cross-functional team in 1995 to formulate a strategy that would ensure that the company did not lose its market share due to the patent expiry.

This resulted in the company coming out with a new drug (Esomeprazole) that was but a mirror image of Omeprazole. AstraZeneca branded the new drug as Nexium and started efforts to switch the existing sales of Losec/Prilosec to Nexium.

The strategy proved to be very successful as AstraZeneca was able to maintain the leadership position in the GI drugs market even after the patent expiry of its blockbuster drug. As of 2006, Nexium was ranked second among world's largest selling drugs, and its marketing had won AstraZeneca and its ad agencies a number of awards and recognition in marketing. However, AstraZeneca's strategy also came in for strong criticism with many critics contending that the success of Nexium was a triumph of marketing over science. The company also faced several lawsuits regarding its strategy for Nexium.

Issues

Understand the issues and challenges faced by market leaders in a particular segment in maintaining its leadership position

Understand the issues and challenges faced by companies in managing the product lifecycle (PLC) of the drug with special emphasis on the defence strategy against multiple cost-based competitors

Understand the marketing and branding initiatives adopted by AstraZeneca for Nexium

Understand the ethical issues related to marketing and promotion of a drug.

Reference Numbers
ICMR BSTR271
ECCH 508-004-1
Organization(s) .... AstraZeneca Plc.
Countries .... Sweden / United Kingdom
Industry .... Pharma and Biotech
Pub/Rev Date 2007
Case Length .... 19 Pages
TN Length .... 12 Pages

Balanced Scorecard Implementation at Philips

Abstract

The case examines the implementation of Balanced Scorecard in the Netherlands-based Royal Philips NV. The Balanced Scorecard model, developed by Dr. Robert Kaplan and David Norton in the early 1990s, proposed that organizations should be mission driven rather than finance driven. During the late 1990s, rapid changes in the external environment necessitated Philips to make its operations flexible, innovative and value adding. This led the company to introduce a program called Business Excellence through Speed and Teamwork (BEST) in July 1999. Several tools were used in BEST, and one such tool was the Balanced Scorecard. There were four perspectives in Philips' Balanced Scorecard - competence, processes, customers, and finance.

Philips identified critical success factors (CSFs), which were important to create value and grouped them under these four perspectives. Each of the business units had their own CSFs which were established with the help of the guidelines provided by the corporate quality department at Philips. The success of the CSFs was measured through performance indicators. To measure the performance of the key indicators, a traffic light system was used.

Issues

Understand how the implementation of Balanced Scorecard model can help in improving the performance of the organization

Examine the use of Balanced Scorecard as a tool to communicate corporate strategy

Appreciate the role of senior management in initiating and implementing business transformation initiatives

Know the importance of goals and strategies in guiding an organization.

Reference Numbers
ICMR BSTR270
ECCH 307-350-1
Organization(s) .... Philips
Countries .... The Netherlands
Industry .... Consumer Electronics
Pub/Rev Date 2007
Case Length .... 18 Pages
TN Length .... 4 Pages

Innovation at Cirque Du Soleil

Abstract

The case discusses various innovations at Cirque du Soleil (Cirque), the Canada based circus entertainment company. Since its first performance in 1983, the company strove to be different from other circuses by constantly coming up with innovations. Every show presented by Cirque, was based on a central theme with a supporting storyline, amalgamating different circus styles from across the world. Cirque avoided animals and star performers, which were commonly seen in traditional circus. The performances at Cirque were very innovative and quite different from what people normally saw. It added a certain amount of sophistication to traditional circus and thus carved out a niche market for itself.

Till August 2007, Cirque's estimated revenues for the year were more than US$ 600 million with over a dozen shows running across the world at any point of time. Every new production was entirely different from the previous ones. To produce such vast varieties of acts, Cirque had to be extremely creative and keep innovating. It carefully devised its marketing strategies and conducted extensive research to design the sets and stage and also the costumes and accessories.

Instead of being considered as just another circus company in a declining industry, Cirque redefined its market by fusing art and entertainment. The company's target market was mainly educated and sophisticated, opera going adults and families as opposed to the traditional circuses which were mainly for children.

Issues

Study the various innovations at Cirque du Soleil

Understand 'Blue Ocean' Strategy and its implementation at Cirque

Examine the marketing strategies of Cirque

Explore different areas of further growth for Cirque in the entertainment industry.

Reference Numbers
ICMR BSTR269
ECCH 307-353-1
Organization(s) .... Cirque Du Soleil
Countries .... Canada
Industry .... Media, Entertainment, and Gaming
Pub/Rev Date 2007
Case Length .... 16 Pages
TN Length .... 5 Pages

Prediction Markets: Distilling Collective Wisdom

Abstract

Prediction markets are information aggregation mechanisms. Some analysts believe that prediction markets are more accurate in predicting future events than conventional forecasting tools and methods. The case discusses the mistrust that early thinkers had toward the intellectual capabilities of crowds and goes on to explain the changing view on prediction markets and their prognostic ability.

The case then explains the working of prediction markets. Some examples of prediction markets are given next. The case then discusses the efficacy of prediction markets in gathering information and the factors that operators should keep in mind before setting up prediction markets.

It also examines some criticisms, failures, and deficiencies of prediction markets. The case ends with a brief discussion on the future prospects for prediction markets.

Issues

The case has the following objectives

Understand the concept of prediction markets

Gain insights into the working of prediction markets and the situations in which they can be used effectively

Examine the efficacy of prediction markets as a forecasting tool

Analyze the future prospects of prediction markets

This case is meant for MBA/PGDBM students, and is designed to be a part of their Strategy and Business Management curriculum.

Reference Numbers

ICMR *BSTR268*
ECCH *307-354-1*
Organization(s) .... *Not Applicable*
Countries .... *Worldwide*
Industry .... *Not Applicable*
Pub/Rev Date *2007*
Case Length .... *14 Pages*
TN Length .... *4 Pages*

Motorola in Trouble

Abstract

Motorola was the pioneer of mobile phones, and was the top cellular phone company in the world until the late 1990s, when it was overtaken by Nokia. This case discusses some of problems that Motorola faced in 2006-2007, after it failed to follow-up the success of its iconic phone model, the Razr, and was quickly overtaken by competitors who launched innovative products to capture market share. Motorola slashed the prices of most of its phone models in late 2006 to recapture some of the lost market share, drastically affecting its margins in return. In early 2007, Motorola announced that it would make an effort to revive its financial performance and not go behind market share alone.

It also embarked on a business reorganization to better align its operations with its customers and markets. However, it was widely believed that what the company needed was a path breaking new product to pull it out of difficulties. But as of mid 2007, Motorola had no products that looked likely to replicate the Razr's success. In addition to this, CEO Ed Zander was losing much of the credibility he had earned in 2004-2005, during his early years at the company, and speculation was rife that Motorola's board might consider replacing him in the near future.

Issues

The teaching objectives of this case are:

Appreciate the importance of innovation in a dynamic environment like the mobile phone industry

Examine the reasons for the troubles facing a leading mobile phone company in the world

Understand the risks in depending too much on a single successful product

This case is meant for MBA/PGDBM students, and is designed to be a part of their Strategy and Business Management curriculum.

Reference Numbers

ICMR *BSTR267*
ECCH *307-355-1*
Organization(s) .... *Motorola*
Countries .... *United States of America*
Industry .... *Consumer Electronics*
Pub/Rev Date *2007*
Case Length .... *16 Pages*
TN Length .... *5 Pages*

Yum! Brands Inc. in China

Abstract

The case examines the entry and expansion strategies of the US-based Yum! Brands Inc. (Yum) in China. Yum entered China in the year 1987, when the Chinese economy had started reaping the benefits of liberalization. Being one of the early players in restaurants business, Yum was able to establish itself firmly in the Chinese market. Yum provided Chinese consumers, a new dining experience through clean ambiance and quick service. Its menu in China included the dishes it served in the western countries and also some local dishes. In each of the provinces Yum operated, it served cuisine which was preferred there. Other factors like employing local people in key positions, franchisee relationships and its own distribution and logistics network contributed to the success of Yum in China.

Issues

Study and analyze the entry and expansion strategies of Yum in China

Examine how Yum localized its services in China

Understand Yum's supply chain management practices in China

Reference Numbers

ICMR *BSTR266*
ECCH *307-333-1*
Organization(s) .... *Yum! Brands Inc.*
Countries .... *China / United States of America*
Industry .... *Food and Beverage*
Pub/Rev Date *2007*
Case Length .... *23 Pages*
TN Length .... *5 Pages*

Hindalco's Acquisition of Novelis

Abstract

The case discusses the acquisition of US-Canadian aluminum company Novelis by India-based Hindalco Industries Limited (Hindalco), a part of Aditya Vikram Birla Group of Companies, in May 2007. The case explains the acquisition deal in detail and highlights the benefits of the deal for both the companies.

It also examines the valuation of the acquisition deal and how the deal was financed. The case concludes by describing the challenges that Hindalco would face in integrating the operations of Novelis and analyzing if the deal was overvalued as opined by some industry experts.

Issues

Study the synergies of the merger between Hindalco and Novelis

Study the rationale behind Hindalco acquiring a loss making aluminum company

Examine the way the acquisition deal was financed

Analyze whether the deal was overvalued or not

Analyze the trends in the global aluminum industry

Reference Numbers

ICMR *BSTR265*
ECCH *307-334-1*
Organization(s) .... *Hindalco / Novelis*
Countries .... *India / Canada*
Industry .... *Metal and Mining*
Pub/Rev Date *2007*
Case Length .... *17 Pages*
TN Length .... *5 Pages*

The Success Story of Wal-Mart in Mexico

Abstract

This case discusses the success story of Wal-Mart, the world's largest retailer, in Mexico. Wal-Mart started its international operations in 1991 with its entry into Mexico. The company entered in Mexico through a joint venture with Grupo Cifra SA de CV (Cifra), a leading Mexican retailer. Wal-Mart later consolidated its position in Mexico by acquiring a major stake in Cifra. Many analysts felt that Cifra gave Wal-Mart a good platform to quickly establish its operations in Mexico. Moreover Wal-Mart's low-price strategy suited the aspirations of the local Mexican population, a large majority of whom were in favor of low priced products. Wal-Mart was seen as a supplier of quality food, groceries and other supplies at affordable prices.

Wal-Mart also received permission from the Mexican government to set up in-store bank branches. Many expected that Wal-Mart would bring a similar kind of competition in the financial services sector and make financial products more affordable to the Mexican people. The case discusses the factors that contributed to Wal-Mart's success in Mexico and also the challenges the retailer had to face in Mexico.

Issues

Understand the factors that contributed to Wal-Mart's success in Mexico

Understand the issues and challenges faced by a large retail giant while expanding its operations to a developing country

Reference Numbers

ICMR	*BSTR264*
ECCH	*307-352-1*
Organization(s)	*Wal-Mart*
Countries	*Mexico / United States of America*
Industry	*Retail*
Pub/Rev Date	*2007*
Case Length	*14 Pages*
TN Length	*6 Pages*

Alan Mulally's Challenges at Ford Motor Company

Abstract

This case discusses the challenges faced by Alan R. Mulally (Mulally), the president and CEO of Ford Motor Company (Ford Motors), in his efforts to implement a turnaround at Ford Motors. Ford Motors, an icon of American business enterprise, was going through a troubled phase and had posted a loss of US$ 12.7 billion for the year ended September 2006, one of the worst losses in the company's history.

Mulally had succeeded Bill Ford in September 2006. During Bill Ford's time, the company had initiated the 'Way Forward initiative' in the beginning of 2006, which aimed at restructuring the operations at Ford Motors and bringing the company back into profits.

Mulally was known as turnaround expert because of his success in turning around the airplanes division at Boeing. Bill Ford had brought in Mulally to lead the company as he felt that only an outsider could take drastic steps to save the company. The case highlights the challenges faced by Mulally on the organizational front and with regards to the organizational culture. There were also several problems on the operational front so as to streamline the product portfolio and improve the productivity levels of Ford Motors on par with the competition.

Issues

Understand the key challenges faced by Alan Mulally in the turnaround at Ford Motor Company

Discuss the pros and cons of bringing in an outsider to change the culture and performance of a company

Reference Numbers

ICMR	*BSTR263*
ECCH	*307-351-1*
Organization(s)	*Ford Motor Company*
Countries	*United States of America*
Industry	*Auto and Ancillaries*
Pub/Rev Date	*2007*
Case Length	*16 Pages*
TN Length	*7 Pages*

Volkswagen's Acquisition of Skoda Auto: A Central European Success Story

Abstract

This case discusses Volkswagen's acquisition of Skoda, a Czech Republic based car manufacturer. Set up in the late 1800s, Skoda was one of the oldest car companies in the world. The company and its cars had enjoyed considerable repute in the first half of the 1900s. However, its fortunes turned after the Second World War, when it first came under Nazi control and was later nationalized by the Czechoslovakian government. By the 1980s, Skoda cars had lost track of the technological advancements in the West, and were widely derided for their poor quality and unreliability. In 1991, VW acquired a stake in Skoda. Following this, VW went about systematically transforming Skoda's image and establishing it as a reliable mass market car brand.

The steps VW took to transform Skoda are discussed in this case. The case talks about the various dimensions of the transformation, including the HR aspects, the production improvements, new products launches, and image building initiatives. It concludes with a discussion of Skoda's role and position in VW's business portfolio, and the company's future prospects.

Issues

Examine the transformation of a company based in a former communist country into a well established brand in Western Europe

Understand the issues in a merger between two companies that differed considerably in their culture, production practices and approach to business

Appreciate the importance of avoiding a win-lose approach in a merger between such companies

Study the various issues involved in enhancing a brand's image

Reference Numbers

ICMR	*BSTR262*
ECCH	*307-331-1*
Organization(s)	*Volkswagen / Skoda Auto*
Countries	*Germany / Europe / Czech Republic*
Industry	*Auto and Ancillaries*
Pub/Rev Date	*2007*
Case Length	*18 Pages*
TN Length	*6 Pages*

Logan: Renault's Low Cost 'World Car'

Abstract

The Logan was a low cost car developed by French auto company Renault SA. The car, which Renault intended to be its 'world car', was developed at the company's Romanian subsidiary, Dacia. Though originally meant to be sold in markets in the developing parts of the world, the Logan found unexpected success even in countries like France, Spain and Germany, leading Renault to introduce a version of the car for these markets as well. This case discusses the factors that prompted Renault to make a low cost car. It then examines the approach that Renault took towards developing a world car with a pre-designated sale price, and the various ways in which costs were kept low during the production process.

It also discusses the launch of the Logan and the subsequent events, which resulted in Renault developing a new version of the car for Western Europe. The case concludes with an analysis of Logan's prospects, with special reference to potential competition.

Issues

Examine the strategic reasons behind a major auto company's decision to manufacture a low cost car for developing markets

Analyze the reasons behind the success of a low cost car, not only in its target market, but also in the markets it was not intended for

Study the strategy employed by the company in entering new markets

Study the challenges companies face in developing products for emerging markets

Study the prospects of the low cost car, and to analyze the possible impact of competition in future.

Reference Numbers

ICMR *BSTR261*
ECCH *307-332-1*
Organization(s) .... *Renault SA / S.C. Automobile Dacia SA*
Countries .... *Romania / France*
Industry .... *Auto and Ancillaries*
Pub/Rev Date *2007*
Case Length .... *21 Pages*
TN Length .... *5 Pages*

Yahoo! in China: Local Problems for the Global Internet Giant

Abstract

This case is about the challenges faced by Yahoo! Inc. (Yahoo!), a leading international Internet portal, in the Chinese Internet market. Yahoo! was one among the first few international companies to enter the Chinese market.

Even though the company modeled its Chinese portal on the lines of its globally successful portal, it failed to attract the Chinese consumers.

Yahoo! also found itself in tough competition with local Internet firms like Sina Corporation (Sina), Sohu.com Inc. (Sohu), Baidu.com, etc. Yahoo! even lagged behind arch-rival Google Inc., in the online search market in China.

The complexity of the Chinese language, the inability of foreign companies to understand local culture and preferences, and rigid government regulations were also other factors that affected Yahoo!'s performance in China. Recognizing the need for having a local player who was more attuned to the needs of the local customers, Yahoo! handed over the management of its Chinese operations to the Alibaba Group, in 2005. The case discusses the strategies adopted by Yahoo! China to increase its market share and the future challenges faced by the company in the highly competitive Chinese market.

Issues

Understand the problems in the business model of Yahoo!

Examine the strategies adopted by Yahoo! to improve its business operations in China

Understand the business environment in China from the point of view of a foreign Internet company.

Reference Numbers

ICMR *BSTR260*
ECCH *307-330-1*
Organization(s) .... *Yahoo!*
Countries .... *China / United States of America*
Industry .... *Internet and e-Commerce*
Pub/Rev Date *2007*
Case Length .... *18 Pages*
TN Length .... *7 Pages*

The Verizon-MCI Merger

Abstract

The case discusses the merger of one of the largest telecom companies in the US, Verizon with MCI (formerly known as WorldCom). Verizon acquired MCI, mainly because of the synergies in operations and their complementary businesses. The decision for merger was also influenced by the prevailing scenario in the US telecom industry, which was witnessing consolidation. Verizon was finally able to acquire MCI in January 2006, though the merger process started in February 2005. At the same time, the merger of AT&T with SBC was also announced. Several consumer groups expressed their concern about these mergers as they were of the view that these mergers were a sign of duopoly in the US telecom market.

Verizon created a unit called Verizon Business, combining enterprise and government customers of MCI and similar operations of Verizon. Other businesses of MCI were integrated with corresponding businesses of Verizon. Though there were doubts raised by industry experts about the success of post-merger integration of both the companies, it went through without any major hiccups. Analysts were of the opinion that credit must go to Verizon for being well prepared for the merger and making it as 'merger of equals.' In the financial year 2006, operations of Verizon Business were spread over 150 countries and it generated revenues of US$ 20.5 billion.

Issues

Study the synergies of merger between Verizon and MCI

Understand the reasons for the initial success of the merger

Compare the two mergers of Verizon with MCI and that of AT&T with SBC

Study the legal and regulatory conditions governing the mergers and acquisitions in the US telecom industry

Analyze the trends in the telecom industry in the US

Reference Numbers

ICMR *BSTR259*
ECCH *307-238-1*
Organization(s) .... *Verizon / MCI*
Countries .... *United States of America*
Industry .... *Telecom and Broadband*
Pub/Rev Date *2007*
Case Length .... *19 Pages*
TN Length .... *5 Pages*

Reorganizing Yahoo!

Abstract

The case examines Yahoo's organizational restructuring plans and the launch of its new search engine Panama. Though Yahoo was one of the few companies that survived the dotcom burst, it could not sustain its lead in the rapidly changing business environment and lost the first mover advantage it had in online advertising business. Yahoo acquired several companies in search technology and search related advertising business but failed to take advantage of those acquisitions and fell behind Google, which emerged as a major player in the Internet search market. Yahoo tried to cater to a wide segment of audience and this effort resulted in a highly cluttered home page.

By late 2006, Yahoo faced several problems which were widely reported in the media. In order to address these problems, Yahoo announced reorganization in December 2006 and within a few months it released 'Panama.'

Issues

Understand the problems in the business model of Yahoo!

Examine the strategies adopted by Yahoo! to revive its business operations

Critically analyze the reorganization plan of Yahoo!

Reference Numbers

ICMR *BSTR258*
ECCH *307-237-1*
Organization(s) .... *Yahoo!*
Countries .... *United States of America*
Industry .... *Internet and e-Commerce*
Pub/Rev Date *2007*
Case Length .... *24 Pages*
TN Length .... *5 Pages*

Wal-Mart and the Indian Retail Sector

Abstract

This case discusses Wal-Mart's proposed entry into India in partnership with a diversified Indian company Bharti Enterprises. Wal-Mart planned to operate under two formats - one a cash and carry wholesale outfit and another retail outlet franchised to Bharti. The case talks about the details of the tie-up between Wal-Mart and Bharti. It also talks about the

retail scenario in India, and touches upon the operations of some of the major Indian and foreign companies operating in retail. The arguments for and against Wal-Mart's entry into India are also presented. It concludes with a question of whether or not the political dynamics in India would allow the entry of Wal-Mart.

Issues

Examine the issues in the possible entry of a major global retailer into one of the fastest growing retail sectors in the world

Study the details of the tie-up between the foreign retailer and its Indian partner

Examine the nature of the Indian retail sector with special reference to the different companies operating therein

Understand and appreciate the role and influence of political factor on economic decisions

Study the possible impact of the entry of the foreign retailer on the small local businessmen

Reference Numbers

ICMR *BSTR257*
ECCH *307-239-1*
Organization(s) .... *Wal-Mart / Bharti Enterprises*
Countries .... *India / United States of America*
Industry .... *Retail*
Pub/Rev Date *2007*
Case Length .... *15 Pages*
TN Length .... *7 Pages*

Business Transformation at Telefónica De España

Abstract

The case discusses in length about the business transformation initiatives and the successful corporate turnaround reported by Telefónica de España, the leading telecommunications operator in the Spain. Telefónica de España, started off as a state run telephone company with monopoly over the telecommunications market in Spain. The liberalization of the telecom industry in Spain led to competition from new players who were providing several additional services at lower prices. This change in business environment had an adverse affect on Telefónica de España, which experienced dwindling EBITDA margins despite marginal increase in revenues.

In 2001, Telefónica de España initiated a business transformation program, through which the company started offering better services to its customers. The company was able to reestablish itself in the Spanish telecom market and its market share in fixed telephone market reached 85% by 2005.

Issues

Gain insights into the challenges faced by a leading government-owned telecommunication company in the light of growing competition and rapidly changing business environment

Understand how Telefónica de España planned and implemented its business transformation program

Study the importance of process improvement and quality initiatives and the role played by them in business transformation

Analyze the growing importance of new telecom services like double play and triple play

The importance of customer orientation in any business transformation program

Reference Numbers

ICMR *BSTR256*
ECCH *307-184-1*
Organization(s) .... *Telefónica de España*
Countries .... *Spain*
Industry .... *Telecom and Broadband*
Pub/Rev Date *2007*
Case Length .... *20 Pages*
TN Length .... *4 Pages*

Corporate Turnaround of Pharmacia & Upjohn

Abstract

The case details the merger of two major pharmaceutical companies - Sweden based Pharmacia and the US based Upjohn. It details the cultural and other problems faced during the merger and the subsequent turnaround of the merged entity under the leadership of Fred Hassan.

In the year 1995, Pharmacia and Upjohn merged to form Pharmacia & Upjohn and the merger was expected to create a major force in the global pharmaceutical industry due to synergies and complementary products of both the companies. However, the merger ran into problems due to cultural differences between the European and the American entities, which resulted in drastic fall in the revenues of the merged entity.

With the deteriorating financial position, analysts opined that the company would be a target of a hostile takeover. At this juncture, Fred Hassan assumed the responsibilities of CEO of the company in 1997.

After implementing the transformational plan put forth by Hassan, the company's revenue grew and it recorded profits from the fiscal year 1998 onwards. In 1999, Pharmacia & Upjohn was merged with Monsanto forming Pharmacia Corporation. In 2002, Pharmacia Corporation was acquired by the pharmaceutical giant Pfizer.

Issues

Understand the importance of cultural issues in cross-border mergers

Appreciate the role of a leader in reviving the fortunes of a loss making company

Evaluate the strategies adopted by Hassan in turning Pharmacia & Upjohn around

Examine the changes brought in by Hassan in Pharmacia & Upjohn

Reference Numbers

ICMR *BSTR255*
ECCH *307-183-1*
Organization(s) .... *Pharmacia / Upjohn*
Countries .... *Sweden / United States of America*
Industry .... *Pharma and Biotech*
Pub/Rev Date *2007*
Case Length .... *17 Pages*
TN Length .... *5 Pages*

British American Tobacco in South Korea

Abstract

The case discusses UK based tobacco company British American Tobacco (BAT) business strategies in South Korea. One of the largest tobacco companies in the world, BAT operated in more than 180 countries. South Korea was a tough market and several multinational companies, which had found success in many countries across the world, were unsuccessful when it came to South Korea. In such a scenario, BAT not only managed to enter the highly monopolized tobacco market in Korea, but also carved a niche for itself and became the second largest player within few years. BAT entry into the market coincided with the macroeconomic changes and liberalization in the country.

By taking advantage of these changes, BAT was able to establish itself firmly in the market. By gaining thorough understanding of the market, BAT introduced several new products with low tar content for the Korean consumers. However, by early 2007, with changing attitudes towards smoking and increasing prices of tobacco, industry experts felt that BAT could be in for some tough times ahead.

Issues

Understand BAT's global operations in general and South Korean operations in particular

Study and analyze the entry and expansion strategies of BAT in South Korea

Critically examine the localization strategies of BAT in South Korea

Examine the challenges faced by BAT in South Korea

Reference Numbers
ICMR *BSTR254*
ECCH *307-186-1*
Organization(s) *British American Tobacco*
Countries .... *South Korea / United Kingdom / United States of America*
Industry .... *Agriculture*
Pub/Rev Date *2007*
Case Length .... *22 Pages*
TN Length .... *5 Pages*

Dell's Foray into Consumer Electronics

Abstract

Dell Inc. is a major US-based computer and peripheral manufacturer. The case describes Dell's foray into consumer electronics, and the company's limited success in the new venture.

It also describes the company's fluctuating fortunes in its computer business, and raises the question whether the direct sales model followed by the company can continue to be a powerful source of competitive advantage for the company.

The case ends with a brief discussion on recent developments concerning Dell, and the future prospects for the company.

Issues

Analyze the factors that a company considers while entering a new product category

Understand the possible causes for the company's limited success in a new product category

Gain insights into the US market for PCs and consumer electronics

Reference Numbers
ICMR *BSTR253*
ECCH *307-188-1*
Organization(s) .... *Dell*
Countries .... *United States of America*
Industry .... *Information Technology and Related Services*
Pub/Rev Date *2007*
Case Length .... *21 Pages*
TN Length .... *4 Pages*

Aldi: A Low-Cost Retail Giant's Distinctive Business Practices

Abstract

Aldi was one of the pioneers of the hard discount style of retailing in Germany. The Aldi Group (which comprised of two companies - Aldi Nord and Aldi Sud), was known for its low prices and no-frills business model. The case describes the various elements of Aldi's business model, and how they allowed the company to adhere to its low price philosophy. It also talks about Aldi's international expansion, and discusses some of the changes Aldi had to adopt in its overseas markets. The case concludes with a discussion of Aldi's future prospects in light of the saturating German market and intensifying competition from Lidl, as well as the possible effect of the trend in the international retail sector of investing heavily in improving in-store experience on Aldi's no-frills philosophy.

Issues

Study the low cost business practices of a well known discount retailer in Germany

Analyze how the various elements of the business model allowed the company to adhere to its low price philosophy

Study the international expansion strategies of the company and to discuss whether or not the company was right in adhering to its low cost model in overseas markets

Analyze the future prospects of the company in light of issues like saturation in the home market, intensifying competition, and emerging trends in the international retail environment

Reference Numbers
ICMR *BSTR252*
ECCH *307-187-1*
Organization(s) .... *Aldi*
Countries .... *Germany*
Industry .... *Retail*
Pub/Rev Date *2007*
Case Length .... *16 Pages*
TN Length .... *8 Pages*

Sanyo's 'Think GAIA' Vision and Turnaround Efforts

Abstract

Sanyo is a Japan-based company with a presence in diverse businesses including consumer electronics, batteries, and semiconductors. The company has been a pioneer in developing alternate energy technologies like solar cells and rechargeable batteries. The case begins with a description of Sanyo's origins and its rise as a major electronics and components manufacturer. It then explains the reasons of the company's slide in recent years. The case describes the company's "Think GAIA" vision, the objectives of the vision, and the actions of the company in its efforts to effect a turnaround. The case ends with a brief discussion on Sanyo's financial state and the future of the "Think GAIA" initiative.

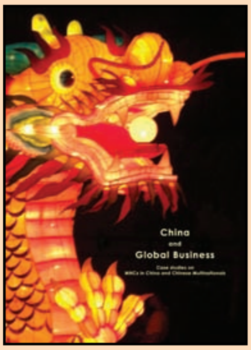
Issues

Understand the turnaround efforts of a company

Examine the importance of the right kind of vision in effecting a turnaround of a company in trouble

Understand the need for strong financials in a company wanting to demonstrate corporate responsibility

Reference Numbers
ICMR *BSTR251*
ECCH *307-185-1*
Organization(s) ... *Sanyo Electric Co. Ltd.*
Countries .... *Japan*
Industry .... *Consumer Electronics*
Pub/Rev Date *2007*
Case Length .... *22 Pages*
TN Length .... *6 Pages*



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BenQ Corp.'s Failed Acquisition of Siemens' Mobile Devices Division

Abstract

The case describes BenQ's acquisition of the loss-making Siemens mobile devices division.

It describes the events after the acquisition and leading up to the bankruptcy of BenQ Mobile, the new company formed after the acquisition. It then analyzes the reasons for the failure of the acquisition, and also details the criticisms that BenQ and Siemens faced following the bankruptcy announcement.

The case ends with a brief discussion on the financial situation and future plans of BenQ and Siemens.

Issues

Understand the competitive situation in the mobile phone industry

Understand the synergies required to make a successful acquisition

Analyze the reasons for failure of some acquisitions

Reference Numbers

ICMR BSTR250

ECCH 307-189-1

Organization(s) .... BenQ / Siemens

Countries .... Taiwan / Germany

Industry .... Consumer Electronics

Pub/Rev Date 2007

Case Length .... 18 Pages

TN Length .... 7 Pages

The betapharm Acquisition: DRL's Inorganic Growth Strategy in Europe

Abstract

In February 2006, Dr. Reddy's Laboratories Limited (DRL), a leading Indian pharmaceutical company, acquired the fourth largest generic pharmaceutical company in Germany, betapharm Arzneimittel GmbH (betapharm) from the 3i Group PLC (3i) for US$570 million (€480 million). The acquisition was hailed as the biggest overseas acquisition made by an Indian pharmaceutical company. The synergies from the acquisition were expected to benefit both DRL and betapharm. The acquisition gave DRL access to the German generic drugs market, the second-largest generic drugs market in the world, as well as help DRL leverage the strong marketing and distribution channels of betapharm in Germany. betapharm was expected to benefit from the addition of more products to its portfolio and utilize DRL's low cost manufacturing and product development infrastructure.

DRL's commitment to corporate social responsibility was also a factor that clinched the deal in its favor, despite not being the highest bidder. However, some analysts opined that DRL had paid too much for the acquisition of betapharm. There were also doubts if DRL could get enough leverage from the acquisition as betapharm was reportedly emerging from a lean period. They felt that if the deal did not produce results, it would significantly impact DRL's financial performance. Another problem was that the German government modified its policy regarding generic drugs shortly after the acquisition. This impacted the margins of most generic drug companies, including betapharm. On account of this change, DRL shelved its plans for further acquisitions in the European market.

Issues

Understand the issues and challenges faced by an Indian pharmaceutical company in growing its business in the international market

Understand and appreciate the role of mergers and acquisitions as a growth strategy

Understand and discuss the rationale behind the acquisition of betapharm by Dr. Reddy's Laboratories

Understand the impact of business and regulatory environment (domestic and international) on mergers and acquisitions.

Reference Numbers

ICMR BSTR249

ECCH 307-105-1

Organization(s) . Dr. Reddy's Laboratories

Countries .... Germany / India

Industry .... Pharma and Biotech

Pub/Rev Date 2007

Case Length .... 19 Pages

TN Length .... 16 Pages

Tata Motors and Fiat Auto: Joining Forces

Abstract

Tata Motors (TM) and Fiat Auto S.p.A (Fiat) are large auto manufacturers. The case describes the transformation of TM from a commercial vehicle manufacturing company to a leading passenger car company in India, and its forays into global markets.

It also details the growth of Fiat, the problems the company faced, and the strategies it adopted to tackle these problems.

The case then talks about the alliance between the two companies, and the benefits and costs from the alliance for each company. The case ends with a brief discussion on the future prospects of the alliance.

Issues

Gain insights into the developments in the Indian and global auto industry

Analyze the turnaround strategies of TM and Fiat, and the compulsions behind the formation of the alliance between the two companies

Understand the importance of alliances in the global automobile industry.

Reference Numbers

ICMR BSTR248

ECCH 307-101-1

Organization(s) .... Tata Motors / Fiat Auto

Countries .... India / Italy

Industry .... Auto and Ancillaries

Pub/Rev Date 2007

Case Length .... 24 Pages

TN Length .... 8 Pages

Nintendo Wii: A 'Revolution' in Gaming?

Abstract

Nintendo is a major game development company, developing both video game consoles and game software. The case begins with an account of the company's decline in fortunes in the early 2000s.

It then describes Nintendo's decision to create a new console with unique gameplay, instead of going in for a console with advanced graphics and superior processing power. The case describes the features of the Wii and its controller, the Wii Remote, the target market, the marketing efforts, and its strengths vis-à-vis competing consoles. It ends with a discussion on the challenges and future prospects for Nintendo and its new console.

Issues

Understand the importance of innovation; To appreciate a company's strategy of market disruption, and the compulsions, the risks, and the rewards

Analyze the current status and the future prospects of the video games industry.

Reference Numbers

ICMR BSTR247

ECCH 307-095-1

Organization(s) .... Nintendo

Countries .... Japan

Industry .... Media, Entertainment, and Gaming

Pub/Rev Date 2007

Case Length .... 21 Pages

TN Length .... 7 Pages

Carrefour's Strategies in China

Abstract

The case discusses the entry and expansion strategies of French retailer Carrefour, in the Chinese market. Carrefour began its Chinese operations by forming joint ventures in the year 1995. The company entered into direct deals with the local governments of various provinces in China to get the approval to set up its stores. By the early 2000s, Carrefour had emerged as the largest foreign retailer in China. The company considered China to consist of several small markets instead of one large market, and accordingly employed strategies for operating in the country. Most of the products sold in Carrefour stores were procured from China. The store formats, location, and the products sold were customized according to the local preferences, and the store managers were empowered to run the stores according to the local requirements.

The case also highlights the challenges faced by Carrefour in China. It discusses the competition that the company faces in China especially after Wal-Mart's acquisition of Trust-Mart. The case includes a note on the Chinese retail industry.

Issues

Study and analyze the entry and expansion strategies of Carrefour in China

Evaluate the strategy of operating in China through several joint venture partners

Examine Carrefour's expansion strategy into China, where it considered the country to be several small markets rather than one huge market

Understand how Carrefour brought changes in its store formats and operational methods to cater to the needs and preferences of consumers in China

Examine how Carrefour implemented the localization strategies in China

Study how Carrefour achieved a balance in implementing its global retailing best practices and customizing some of them to suit the needs of Chinese customers

Study the supply chain management practices of Carrefour in China

Examine the challenges faced by Carrefour in expanding its business in China

Gain insights into the growth and development of the retail industry in China

Examine the regulations and their implications on the Chinese retail industry

Reference Numbers

ICMR BSTR246
ECCH 307-104-1
Organization(s) .... Carrefour
Countries .... China / France
Industry .... Retail
Pub/Rev Date 2007
Case Length .... 30 Pages
TN Length .... 14 Pages

B&Q's Strategies in China

Abstract

The cases discusses, UK based home improvement retailer, B&Q's foray into China. B&Q entered the Chinese market in the year 1999 by opening a store in Shanghai through a joint venture with Home Decorative Building Materials Limited, a Shanghai based property developer. At that time, the Do-it-Yourself (DIY) concept had not gained popularity in China. Overcoming the initial challenges, B&Q was able to establish itself firmly in the Chinese market. B&Q modified its stores to suit the Chinese consumers and introduced the concept of 'Buy-it-Yourself.' The company's growth coincided with the rapid infrastructural development in the country, and increased activity in the housing sector.

The rapid growth of the Chinese home improvement industry led several leading international companies like IKEA to expand their operations in the country. By late 2006, B&Q faced stiff competition from foreign as well as local companies like OrientHome. The case examines the entry and expansion strategies of B&Q in China and how the company is positioned to face increasing competition in the Chinese home improvement industry.

Issues

Study and analyze the entry and expansion strategies of B&Q in China

Examine B&Q's localization strategies in China

Appreciate B&Q's efforts to amalgamate its global best practices with locally viable strategies in China

Evaluate B&Q's efforts to train the local personnel in the company's best practices

Analyze the competitive position of B&Q in China

Reference Numbers

ICMR BSTR245
ECCH 307-103-1
Organization(s) .... B&Q
Countries .... China / United Kingdom
Industry .... Retail
Pub/Rev Date 2007
Case Length .... 11 Pages
TN Length .... 4 Pages

Whole Foods Market's Growth Strategies and Future Prospects

Abstract

Whole Foods Market was the biggest retailer of organic and natural foods in the world. It was also credited with popularizing natural and organic foods by becoming the first retailer to sell them under a supermarket format. Although WFM was not the only retailer selling natural and organic foods in the US, it was the most successful, with one of the strongest growth rates in the industry.

This case discusses the factors that contributed to WFM's success over the years. It talks about how the company grew by differentiating itself from competitors through its unique value proposition and commitment to natural foods.

It also talks about how WFM managed to build a strong brand by offering an unmatched in-store experience, and promoted itself by converting customers into brand ambassadors.

The case also analyses the unique aspects of the organizational culture at WFM, and how they might have helped the company in its growth. It also mentions the criticisms against WFM, especially with regard to its strategy of charging premium prices. The case concludes with a commentary on the future plans of WFM and the increasing competition from other retailers.

Issues

Examine the factors behind the growth and profitability of a major natural and organic foods retailer in the US

Analyze the strategy adopted by the retailer to differentiate itself from the competition

Study how the retailer managed to create a valuable brand by providing an unmatched in-store experience

Analyze how culture can be a source of competitive advantage for a company

Study the future prospects of the retailer in light of increasing competition and its own shortcomings

Suggest possible future courses of action through which the retailer can maintain an edge over the competition

Reference Numbers

ICMR BSTR244
ECCH 307-100-1
Organization(s) .... Whole Foods Market
Countries .... United States of America
Industry .... Retail
Pub/Rev Date 2007
Case Length .... 22 Pages
TN Length .... 8 Pages

Embraer: The Brazilian Aircraft Manufacturer's Turnaround and Growth

Abstract

Brazil-based Embraer was the fourth largest aircraft manufacturer in the world behind Airbus, Boeing, and Bombardier Aerospace. Embraer was set up as a government company in 1969, and privatized in 1994.

This case examines Embraer's turnaround and growth after its privatization. It discusses the steps taken by Mauricio Botelho (who became the CEO after the privatization) to return the company to profitability, as well his handling of various strategic and human resource issues during and after the turnaround. The case then explores Embraer's entry into the regional jet market, where it had to compete against Canadian aircraft major Bombardier.

It also talks about Embraer's use of international strategic alliances to gain expertise in aircraft manufacture, and its aggressive marketing of its new regional jets to various airlines.

A section of the case discusses the various facets of Embraer's competition with Bombardier in the regional passenger jet market. The implications of the dispute between the two companies - which went before the WTO - and its impact on the political and economic relations between their home countries are also mentioned. The rest of the case includes a commentary on Embraer's future prospects, where issues like airline scope clauses, the resurgence of turboprops in the early 2000s, Embraer's problems with its E-Jets, and the company's excessive dependence on revenues from the export of passenger jets are discussed. The case ends with a description of Embraer's restructuring

efforts in early 2006, including the company's new capital structure.

Issues

Examine and understand the issues involved in the turnaround of a company

Understand the differences in the business environments of developing and developed countries

Analyze the competitive advantages and disadvantages of an aircraft manufacturer based in a developing country

Understand the strategies adopted by a company based in a developing country to compete in a highly volatile global market

Examine the impact of a successful company on the economic development in its home country

Understand the role of strategic alliances and international partnerships in a highly competitive and technology-intensive industry

Study the implications of international competition on the political and economic relations between countries

Analyze the characteristics, structure and future prospects of the global aircraft manufacturing industry, with a special focus on regional passenger aircraft

Reference Numbers

ICMR	*BSTR243*
ECCH	*307-102-1*
Organization(s)	*Empresa Brasileira de Aeronáutica S.A (Embraer)*
Countries	*Brazil*
Industry	*Aviation*
Pub/Rev Date	*2007*
Case Length	*31 Pages*
TN Length	*16 Pages*

Tesco's Globalization Strategies and its Success in South Korea

Abstract

The case focuses on the UK based Tesco's globalization strategies and its successful foray into the South Korean market. One of the largest retailers in the world, Tesco's initial experiences with globalization was not successful. However, subsequently Tesco started localizing its stores and products according to the international markets. It entered South Korea in the year 1999 by forming a joint venture with a well established local retailer -Samsung. The joint venture helped Tesco acquire in-depth knowledge of the market and also helped it acquire the best store locations. Tesco began operating in the country under the well established 'Home Plus' banner. Tesco localized its stores according to the preferences of the Korean consumers and brought in some of its global best practices into the country.

The company's operations grew rapidly in South Korea and it emerged as the second largest retailer in the country.

Issues

Evaluate Tesco's globalization strategies

Study and analyze the entry and expansion strategies of Tesco in South Korea

Examine how Tesco localized its retail practices in South Korea

Appreciate Tesco's efforts to integrate its global best practices with local strategies in South Korea

Reference Numbers

ICMR	*BSTR242*
ECCH	*307-098-1*
Organization(s)	*Tesco*
Countries	*South Korea / United Kingdom / Worldwide*
Industry	*Retail*
Pub/Rev Date	*2006*
Case Length	*20 Pages*
TN Length	*5 Pages*

Carrefour's Exit from South Korea

Abstract

The case describes Carrefour's entry and expansion strategies into the South Korean market and the reasons that led to its exit from the country. The company failed to localize its stores and the products sold according to the needs and preferences of Korean consumers.

Carrefour chose to venture into the Korean market on its own without a local partner, due to which it failed to understand the market and was unable to select good locations for its stores. The company employed most of the top management personnel from France and this was not viewed favorably by the local employees, and Carrefour too often faced problems from local labor unions.

After a decade of unsustainable operations and cut-throat competition, Carrefour finally announced the sale of its South Korean business in April 2006.

Issues

Understand why Carrefour failed to sustain its operations in South Korea

Study and analyze the entry and expansion strategies of Carrefour in South Korea

Reference Numbers

ICMR	*BSTR241*
ECCH	*307-094-1*
Organization(s)	*Carrefour*
Countries	*South Korea / France*
Industry	*Retail*
Pub/Rev Date	*2006*
Case Length	*19 Pages*
TN Length	*5 Pages*

The Parryware-Roca Joint Venture

Abstract

Roca is the world's largest sanitaryware manufacturer and Parryware is the leading player in the Indian sanitaryware market.

The case describes the origins and growth of Roca and Parryware leading up to the joint venture which was to operate primarily in India.

It explains in detail the skills that the partners bring to the JV. The case ends with a discussion on the challenges and future prospects for the joint venture, especially when the fast growing Indian market was attracting several foreign players.

Issues

Analyze the synergies in a joint venture

Know more about the Indian sanitaryware market

Weigh the strengths and weaknesses in a joint venture

Reference Numbers

ICMR	*BSTR240*
ECCH	*307-096-1*
Organization(s)	*Parryware / Roca*
Countries	*India / Spain*
Industry	*Engineering, Construction, and Real Estate*
Pub/Rev Date	*2006*
Case Length	*17 Pages*
TN Length	*7 Pages*

WorldSpace Satellite Radio: Fading Signals?

Abstract

WorldSpace Corporation, the pioneer in the satellite radio service industry, was formed in 1990 by Noah Samara. The company's mission was to use satellite radio to disseminate information to normally unreachable areas in third world countries. WorldSpace was launched in Africa in 1998 and in Asia in 2000.

WorldSpace provided around 60 channels, which included music, news, sports and general information channels, in many languages. Initially the company did not have a clearly articulated business model, as the satellite radio industry was still in its infancy. The company's revenues were dependent only on the sales of its satellite radio receivers.

However, in 2004, WorldSpace introduced a global subscription model, whereby it began sell its receivers for a relatively low price, and converted most of its channels into subscription channels. By 2006, India, with more than 75% of the company's subscribers, had become the company's primary market.

This case discusses the strategies and business models adopted by WorldSpace over the years. It talks about WorldSpace's developmental programs and commercial initiatives in all its markets. The case also discusses WorldSpace's operations in India and how the company adopted a region-centric approach to succeed in this market. The case ends with a discussion on how WorldSpace could improve its revenues in future.

Issues

Analyze the nature, potential and use of satellite radio, and its advantages over terrestrial radio

Study the operational model of a company that was considered the pioneer in its industry

Examine the localization attempts of a global satellite service provider

Analyze the issues involved in localizing a service

Examine the efficacy of experiential marketing as a promotion strategy, especially in the case of new products and services using new technologies

Examine the weaknesses in the business model of the satellite service provider and to examine the potential sources of revenue

Reference Numbers
ICMR BSTR239
ECCH 307-099-1
Organization(s) . WorldSpace Corporation
Countries .... India / United States of America / Africa
Industry .... Media, Entertainment, and Gaming
Pub/Rev Date 2006
Case Length .... 22 Pages
TN Length .... 8 Pages

Case Studies on Innovation in India
Paperback; 367 Pages,
20 Case Studies
INR 2000/-

Bonnier Group - Sweden's Leading Family Owned Business

Abstract

The case discusses some of the unique governance and control practices of Sweden based Bonnier Group. The Group was founded over two centuries ago and has been recognized globally as a well-managed family-owned business. Dynamic leaders in each generation, strong culture and values helped the family stay together while maintaining their control over the Group's businesses.

As the Bonnier family moved into the sixth generation, the Group had adopted a more professional and transparent approach to governance. The case examines the growth of Bonnier Group over the decades and highlights the best practices in managing a family-owned business.

Issues

Study the best practices in managing a family-owned business

Evaluate the importance of culture, values and leadership in managing a family owned business successfully

Examine the importance of good governance and control in bringing transparency to the operations of family owned business

Reference Numbers
ICMR BSTR238
ECCH 306-573-1
Organization(s) .... Bonnier AB
Countries .... Sweden
Industry .... Media, Entertainment, and Gaming
Pub/Rev Date 2006
Case Length .... 18 Pages
TN Length .... 15 Pages

Saregama India Ltd.: Striking a Digital Chord

Abstract

Saregama India Ltd, part of the RPG group, is a major player in the Indian music industry. The case describes the turnaround efforts undertaken by the company in the recent past.

It discusses the company's efforts to digitize its catalog in an effort to make inroads into the digital music market and gives an outline of the Indian music market and declining trend in physical music sales.

The case ends with a brief discussion on the future prospects of the company.

Issues

Gain insights into the Indian music industry

Understand the effect of technology changes on the business of the company

Analyze the turnaround strategy of Saregama India Ltd. and understand the efforts made by a company to align its business to the changed realities of the market

Reference Numbers
ICMR BSTR237
ECCH 306-576-1
Organization(s) .... Saregama India Ltd.
Countries .... India
Industry .... Media, Entertainment, and Gaming
Pub/Rev Date 2006
Case Length .... 21 Pages
TN Length .... 4 Pages

MTV Networks International: Localizing Globally

Abstract

MTV International (MTVI) was the first major international television network to broadcast its channels in regional languages around the world. MTVI was first launched in Europe in 1987, and later expanded to many countries. In the 1990s the network realized the importance of a 'region-centric' approach, and launched localized versions of its channels in regional languages.

As of mid-2006, MTVI reached an audience of over one billion, and operated around 130 channels in more than 25 languages. In addition to the television channels, the network operated broadband services and about 130 websites. MTVI adopted the policy of "Think Globally, Act Locally".

The network not only launched localized versions of its channels, but also acquired several local channels in the countries in which it operated.

This case discusses the localization strategies adopted by MTVI to expand globally. It also talks about the shift in MTV's target audience's preferences from television to online media. It concludes with a discussion on whether MTV can reinvent itself to maintain its relevance to the youth audience, and how the company can meet the challenges posed by emerging media.

Issues

Understand the role and importance of localization to global companies

Analyze the localization strategies adopted by a major media company, in its global expansion

Study the impact of language and culture on a media company's global expansion

Analyze the impact of emerging media like the Internet on traditional media

Reference Numbers

ICMR *BSTR236*

ECCH *307-093-1*

Organization(s) .... *MTV Networks*

Countries .... *United States of America / Worldwide*

Industry .... *Media, Entertainment, and Gaming*

Pub/Rev Date *2006*

Case Length .... *14 Pages*

TN Length *6*

Coach Inc.: From Staid to Stylish

Abstract

Coach Inc. was a major leather goods company, and one of the few international luxury brands that originated in the US. Since it was set up in 1941, the company had built a reputation for high quality leather bags and accessories. However, despite being highly valued for the quality of its products, over the years the company had lagged behind its competitors on the style dimension. This case discusses the measures taken by Coach to transform itself into a high-end fashion label from a staid leather goods company. It begins with a description of how Coach, which was originally established as a leather manufacturing company in New York, gradually achieved the status of a premium brand as a result of its superior quality leather goods.

In the late 1990s, Coach underwent a major transformation under the management of its CEO Lew Frankfort and designer Reed Krakoff. Under their direction, Coach adopted a unique positioning as an 'accessible luxury brand'. In other words, though the company offered high-end products, their prices were lower than the prices of most other luxury brands in the US. This extended Coach's appeal to a wide range of consumers.

This case talks about Coach's product strategy and how the various collections launched in the late 1990s and early 2000s managed to raise the brand to the level of high-end fashion labels like Gucci and LVMH. It discusses Coach's positioning in the market and the company's image building initiatives since the late 1990s.

The case also talks about the expansion strategy undertaken by Frankfort, which helped the Coach brand gain visibility in the US and around the world. The case ends with a discussion on whether Coach's unrestricted expansion and its unique pricing strategy might dilute the Coach brand in future.

Issues

Understand the strategy adopted by a company to transform itself from a leather goods manufacturer into a premium fashion brand

Study the issues involved in sustaining a premium image for a brand, even while reaching out to a larger market

Understand the role played by product innovation in the success of a fashion goods company

Reference Numbers

ICMR *BSTR235*

ECCH *306-574-1*

Organization(s) .... *Coach Inc*

Countries .... *United States of America*

Industry .... *Textile, Apparel, and Accessories*

Pub/Rev Date *2006*

Case Length .... *23 Pages*

TN Length .... *8 Pages*

Jetstar Asia: A Low Cost Airline in Trouble

Abstract

Jetstar Asia Pte Ltd. was a low cost carrier (LCC) operating in the Southeast Asian region. This case discusses the operations of Jetstar Asia, and the various problems the airline faced since its inception in December 2004.

Although Jetstar Asia was positioned as a LCC, it did not operate on a completely no frills model, and consequently, its fares were higher than those of other LCCs operating in the region, notably Tiger Airways. In addition to this, the regulatory environment in the Southeast Asian region also hampered the airline's growth. As a result, Jetstar Asia was unable to get a foothold in the Southeast Asian air travel market, and posted losses from its inception.

The case then talks about the measures taken by Jetstar Asia to improve its position, such as the merger with Valuair (another LCC in Singapore). It also draws a comparison between the business models of Jetstar Asia and the only other Singapore-based LCC, Tiger Airways. The case concludes with discussion of the measures undertaken by Qantas, a leading Australian airline and the majority shareholder in Jetstar Asia, in order to improve the condition of the airline.

Issues

Study the business model adopted by a struggling Southeast Asian low cost carrier (LCC)

Understand the importance of choosing the right business model, especially in the context of LCCs

Understand the impact of the regulatory environment on the Southeast Asian aviation industry

Understand the role of mergers in the aviation industry, and to analyze whether a merger between two struggling airlines is a good idea

Study the trend of full service carriers setting up low cost subsidiaries, and to examine the likelihood of these subsidiaries becoming successful

Reference Numbers

ICMR *BSTR234*

ECCH *306-556-1*

Organization(s) . *Jetstar Asia Airways Pte Ltd.*

Countries .... *Singapore*

Industry .... *Aviation*

Pub/Rev Date *2006*

Case Length .... *14 Pages*

TN Length .... *7 Pages*

NBC in Trouble

Abstract

The case describes the problems faced by NBC, one of the leading television networks in the US which dominated the television ratings in the mid-1990s. In early 2000s, due to completion of NBC's hit shows like Friends and ER, the network was in deep trouble.

While NBC was continuously losing its viewers, rivals such as CBS, Fox and ABC had launched blockbuster shows which pushed NBC to the fourth position among the leading US television broadcasters.

The case describes the reasons for the decline in the popularity of NBC and the steps taken by NBC's management to revive the network's fortunes.

Issues

Examine the reasons that led to the decline in popularity of NBC television network

Critically analyze the effectiveness of the efforts made by NBC's management to revive the network

Study and analyze the nature of competition among the television networks in the US

Study the trends in the US television broadcasting industry in the recent years

Analyze the impact of cable television and the Internet on the US television industry

Reference Numbers

ICMR *BSTR233*

ECCH *306-554-1*

Organization(s) .... *NBC*

Countries .... *United States of America*

Industry .... *Media, Entertainment, and Gaming*

Pub/Rev Date *2006*

Case Length .... *23 Pages*

TN Length .... *5 Pages*

Reviving CBS - The Leslie Moonves Way

Abstract

The case describes how Leslie Moonves, the President and CEO of US-based CBS Television, revived the CBS television network. Earlier, the television network aired shows that appealed only to old people and those in rural areas, and with such limited audiences, it was often ranked at the bottom in television rankings. The case examines in length the reasons for the fall of CBS from one of the leading television networks in the 1960s. It discusses the various steps taken by Moonves to attract younger audience, increase the network's viewership and regain the #1 position in television rankings. The case also describes the competition that CBS faces from other channels such as NBC, ABC and FOX, cable and satellite channels, and the Internet.

Issues

Examine the efforts made by a leader to revive a television network in trouble

Study and analyze the nature of competition among the television networks in the US

Critically analyze the trends in the US television broadcasting industry in the recent years

Study the impact of cable television and the Internet on the US television industry

Reference Numbers

ICMR	BSTR232
ECCH	306-548-1
Organization(s)	CBS Television
Countries	United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2006
Case Length	19 pages
TN Length	5

Organizational Transformation at the BBC

Abstract

The case examines the measures taken by the UK-based British Broadcasting Corporation (BBC) under the leadership of Director General Mark Thompson, after its editorial and complaint investigation processes were found defective in the Hutton Report. The case discusses the need for restructuring the BBC by Thompson and the organizational changes that were made by his predecessors.

It explains the steps taken by Thompson to simplify the organizational structure and prepare the BBC for the digital transformation (shifting from analog to digital transmissions) by 2012. The case puts forth the issues raised by the UK government during the Charter Review and the BBC's response to overcome them.

It also discusses Thompson's Creative Future strategy aimed to attract young audience, improve BBC's programming content and prepare the BBC for the digital future. The case also presents the views of analysts on Thompson's efforts and funding of the BBC through license fee.

Issues

Understand how a public broadcaster has failed to transform itself in the light of rapidly changing business environment in the media industry

Understand the importance of having a simpler organizational structure

Examine the role of IT and the Internet in the media industry

Understand how lack of innovation, differentiation and customization affect a broadcaste

Appreciate the need for visionary leadership in a highly competitive and dynamic industry

Reference Numbers

ICMR	BSTR231
ECCH	306-563-1
Organization(s)	British Broadcasting Corporation
Countries	United Kingdom
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2006
Case Length	27 Pages
TN Length	10 Pages

Blu-Ray and HD DVD: Betamax - VHS 'Format Wars' Redux?

Abstract

Sony, a leading multinational electronics company, had always been at the forefront of technological innovation. However, in spite of its prowess in research and development, some of the company's technologies failed to become industry standards in the face of competition from technologies developed by rival firms. The case starts with an analysis of the reasons behind Sony's failure to establish its Betamax format as the industry standard against the VHS technology developed by JVC. It then describes Sony's contribution to the evolution of DVD technology, leading up to the development of Blu-ray. The case compares the actions taken by Sony in the 1980s to promote its Betamax technology, with its current efforts to get Blu-ray accepted as the standard.

Issues

Recognize the importance of marketing and alliances in popularizing new technologies

Understand the influence of market forces in the adoption of new technologies

Analyze the factors that delay or quicken the rate of diffusion of innovation

Compare and contrast the strategies adopted by a company at two different points in time, to popularize its technology and products

Reference Numbers

ICMR	BSTR230
ECCH	306-562-1
Organization(s)	Sony Corporation / JVC
Countries	Japan
Industry	Consumer Electronics
Pub/Rev Date	2006
Case Length	22 Pages
TN Length	9 Pages

The Break-up of the RPG-DFI Joint Venture

Abstract

The case discusses how an Indian conglomerate, RPG Enterprises (RPG) and a Hong Kong-based retailing giant, Dairy Farm International (DFI) formed a joint venture, FoodWorld Supermarkets Ltd, to operate a supermarket chain in India under the name FoodWorld. It describes the measures RPG and DFI took to make FoodWorld one of the leading supermarket chains in India. The case then talks about how the relationship between the joint venture partners became strained and then came to an end due to disagreements over issues like the use of trademarks, control over joint venture, etc.

The case also talks about the steps taken by RPG and DFI after the spilt to continue their operations in the retail market. The case also throws light on the competitive scenario in the Indian organized retailing market and its impact on RPG.

Issues

Understand the role of joint ventures in retailing

Analyze the pros and cons of joint ventures; especially those involving foreign partners

Study the impact of liberalization on the organized retailing industry in India

Reference Numbers

ICMR	BSTR 229
ECCH	306-547-1
Organization(s)	RPG Enterprises and Dairy Farm International
Countries	India
Industry	Retail
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	N/A

Sony's Format Wars

Abstract

Sony Corp. is a major player in the global electronics industry. The case attempts to compare and contrast Sony's reaction to rival formats in the 1980s and mid 2000s. The case describes the strategies that the company adopted when it was faced with a rival video format in the late 1970s. It also analyzes the strategies that the company adopted when it faced a similar situation in the mid 2000s. The case throws light on the prospects of the company succeeding in its efforts to establish its format as the standard.

Issues

Understand the format wars among major players in the global consumer electronics industry

Compare and contrast the strategies that a company adopted in similar situations but at two different points in time

Understand the issues concerning new technology and their adoption.

Reference Numbers

ICMR	*BSTR 228*
ECCH	307-097-1
Organization(s)	*Sony Corp.*
Countries	*USA, Japan*
Industry	*Consumer Electronics*
Pub/Rev Date	*2006*
Case Length	*20 Pages*
TN Length	*4 Pages*

Restructuring Pantaloon: The 'Future Group' Strategy

Abstract

The case discusses the restructuring initiatives of the Pantaloon group, a leading retailing group in India. In March 2006, the group renamed itself as the 'Future Group' and was further divided into six verticals – Future Retail, Future Brand, Future Space, Future Capital, Future Media, and Future Logistics. The case discusses the rationale behind the group's restructuring initiative and its plans for the future. The case also highlights the competitive nature of the organized retail sector in India.

Issues

Understand the issues and challenges faced by an organized retailer in a developing economy like India

Appreciate and understand the issues concerned with organizational restructuring.

Reference Numbers

ICMR	*BSTR 227*
ECCH	
Organization(s)	*Pantaloon Retail (India) Limited*
Countries	*India*
Industry	*Retailing*
Pub/Rev Date	*2006*
Case Length	*16 Pages*
TN Length	*N/A*

eBay's Acquisition of Skype: Will the 'Gamble' Work?

Abstract

This case is about eBay Inc.'s (eBay) acquisition of Skype Technologies SA (Skype), a growing Internet communications company, for US$2.6 billion in September 2005. The case discusses the rationale behind this acquisition and the debate regarding the pricing of the deal. The case also covers the growth strategies adopted by eBay since its inception. Finally, the case highlights the growth of the voice over internet protocol (VoIP) market and some initiatives taken by leading online companies like Google Inc. Yahoo! Inc., Microsoft Corporation to capitalize on this opportunity. The impact of VoIP on the future of the telecom industry is also briefly discussed.

Issues

Understand the key issues and growth challenges faced by an online company in the highly competitive Internet economy

Appreciate and understand the issues related to the impact of technology on the business environment, growth through acquisitions, leveraging synergies, and pricing of acquisition deals.

Reference Numbers

ICMR	*BSTR 226*
ECCH	306-575-1
Organization(s)	*eBay Inc.*
Countries	*USA, Europe*
Industry	*Internet & e-Commerce*
Pub/Rev Date	*2006*
Case Length	*20 Pages*
TN Length	*N/A*

Voltas Ltd.: From theTurnaround to the 'Big Bang'

Abstract

Voltas Ltd., a company under the Tata Group, was one of the leading air-conditioning and engineering companies of India. The case traces the company's restructuring efforts after it suffered losses owing to diversifications and ill-advised investments. It describes the efforts the company made to organize its businesses around its prime strengths of air-conditioning and engineering. The case also describes the marketing efforts of the company aimed at becoming the leader in the Indian retail air-conditioning market. The case concludes with an account of the growth prospects of the company in its various businesses.

Issues

Gain insights into the turnaround efforts of the company

Appreciate the importance of focus and a clear recognition of strengths

Know more about the marketing efforts made by the company to gain leadership in a highly competitive market.

Reference Numbers

ICMR	*BSTR 225*
ECCH	
Organization(s)	*Voltas Ltd.*
Countries	*India*
Industry	*Appliances*
Pub/Rev Date	*2006*
Case Length	*22 Pages*
TN Length	*N/A*

Governance and Control at AXA

Abstract

The case discusses the dual governance structure at AXA, a France based insurance and wealth management company. In a span of three decades, the company went in for several acquisitions globally, bringing several companies into its fold. To achieve its aim of becoming a truly global company, AXA consolidated its operations across the world and went for a judicious mix of centralization and decentralization of its key activities. The company centralized the operations to the extent necessary while its subsidiaries in different countries had full freedom to operate according to local conditions. The case also discusses in length about the roles played by the management and supervisory board to maintain a firm control over the global operations of the company.

Issues

Appreciate the importance of strong governance practices in a global company; Understand the advantages and dis-advantages of a dual governance structure in a global company

Examine how AXA maintained the balance between centralization and decentralization of its core activities.

Reference Numbers

ICMR	*BSTR 224*
ECCH	
Organization(s)	*AXA*
Countries	*France*
Industry	*Financial Services*
Pub/Rev Date	*2006*
Case Length	*17 Pages*
TN Length	*N/A*

BPL Ltd & Sanyo Electric Co. Ltd: An Enduring Alliance

Abstract

In 2004, BPLL, a company which was once a major player in the Indian consumer durables industry, and SECL, a Japanese consumer electronics company, came together to form a joint venture in India. The case traces the ups and downs in the fortunes of the alliance partners before the merger, and looks at the reasons behind BPLL's gradual decline in the Indian consumer durables market. It also analyzes the challenges faced by the joint venture in view of the highly competitive nature of the industry in which it was to operate. The case ends with a brief discussion on the future prospects of the joint venture company.

Issues

Analyze the structure of the Indian consumer electronics industry in the 2000s, and the nature of changes in the industry

Understand the reasons behind the decline of a market leader

Understand the challenges faced by the joint venture between BPLL and SECL

Analyze the future prospects of the joint venture in view of the partners' checkered histories, and the competitive nature of the market.

Reference Numbers

ICMR	*BSTR 223*
ECCH	
Organization(s)	*BPL Ltd.*
Countries	*India*
Industry	*Consumer Electronics*
Pub/Rev Date	*2006*
Case Length	*22 Pages*
TN Length	*N/A*

JP Morgan Chase: A Tale of Two Mergers

Abstract

The case describes two major mergers in the global banking industry. These are JP Morgan and Chase Manhattan and JP Morgan Chase and Bank One merger which resulted in the formation of JP Morgan Chase & Company. The case explains the rationale for these mergers and puts forth the details of each merger. It describes the problems encountered during the merger between JP Morgan and Chase Manhattan and debates on the future success of JP Morgan Chase and Bank One merger.

Issues

Study the rationale behind mergers in the global banking industry

Examine the problems faced during the JP Morgan and Chase Manhattan merger

Analyze the synergies in the JP Morgan Chase and Bank One merger

Understand the reasons why mega-mergers fail.

Reference Numbers

ICMR	*BSTR 222*
ECCH	
Organization(s)	*Banking*
Countries	*US*
Industry	*Banking*
Pub/Rev Date	*2006*
Case Length	*16 Pages*
TN Length	*N/A*

Infosys in China

Abstract

The case describes the entry and expansion strategies of Indian software major Infosys, in China. Infosys entered China in 2004 to cater to its multinational clients operating in the country and to take advantage of the quality manpower available at competitive costs as compared to India. Infosys also planned to offer software services to the leading Chinese companies which were growing at a rapid pace. The company aimed to have its second largest development center in China with Chinese operations accounting for 10% of the total revenues by 2015. The case also examines the challenges faced by Infosys in establishing its operations in the country.

Issues

Examine the growing importance of China in the global software industry

Analyze the strategies adopted by the Indian IT companies like Infosys in the Chinese market

Study the legal and regulatory challenges faced by IT companies while operating in China

Study the prospects of Indian IT companies in China.

Reference Numbers

ICMR	*BSTR 221*
ECCH	
Organization(s)	*Infosys*
Countries	*China, India*
Industry	*Software*
Pub/Rev Date	*2006*
Case Length	*16 Pages*
TN Length	*N/A*

Danfoss' Business Strategy in China

Abstract

The case examines the 'China Strategy' of Danfoss, the Danish heating, ventilation and air condtioning equipment manufacturer. It describes the reasons why Danfoss entered the Chinese market and the initial hurdles faced by the company. Danfoss plans to make China its 'second home' after Europe. The company had been making losses in the country until 2001, after which the company broke even and started making profits. Danfoss had set a sales target of US$ 480 million in China by 2008. The case explains the strategies followed by the company to turn its operations profitable and debates whether the company will be able to achieve its 2008 revenue target or not.

Issues

Examine the advantages and disadvantages of doing business in China

Study the strategies adopted by Danfoss in the Chinese market

Analyze the future of Danfoss' operations in China

Study the air-conditioning and refrigeration equipment industry in China.

Reference Numbers

ICMR	*BSTR 220*
ECCH	
Organization(s)	*Danfoss*
Countries	*China, Denmark*
Industry	*Air-conditioning and refrigeration equipment*
Pub/Rev Date	*2006*
Case Length	*13 Pages*
TN Length	*N/A*

Jet Airways' Attempted Acquisition of Air Sahara

Abstract

The case discusses the attempted acquisition of the third largest airline company in India, Air Sahara by its rival airline company, Jet Airways. It describes why Jet Airways, a leader in the Indian airline company agreed to pay $500 million to acquire Air Sahara. The

case further talks about the advantages and disadvantages that Jet airways expected to have from the acquisition. It also throws light on the changes brought in by the new low cost carriers in the Indian aviation scene. The case also discusses the future prospects of Jet Airways in the highly competitive airline industry both within and outside India.

Issues

Understand the role of mergers and acquisitions in the growth strategy of airline companies

Analyze the benefits and drawbacks of acquisitions for an airline company

Study the impact of liberalization on the Indian airline industry

Understand the implications of competition from low cost carriers to full service airline companies.

Reference Numbers
ICMR .... *BSTR 219*
ECCH ....
Organization(s) ..... *Jet Airways (India) Ltd and Sahara Airlines Ltd*
Countries .... *India*
Industry .... *Airline*
Pub/Rev Date *2006*
Case Length .... *24 Pages*
TN Length .... *N/A*

Indiagames Ltd: Mobile Games and Beyond

Abstract

The case study traces the transformation of Indiagames Ltd, one of the top five mobile game development companies in the world, from a multimedia training center to a global leader in game development. It describes how the company marketed its products, and also discusses the strategic partnerships and alliances that the company entered into, in order to sustain its competitive edge. The case also discusses the challenges that the company faces in game development and marketing, and ends with a brief discussion on the company's future prospects.

Issues

Learn more about the Indian animation sector

Understand the efforts made by a company to grow by moving up the value chain in the animation industry

Understand the challenges peculiar to an organization that operates in a market that requires high levels of individual creativity and productivity

Analyze the future prospects of the company and the animation industry in India, in view of the challenges such as the shortage of manpower.

Reference Numbers
ICMR .... *BSTR 218*
ECCH ....
Organization(s) .... *Indiagames Ltd.*
Countries .... *India*
Industry .... *Game Development*
Pub/Rev Date *2006*
Case Length .... *20 Pages*
TN Length .... *N/A*

Toonz Animation India Pvt. Ltd.

Abstract

The case study deals with Toonz Animation India Pvt. Ltd., one of the leading animation studios in India. It traces the beginnings of the studio when it largely executed outsourced work for overseas animation studios, and then elaborates on the company's efforts to create original content and also engage in distribution of its own content. The case also throws light on the challenges faced by the company. It ends with a brief discussion on the future prospects of the company.

Issues

Learn more about the Indian animation sector

Understand the efforts made by a company to grow by moving up the value chain in the animation industry

Understand the challenges peculiar to an organization that operates in a market that requires high levels of individual creativity and productivity

Analyze the future prospects of the company and the animation industry in India, in view of the challenges such as the shortage of manpower.

Reference Numbers
ICMR .... *BSTR 217*
ECCH ....
Organization(s) ...... *Toonz Animation India Pvt. Ltd.*
Countries .... *India*
Industry .... *Animation*
Pub/Rev Date *2006*
Case Length .... *20 Pages*
TN Length .... *N/A*

Lupin Limited: India's Leading Pharma Company

Abstract

The case presents the strategies adopted by Lupin Limited to emerge as one of the leading pharmaceutical companies in India. For the fiscal 2004-05, Lupin reported revenues of Rs. 12.12 billion, placing it among the top six companies in the Indian pharma industry. The company aims at achieving the revenues of US$ 1 billion by 2009. To achieve this target, Lupin has made heavy investments in R&D, manufacturing processes and is focusing on exports. Notwithstanding Lupin's success till date and its plans for future growth, the company faces significant threat in the form of product patents, high debts and rising competition from both local and foreign pharma companies. The case highlights the challenges facing Lupin and its plans to overcome these challenges.

Issues

Recent trends in the Indian Pharmaceutical Industry

Lupin's journey from a drug manufacturer to a national level pharma company

Growth Strategies of Lupin Limited; Importance of patents (product and process) in the pharma industry

Product patent regime in India.

Reference Numbers
ICMR .... *BSTR 216*
ECCH 306-333-1
Organization(s) .... *Lupin Limited*
Countries .... *India*
Industry .... *Pharma*
Pub/Rev Date *2006*
Case Length .... *19 Pages*
TN Length .... *N/A*

Sony Ericsson's Mobile Music Strategy

Abstract

The case discusses the 'mobile music strategy' adopted by Sony Ericsson Mobile Communications AB (Sony Ericsson). The company leveraged the strengths of its parent companies, Sony Corporation and Ericsson to introduce the Walkman phone. The case discusses in detail the impact of the Walkman phone on the company's performance. The case includes details of how the company leveraged the Walkman brand and initiated several strategic tie-ups. The case also highlights the competition among mobile phone manufacturers with regard to music phones and the competition with portable music players.

Issues

Understand the impact of the mobile music strategy on the performance of Sony Ericsson; Understand the nature of competition in the mobile phone industry.

"Take time to deliberate; but when the time for action arrives, stop thinking and go in."
– Andrew Jackson

Reference Numbers
ICMR .... BSTR 215
ECCH ....
Organization(s) ...... Sony Ericsson Mobile Communications AB
Countries .... Europe, USA
Industry .... Mobile Phone
Pub/Rev Date 2006
Case Length .... 19 Pages
TN Length ...... 6 Pages

Winds of Change
The Changing Dynamics in the Aviation Industry

Hardcover; 394 Pages,
16 Case Studies
ISBN No: 81-89410-07-5
INR 4000/-

Grasim Industries Ltd and VSF: Expanding a Commodity Market through Branding and CRM

Abstract

Grasim Industries Ltd. is dominant player in the Indian Viscose Stable Fiber market and one of the leading players globally. The case begins with a profile of the Indian VSF market. It then outlines the impact of fluctuations in the prices of alternate fibers, mainly cotton and polyester, on the demand for Grasim's VSF. The case describes in detail the unique business strategy, 'Service beyond VSF', adopted by Grasim with the intention of promoting the usage of its VSF and reducing the impact of price fluctuations in substitute fibers. The case outlines the value added services, and branding and product development initiatives, that the company has carried out to realize its objectives. The case ends with a discussion on the future prospects of Grasim.

Issues

Appreciate the various problems faced by manufacturers of commodity products, and more specifically, VSF manufacturers

Provide insights into the means by which a commodity product can transformed into a branded product with more stable demand and less likelihood of substitution

Understand the contribution of new product development to the growth of an industry.

Reference Numbers
ICMR .... BSTR 214
ECCH ....
Organization(s) ...... Grasim Industries Ltd
Countries .... India
Industry .... Textile
Pub/Rev Date 2006
Case Length .... 26 Pages
TN Length .... N/A

Vodafone in Trouble

Abstract

The case explains the problems faced by Vodafone Group plc (Vodafone), a leading global mobile company in early 2006. It also discusses the position of Arun Sarin (Sarin), CEO Vodafone, after the announcement of 'impairment review' of the company's forecast in February 2006. The case narrates how Chris Gent (Gent), the former CEO of Vodafone, turned the company from a leading wireless operator in the UK to a mobile giant having a 'global footprint' through his expansion strategy. It further explains the problems faced by Vodafone during the early 2000s in its key markets such as Europe, Japan and the US. Finally, the case throws light on the new strategic direction that Sarin might adopt to improve the conditions of Vodafone.

Issues

Understand the strategies adopted by Vodafone to become a global company

Understand the problems faced by global companies.

Reference Numbers
ICMR .... BSTR 213
ECCH ....
Organization(s) .... Vodafone plc
Countries .... UK, US and Japan
Industry .... Mobile Telecommunications
Pub/Rev Date 2006
Case Length .... 20 Pages
TN Length .... 6 Pages

The Transformation of Apple's Business Model

Abstract

This case examines the ouster of Steve Jobs from US-based Apple Computers (Apple) in September 1985 and the incidents that occured in Apple before his return in 1997. It provides insights on how Jobs resurrected Apple when he rejoined Apple by bringing in several changes including cost control, rationalizing existing product lines, revamping of distribution system and introducing new products. Some of the products introduced by Apple like iPod were revolutionary and played a major role in turning around the fortunes of the company and placing it back on the growth track. Apple ceased to be a mere PC or software manufacturer and spread its horizon to become a diversified media company.

Issues

Understand and appreciate the role of a leader in reviving the fortunes of a company

Evaluate the strategies adopted by Jobs to turn Apple around

Determine the reasons behind the downfall of well established companies like Apple and the problems that companies tend to overlook.

Reference Numbers
ICMR .... BSTR 212
ECCH 306-223-1
Organization(s) .... Apple Computer Inc
Countries .... US
Industry .... Media/ PC
Pub/Rev Date 2006
Case Length .... 14 Pages
TN Length .... N/A

PSA Peugeot Citroën: Strategic Alliances for Competitive Advantage?

Abstract

PSA Peugeot Citroën is the fourth largest automobile manufacturer in the world. The case discusses the strategic alliances and joint ventures that the company has entered into. The case throws light on some of the issues concerning these alliances and the benefits that the company has gained from the alliances. It also discusses the challenges that the company faces and its future prospects.

Issues

Analyze the concept of strategic alliances

Understand the possible advantages of strategic alliances

Highlight the benefits and costs of strategic alliances in the automobile industry.

Reference Numbers
ICMR .... BSTR 211
ECCH ....
Organization(s) .... PSA Peugeot Citroën
Countries .... France, Western Europe

Industry .... *Automobile*
Pub/Rev Date *2006*
Case Length .... *23 Pages*
TN Length .... *N/A*

News Corporation's Digital Dilemma

Abstract

The case discusses the hurdles faced by News Corporation in the light of rapid digitization, especially in protecting its traditional media business including newspapers and television. The case presents various online media initiatives taken up by Rupert Murdoch, founder of News Corporation. It gives details of the investments made by News Corporation during the dotcom boom in the 1990s and their fate after the dotcom bust. The case also discusses various acquisitions made by News Corp. as a part of its aggressive Internet strategy.

Issues

Understand the impact of Internet on traditional media companies

Study and analyze the problems that a traditional media company could face in its digital transformation

Understand how economic downturn can affect a company's investment strategies.

Reference Numbers
ICMR .... *BSTR 210*
ECCH ....
Organization(s) .... *News Corporation*
Countries .... *Australia, US*
Industry .... *Media*
Pub/Rev Date *2006*
Case Length .... *14 Pages*
TN Length .... *N/A*

The Morgan Stanley – Dean Witter Merger

Abstract

The case discusses the merger of one of the largest investment banks in the US – Morgan Stanley with Dean Witter, Discover & Company, a retail firm specializing in stock brokerage, asset management and credit cards in 1997. Though analysts raised doubts about the success of the merger, initially the merger proved to be successful placing Morgan Stanley Dean Witter among the top investment banking and financial services companies. However, in the early 2000s, with the slowdown in the US economy, the merged entity reported declining revenues and profits and exodus of key top management personnel. The then CEO of Morgan Stanley Dean Witter, Phil Purcell forced out President & COO John Mack in 2001. By 2005, Morgan Stanley was embroiled in governance and legal problems, which affected its business performance and financial position. A group of eight former executives of Morgan Stanley campaigned against Purcell leading to its ouster in June 2005. This case illustrates the role of top management and good governance in the success/failure of a merger.

Issues

Examine the synergies of merger between Morgan Stanley and Dean Witter; Understand the reasons for the success of Morgan Stanley Dean Witter merger during its initial years

Study the role of top management in the success of a merger.

Reference Numbers
ICMR .... *BSTR 209*
ECCH ....
Organization(s) .... *Mrogan Stanley & Company; Dean Witter, Discover & Company*
Countries .... *US*
Industry .... *Investment Banking and Financial Services*
Pub/Rev Date *2006*
Case Length .... *19 Pages*
TN Length .... *N/A*

Reviving Manpower Inc.: The Joerres Way

Abstract

The case discusses the revival in financial performance of the US based Manpower Inc., a global staffing firm; from a company reporting declining profits and poor business performance in key global markets to a company registering improved financial performance across the world and establishing a dominant position in the staffing services in the IT sector. It discusses the strategies adopted by Manpower's CEO – Jeffrey Joerres to revive the performance of the company. The case examines the challenges faced by Manpower Inc. in saturated markets such as the US and emerging markets such as China and India.

Issues

Understand the role of the leader in reviving the performance of an organization

Study the changing dynamics of global staffing industry

Critically examine the growth strategies adopted by Manpower Inc.

Reference Numbers
ICMR .... BSTR 208
ECCH ....
Organization(s) .... Manpower
Countries .... US Industry Staffing Services
Pub/Rev Date 2006
Case Length .... 14 Pages
TN Length .... N/A

Li Ning: Brand Growth and Excellence in China

Abstract

This case is about Li Ning Company Limited (LNCL), a leading manufacturer and marketer of sports goods in China. LNCL sells its products under the brand name 'Li Ning'. The case highlights the various business strategies adopted by LNCL to sustain itself in the rapidly growing and highly competitive Chinese sports goods market. Founded by Li Ning, a renowned Chinese gymnast, LNCL quickly became one of China's leading sports goods brands. The case also discusses LNCL's branding strategy, distribution and promotional strategies, and the future challenges it faces to retain its market share in the Chinese sports goods market against multinational rivals like Nike and Adidas.

Issues

Understand the dynamics of the Chinese sports goods market

Understand the strategies adopted by a local Chinese sports goods manufacturer as it competes with multinational giants and domestic manufacturers.

Reference Numbers
ICMR .... *BSTR 207*
ECCH *506-049-1*
Organization(s) Li Ning Company Limited
Countries .... *China*
Industry .... *Sports Goods*
Pub/Rev Date *2006*
Case Length .... *14 Pages*
TN Length .... *7 Pages*

Reviving Hindustan Lever Limited

Abstract

The case discusses the problems faced by Hindustan Lever Limited (HLL), the largest FMCG company in India, in the early 2000s. Between 2001 and 2004, HLL's market share declined and its revenues plunged by Rs 7.27 billion, while profits fell by Rs 3.5 billion. In response, HLL's management began a restructuring exercise that aimed at boosting growth both in terms of volumes and revenues and finally translating into better profits for the company. The case discusses the restructuring exercise in detail and examines its effectiveness in reviving the company's financial performance. It also highlights the challenges that HLL may face in the near future.

Issues

Study and analyze the changing dynamics of FMCG industry in India

Understand the reasons that led to the fall in HLL's market share, revenues and profitability

Critically examine HLL's restructuring exercise and analyze its effectiveness in reviving the financial performance of the company.

Reference Numbers

ICMR .... BSTR 206
ECCH ....
Organization(s) .... HLL
Countries .... India
Industry .... FMCG
Pub/Rev Date 2006
Case Length .... 19 Pages
TN Length .... N/A

GCMMF's Cooperative Structure

Abstract

The case explains the organization structure of the Gujarat Cooperative Milk Marketing Federation (GCMMF) which marketed its products under the brand name 'AMUL.' Also known as Anand Pattern, the cooperative structure had three-tiers including Village Cooperative Society, District Dairy Union and State Federation. The case also examines the formation of National Dairy Development Board (NDDB) in 1965, with an aim to establish a network of multi-tier cooperative societies and highlights its achievements over the decades. By early 2000, a tussle emerged between GCMMF and NDDB challenging each other in several markets in India. The case examines the implications of this tussle and how it may affect the dairy cooperative movement in India.

Issues

Study the organization structure of GCMMF

Study the Cooperative movement in India

Analyze the Anand Pattern and its application in other districts

Discuss the implications of the tussle between GCMMF and NDDB.

Reference Numbers

ICMR .... BSTR 205
ECCH ....
Organization(s) .. GCMMF, AMUL, NDDB
Countries .... India
Industry .... Dairy Products
Pub/Rev Date 2006
Case Length .... 15 Pages
TN Length .... N/A

www.icmrindia.org

Ford: The 'Way Forward' Restructuring Program

Abstract

US based automobile manufacturer Ford Motors North American business was facing problems since the early 2000s due to external business environment factors like severe competition from the Japanese automobile manufacturers, rise in gasoline prices and decline in the sales of SUVs. Other factors like old vehicle models, rising pension and healthcare costs and changing customer preferences also had an adverse affect on the division. As a result, Ford has been losing market share in North America and in 2005, the division posted huge losses. To revive its business in North America, Ford introduced a restructuring plan called 'The Way Forward.' The case discusses in detail about the plan and explains how it aims to turnaround Ford's North American business. Industry analysts' views on the efficacy of the plan are also covered.

Issues

Critically examine the 'Way Forward' restructuring plan and determine its efficacy

Study and analyze the problems that organizations face with rapid globalization

Understand the effect of huge legacy costs on the organization.

Reference Numbers

ICMR .... BSTR 204
ECCH ....
Organization(s) .... Ford
Countries .... US
Industry .... Automobile
Pub/Rev Date 2006
Case Length .... 14 Pages
TN Length .... N/A

Disney's Acquisition of Pixar

Abstract

In January 2006, the US based media and entertainment company Walt Disney announced that it would acquire its animation partner Pixar for US$ 7.4 billion in stock. The deal was expected to be finalized by mid-2006. Disney and Pixar were already under an agreement to produce six animation movies. However, this partnership later faced problems and Pixar started looking out for other partners in early 2004. The case primarily examines the partnership agreement between Disney and Pixar and puts forth the incidents that led Pixar to look out for other partners. It describes how the new CEO Robert Iger, who succeeded Michael Eisner, went on to re-establish ties with Pixar and Steve Jobs, who held 50.6% equity stake in Pixar. The case highlights the advantages and pitfalls of the deal for Disney and Pixar.

Issues

Study and analyze the advantages and drawbacks of the partnership agreement between Disney and Pixar for producing and distributing animation films

Examine the reasons why partnership agreements fail

Understand the rationale behind Disney's acquisition of Pixar.

Reference Numbers

ICMR .... BSTR 203
ECCH ....
Organization(s) .... Walt Disney Company, Pixar
Countries .... US
Industry .... Media and Entertainment
Pub/Rev Date 2006
Case Length .... 12 Pages
TN Length .... N/A

HP-Compaq: A Failed Merger?

Abstract

The case gives an overview of the merger between two leading players in the global computer industry – Hewlett-Packard Company (HP) and Compaq Computer Corporation (Compaq). The case explores the reasons for HP's failure to realize the synergies identified prior to the merger. It highlights that the leadership, legacy and cultural issues play an important role in mergers. The case describes in detail the rationale for HP-Compaq merger, problems faced in integrating the merged entities and whether the merger made business and economic sense. It also describes the product profile of the merged entity and how the new HP compares with its major competitors, IBM and Dell Computers. Finally, the case presents the challenges faced by the new CEO of HP, Mark Hurd, in mid-2005. The case is designed to help students critically analyze a merger deal and understand the various issues involved such as product synergies, cost savings and technological compatibility. The case also provides an insight into the possible hurdles that might crop up while implementing a mega-merger.

Issues

The basic objectives underlying the merger move between HP and Compaq

The possible reasons for unsuccessful mergers and how mergers fail to create shareholders' value

Role of a leader in making merger successful; The importance of cultural compatibility in making mergers successful.

Reference Numbers
ICMR .... BSTR 202
ECCH 306-079-1
Organization(s) .... HP, Compaq
Countries .... US
Industry .... IT-Hardware
Pub/Rev Date 2006
Case Length .... 21 Pages
TN Length .... 8 Pages

Morgan Motor Company: The Car Maker's Journey into the 21st Century

Abstract

Morgan was probably the only car company in the early 2000s that still made cars the way they were made in the early 1900s – by building them on a wooden frame and crafting them mainly by hand. The company had an annual production of just over 500 cars and a waiting list that sometimes extended over several years. This made Morgan an oddity in the modern auto industry that thrived on volumes. However, in the late 1990s, Morgan began making tentative moves towards modernization.

This case explores the traditional Morgan way of working and the reasons for Morgan's success despite its divergence from standard business principles. It also studies Morgan's moves towards modernity in the late 1990s, and the making of the Aero 8 which embodied the changes in production and design techniques that were brought about within the company. The case concludes with an analysis of whether Morgan's moves towards modernity are likely to pay off, considering that the cars' nostalgic appeal and aura has been their main draw.

Issues

The strategy and working of a rare company known to adhere to traditional production methods in the face of all the change around it

The role and importance of change in the business environment and how certain companies can survive and succeed without bowing to change

A traditional company's moves towards adopting a modern production system.

Reference Numbers
ICMR .... BSTR 201
ECCH 306-186-1
Organization(s) . Morgan Motor Company
Countries .... UK
Industry .... Automobile
Pub/Rev Date 2006
Case Length .... 17 Pages
TN Length .... N/A

The Grundig Story

Abstract

Grundig AG was a major player in the German consumer electronics industry. In Germany, the Grundig brand enjoyed an iconic status. Even in other parts of Europe, the Grundig brand had a high brand recall. The company started with manufacturing and marketing radios and graduated to cover almost the entire range of consumer electronics including TVs, hi-fi and audio/video equipment. The case traces the origins of Grundig, its failed association with Philips and the financial mess it was in. The case throws light on the factors that propelled the company into bankruptcy. The case also profiles Alba and Beko, Grundig's new owners. Grundig's prospects under its new owners are discussed.

Issues

Events leading to the bankruptcy of Grundig

Factors that led to the bankruptcy of Grundig

Future prospects of Grundig under its new owners.

Reference Numbers
ICMR .... BSTR 200
ECCH 306-188-1
Organization(s) .... Grundig AG
Countries .... Germany, UK
Industry .... Consumer
Pub/Rev Date 2006
Case Length .... 16 Pages
TN Length .... N/A

The Turnaround of Vivendi Universal

Abstract

The case explains the turnaround achieved by the French media and telecommunications company, Vivendi Universal (VU). It explains how the company became nearly bankrupt, mainly on account of the many acquisitions made during the years 2000 and 2001 by its CEO Jean Marie Messier (Messier).

The case attempts to explain how Jean-René Fourtou (Fourtou) who succeeded Messier as VU's CEO reduced VU's financial debt and brought the company back to investment grade. It explains the measures Fourtou took, such as the asset disposal programme, to achieve this objective. The case shows how Fourtou refocused the company as a 'media and telecommunications company' so as to take advantage of new opportunities in the digitized entertainment sector.

Issues

Importance of restructuring in the turnaround of companies

Impact of a failed strategy on the financial health of a global company

Strategies to turnaround a media conglomerate.

Reference Numbers
ICMR .... BSTR 199
ECCH 306-187-1
Organization(s) .... Vivendi Universal
Countries .... France
Industry .... Media and Telecommunications
Pub/Rev Date 2006
Case Length .... 16 Pages
TN Length .... N/A

TCL - Thomson Electronics Corporation: A Failed Joint Venture?

Abstract

In late 2003, China based TCL Corporation (TCL) and France-based Thomson SA formed a joint venture under the name TCL-Thomson Electronics Corporation (TTE). TTE's core product was television sets which were sold globally. It also produced computers which were sold only in China. The case discusses the rationale for the formation of this joint venture. It highlights the problems faced by TTE and details the reasons why it failed to achieve its objectives. The case examines the problems faced by cross border joint ventures and aims at seeking solutions for TTE's problems.

Issues

Study and analyze the problems that organizations face in managing joint ventures

Examine the strategic impact of joint ventures on partner companies

Understand the rationale behind Chinese consumer electronics manufacturers going global.

Reference Numbers
ICMR .... BSTR 198
ECCH ....
Organization(s) .... TCL-Thomson Electronics Corporation, TCL Multimedia Technology Holdings Limited and Thomson SA
Countries .... China, France
Industry .... Consumer Electronics
Pub/Rev Date 2006
Case Length .... 13 Pages
TN Length .... N/A

Reviving Motorola: The Zander Way

Abstract

This case examines the strategies adopted by Edward Zander to turn around US based telecom giant – Motorola, which was making losses in the early 2000s. It discusses the business problems faced by Motorola since the late 1990s and details the measures taken by Zander to bring Motorola back into profits. Zander infused the company with a new culture and energy, did away with highly bureaucratic set up and brought out several new products, which were responsible for putting the company back on the growth track.

Issues

Understand and appreciate the role of a leader in reviving the fortunes of a loss making company

Evaluate the strategies adopted by Zander to turn Motorola around

Determine the reasons behind poor financial performance of market leaders like Motorola.

Reference Numbers

ICMR .... *BSTR 197*
ECCH *306-191-1*
Organization(s) .... *Motorola*
Countries .... *US*
Industry .... *Telecom*
Pub/Rev Date *2006*
Case Length .... *20 Pages*
TN Length .... *N/A*

The Turnaround of SriLankan Airlines

Abstract

The case is about SriLankan Airlines (SLA), Sri Lanka's national carrier. It highlights the highs and lows faced by the airline since its inception. In an effort to improve SLA's performance and infuse management expertise, the Sri Lankan Government sold 40% of its stake to Emirates Airlines in 1998. After a devastating attack on its fleet, SLA undertook a series of initiatives which were responsible for its turnaround by the year 2003-04. The case describes initiatives taken by SLA to help build its business and encourage tourism after the tsunami disaster in 2004. The case also explains the challenges SLA is likely to face in the future due to rising jet fuel prices and competition from domestic low cost carriers and other international airlines.

Issues

Appreciate the challenges faced by an airliner operating in a politically unstable environment

Understand the methods used by the management of SLA to turnaround the airline

Understand the impact of privatization of government-owned entities in developing economies

Understand the symbiotic relationship between the Government and a national carrier, especially in times of crisis.

Reference Numbers

ICMR .... *BSTR 196*
ECCH *306-083-1*
Organization(s) .... *Sri Lankan Airlines*
Countries .... *Sri Lanka*
Industry .... *Airline*
Pub/Rev Date *2005*
Case Length .... *19 Pages*
TN Length .... *6 Pages*

The Turnaround of AOL

Abstract

The case discusses the problems faced by Time Warner after the merger with AOL in the year 2001. The merger created the largest media company in the world. However, with the Internet bubble bust, several dotcom companies went bankrupt which adversely affected AOL's advertising revenues. Moreover, the number of dial-up subscribers was also constantly going down which affected the overall revenues and profitability of AOL. The case explains the strategies adopted by Richard Parsons, the CEO and Chairman of Time Warner and Joe Miller, the CEO of AOL, to turnaround AOL. One of these strategies was to provide free content on its portal which helped AOL attract more online visi tors thus increasing its advertising revenues. AOL's success led Google, the leading search engine in the world, to enter into a global advertising partnership with the company and acquire a 5% equity stake in AOL for US$ 1 billion.

Issues

Turnaround strategy of AOL

Synergies in the merger between traditional and online media company.

Reference Numbers

ICMR .... *BSTR 195*
ECCH *306-184-1*
Organization(s) .... *AOL, Time Warner*
Countries .... *US*
Industry .... *Media*
Pub/Rev Date *2006*
Case Length .... *20 Pages*
TN Length .... *N/A*

P&G's Success Story in China

Abstract

The case discusses the entry and expansion strategies of US-based FMCG giant P&G in the Chinese FMCG industry. It discusses in depth the localization strategies adopted by P&G to succeed in the Chinese market. The case highlights the challenges faced by multinationals in a country that is quite different in terms of culture, geography and trade channels. It ends describing the challenges faced by P&G in China and the strategies adopted by the company to fight these challenges.

Issues

Understand the entry and expansion strategies of P&G in China

Understand the importance of localization strategies for succeeding in a foreign market.

Reference Numbers

ICMR .... *BSTR 194*
ECCH *306-081-1*
Organization(s) .... *P&G*
Countries .... *China*
Industry .... *FMCG*
Pub/Rev Date *2006*
Case Length .... *16 Pages*
TN Length .... *N/A*

Dell's Problems in China

Abstract

The case discusses the problems that US based Dell Computers, a leading global manufacturer of personal computers (PCs) and other hardware systems, faced in China. Dell entered China in 1995 and was successful in capturing a considerable share of the Chinese PC market. Dell adopted its 'direct model' for selling its products in China, as it had proved to be successful in several other countries in the world. The company did well in the urban markets in China which, however, witnessed slow growth in 2004 and 2005. High growth in PC business was mainly witnessed in third and fourth tier cities where Dell was unable to successfully implement the direct model owing to low penetration of Internet and low usage of credit cards. By late 2005, Dell's market share dwindled, owning to its inability to capture the semi-urban and rural markets in China.

Issues

Evaluate the importance of localizing global business models to suit specific countries

Examine the importance of growing PC markets in semi-urban and rural areas in China and develop suitable strategies to tap them.

Reference Numbers

ICMR	*BSTR 193*
ECCH	*306-185-1*
Organization(s)	*Dell Computers*
Countries	*China*
Industry	*IT Hardware*
Pub/Rev Date	*2006*
Case Length	*18 Pages*
TN Length	*N/A*

Sony Corporation: Losing Competitive Advantage

Abstract

The case discusses the problems faced by Japanese electronics and communications company – Sony Corporation in the early 2000s and two of the restructuring exercises that Sony was subjected to in 2003 and in 2005. With all its previous restructuring programs not yielding the desired results, Sony adopted a new restructuring plan under the leadership of its first non-Japanese CEO Howard Stringer. There were mixed reactions for the new restructuring plan from several quarters. The case outlines the strategies which Stringer plans to adopt to achieve an operating profit margin of 5% by Sony in 2008 and debates the efficacy of these strategies.

Issues

Examine the implications of frequent restructuring by Sony

Evaluate the strategies adopted by Sony to regain its lost market share

Study the emerging trends in the consumer electronics industry.

Reference Numbers

ICMR	*BSTR 192*
ECCH	*306-082-1*
Organization(s)	*Sony Corporation*
Countries	*Japan*
Industry	*Consumer*
Pub/Rev Date	*2005*
Case Length	*20 Pages*
TN Length	*N/A*

Lupin Limited: India's Leading Pharma Company

Abstract

The case presents the strategies adopted by Lupin Limited to emerge as one of the leading pharmaceutical companies in India. For the fiscal 2004-05, Lupin reported revenues of Rs. 12.12 billion, placing it among the top six companies in the Indian pharma industry. The company aims at achieving the revenues of US$ 1 billion by 2009. To achieve this target, Lupin has made heavy investments in R&D, manufacturing processes and is focusing on exports. Notwithstanding Lupin's success till date and its plans for future growth, the company faces significant threat in the form of product patents, high debts and rising competition from both local and foreign pharma companies. The case highlights the challenges facing Lupin and its plans to overcome these challenges.

Issues

Growth strategies of Lupin Limited

Recent trends in Indian Pharmaceutical Industry

Product patent regime in India.

Reference Numbers

ICMR	*BSTR 191*
ECCH	
Organization(s)	*Lupin Laboratories*
Countries	*India*
Industry	*Pharma*
Pub/Rev Date	*2005*
Case Length	*14 Pages*
TN Length	*N/A*

Kodak's Digital Journey

Abstract

The growth of digital cameras had a significant impact on the photographic film business of US based Eastman Kodak. The case gives a detailed account of the efforts of Eastman Kodak to transform itself from traditional photographic film-making company to digital business. The case discusses the growth of digital cameras and how Kodak struggled to balance its traditional film and camera business and digital camera business. It discusses the restructuring strategy announced by Kodak in late 2003 to cope with the shrinking film business and ends with analysts views on the future of Kodak.

Issues

Kodak's foray into digital business

Organization's response towards changes in business environment.

Reference Numbers

ICMR	*BSTR 190*
ECCH	*306-255-1*
Organization(s)	*Kodak Corporation*
Countries	*US*
Industry	*Photographic Equipment*
Pub/Rev Date	*2005*
Case Length	*16 Pages*
TN Length	*N/A*

Delphi in Trouble

Abstract

Delphi Corporation, former subsidiary of General Motors Corporation (GM) and the largest auto components manufacturer in the US filed for bankruptcy on October 08, 2005. The case gives a detailed account of the factors such as huge pension liabilities, slowdown in the US automobile industry and so on which contributed to Delphi's problems in the US market. The case talks about the reasons that made GM spin-off Delphi and puts forth the details of the spin-off. It also gives insights into Delphi's agreements with its workers union, the accounting scandals at Delphi and finally ends with analysts' views on the future of Delphi.

Issues

Problems of Delphi Corporation

Spin-off from GM

Labour unrest

Slowdown in the US automobile industry.

Reference Numbers

ICMR	*BSTR 189*
ECCH	*306-077-1*
Organization(s)	*Delphi Corporation*
Countries	*US*
Industry	*Automobile*
Pub/Rev Date	*2005*
Case Length	*20 Pages*
TN Length	*N/A*

Ranbaxy's Globalization Strategies and its Foray into the US

Abstract

The case discusses the globalization efforts of Ranbaxy Laboratories (Ranbaxy), a leading pharma company in India. Ranbaxy started off distributing drugs in foreign countries and went on to play a major role in the global generics market. By 2004, the company had manufacturing plants in 10 locations, ground operations in 45 countries and its products were sold in 70 countries across the world. The case describes Ranbaxy's foray in the US markets where it made a slow entry and adopted the route of Para IV filings to challenge the supremacy of big pharma companies. By the first quarter of 2005, Ranbaxy's sales in the US decreased by US$ 25 million, which was attributed to severe price erosion in these markets due to increasing competition among the US generics. The case describes the challenges facing the company in the US and examines Ranbaxy's growth strategy for the US markets.

Issues

Entry and expansion strategies of Ranbaxy in foreign markets

Growth initiatives of Ranbaxy in the US

Challenges faced by Ranbaxy in the US.

Reference Numbers

ICMR	*BSTR 188*
ECCH	*305-615-1*
Organization(s)	*Ranbaxy Laboratories Limited Plc.*
Countries	*US, India*
Industry	*Pharma*
Pub/Rev Date	*2005*
Case Length	*17 Pages*
TN Length	*N/A*

Tesco's 'Steering Wheel' Strategy

Abstract

The case describes Tesco's 'Steering Wheel' strategy and explains how it enabled the company to emerge as the largest retail chain in the UK. In 1997, Terry Leahy (Leahy) took over as CEO of Tesco. He aimed to make Tesco a 'Value Retailer.' Leahy named the strategy he wanted to adopt as 'The Tesco Way' which comprised of the company's core purpose, values, principles, goals and the Balanced Scorecard. Tesco adapted the Balanced Scorecard approach to meet its own requirements renaming it the Steering Wheel which had four quadrants - operations, people, customers and finance. The case highlights the approach of implementing the 'Steering Wheel' strategy in Tesco and the benefits reaped by the company after implementation.

Issues

Role of core purpose, values, principles and goals in the growth of an organization

Process of implementing 'Steering Wheel' strategy

Benefits of 'Steering Wheel' strategy.

Reference Numbers

ICMR	*BSTR 187*
ECCH	*306-084-1*
Organization(s)	*Tesco Plc*
Countries	*UK*
Industry	*Retailing*
Pub/Rev Date	*2005*
Case Length	*21 Pages*
TN Length	*N/A*

Wal-Mart Struggles in Japan

Abstract

The case focuses on how retailing giant Wal-Mart struggled in the Japanese market. It elaborates on the reasons for Wal-Mart's decision to go global in the early 1990s. The case discusses in detail Wal-Mart's entry strategy and describes its efforts to bring in its best practices in retailing like Every Day Low Prices (EDLP) and Rollback to the Japanese market through its joint venture with Seiyu. The case details the problems that Wal-Mart faced in Japan because of the differences between the operational and cultural environment in its home market and the Japanese market. It ends with a discussion on the company's future prospects in Japan.

Issues

Nature and structure of the Japanese retailing industry including its size, scope, spread, and unique characteristics

Impact of competition, culture, and unique environmental factors on the performance of a firm in the international market

Influence of regulation on the success of a company in such markets.

Reference Numbers

ICMR	*BSTR 186*
ECCH	*305-611-1*
Organization(s)	*Wal-Mart*
Countries	*Japan*
Industry	*Retailing*
Pub/Rev Date	*2005*
Case Length	*20 Pages*
TN Length	*N/A*

Carrefour's Exit from Japan

Abstract

The case focuses on the experiences of retailing giant Carrefour in Japan. It elaborates on the success of the world's second largest retailer in the Asian countries and the strategies that it adopted to enter the Japanese market in 2001. The case discusses the problems that the company faced in Japan and its decision to finally exit the Japanese market.

Issues

Implications of entering international markets without going in for partnerships, JVs, or acquisitions

Regulations in international markets which have an impact on the entry of foreign retailers

Different modes of entry into international markets.

Reference Numbers

ICMR	*BSTR 185*
ECCH	*306-076-1*
Organization(s)	*Carrefour*
Countries	*Japan*
Industry	*Retailing*
Pub/Rev Date	*2005*
Case Length	*16 Pages*
TN Length	*N/A*

UTStarcom in China

Abstract

The business operations of US-based UTStarcom, a leading manufacturer of telecommunication equipment, grew rapidly in China since 1995. The company's revenues in 1995 were $10 million, which grew to $2.7 billion by 2004. This case describes the business opportunity that UTStarcom identified and exploited in the Chinese telecom markets, mainly because of its highly successful product – Personal Access System (PAS). An account of various strategies adopted by the company to manage its rapid growth is presented. Finally, the case describes the challenges facing UTStarcom as a result of maturing market for PAS and the measures taken by the company to overcome these challenges. The case highlights the benefits and

drawbacks of an organization's single product, single market strategy.

Issues

Understand how companies can exploit business opportunities in China

Analyze strate gies pursued by companies to manage rapid growth

Understand the benefits and risks involved in a single product, single market strategy.

Reference Numbers

ICMR .... BSTR 184

ECCH 306-255-1

Organization(s) .... UT Starcom

Countries .... China

Industry .... Telecom Equipment

Pub/Rev Date 2005

Case Length .... 15 Pages

TN Length .... N/A

Sina's Growth Strategy in China

Abstract

Sina Corporation, a leading online media and mobile services provider, catered to the Chinese language audiences in four countries. The company's most important market, however, was China. The Chinese economy was witnessing rapid growth and made Sina's business environment very dynamic. The case describes how Sina took advantage of China's growing population of online users and built a business model around online advertising. The case then details the strategies pursued by the company when it faced a threat in the form of a drop in online advertising business in China. Finally, the case describes the latest challenges facing the company as the Chinese online media industry matures.

Issues

Develop an understanding of the Chinese online media industry

Understand the dynamic nature of fast developing online businesses and the challenges faced by companies operating in these industries

Study the viability and sustainability of online advertising business model in China.

Reference Numbers

ICMR .... BSTR 183

ECCH 306-224-1

Organization(s) .... Sina Corporation

Countries .... China

Industry .... Online Media and Mobile Service

Pub/Rev Date 2005

Case Length .... 12 Pages

TN Length .... N/A

The Reliance Group Saga: Break-up of the Largest Family-Owned Business in India

Abstract

The case discusses the dispute between Mukesh Ambani (Mukesh) and Anil Ambani (Anil) relating to control and 'ownership' issues of Rs 1000 billion Reliance Group of companies, the largest family-owned business in India. The seven-month-old dispute was settled on June 18, 2005, with Mukesh getting control over Reliance Industries (RIL) and IPCL while Anil got control over Reliance Infocomm, Reliance Energy and Reliance Capital. The case describes the rapid growth of Reliance group under the leadership of Dhirubhai Ambani, the founder of the group. It illustrates the factors that lead to the division of family-owned businesses. The case also highlights the implications of the division, the opportunities and challenges for the two brothers in the near future.

Issues

Study the importance of succession planning

Analyze the reasons that lead to splits in family-owned businesses

Examine the effects of family feuds on shareholder value.

Reference Numbers

ICMR .... BSTR 182

ECCH 305-474-1

Organization(s) .... Reliance

Countries .... India

Industry .... Diversified

Pub/Rev Date 2005

Case Length .... 19 Pages

TN Length .... N/A

Haier: The Chinese Global Competitor

Abstract

The case discusses the transformation of China based Haier Group from a bankrupt, government-controlled collective enterprise in 1984 into a global consumer electronics giant by the early 2000s. The case describes the business environment in China and Haier's unique work culture which helped the company emerge as the leading home appliance manufacturer in the country. It then examines Haier's efforts to gain a foothold in the global markets including the US, European and Asian countries. The case details the major strategies adopted by Haier in response to the business environment it operated in, pertaining to quality improvement, acquisition, diversification, technology upgradation and globalization. Finally, it explores the challenges that Haier could face in taking its globalization efforts further. The case will help students gain an understanding of the external business environment of a firm, importance of corporate culture, rationale behind globalization, globalization strategies and the challenges faced by firms in globalizing their operations.

Issues

Appreciate the role played by corporate culture in turning companies around

Understand the importance of acquisitions and alliances in diversification and globalization

Gain understanding on the factors that drive companies to globalize.

Reference Numbers

ICMR .... BSTR 181

ECCH 306-078-1

Organization(s) .... Haier

Countries .... China

Industry .... Consumer Electronics

Pub/Rev Date 2005

Case Length .... 19 Pages

TN Length .... 8 Pages

Doing Business the Sustainable Way

Abstract

Doing Business the Sustainable Way, explains the sustainable business practices of three organizations. 'Climate Cool: Helping Business Become Carbon Neutral' deals with the 'Climate Cool' certification offered by Climate Neutral Network. The caselet explains how companies are trying to be certified as 'Climate Cool', so as to derive a competitive advantage. 'Natureworks Cares for Nature' deals with how a company called NatureWorks LLC has come out with a polymer made from renewable resources. With a product range which can compete with the quality and pricing of the conventional polymers, the company has found that an increasing number of people have started opting for NatureWorks products. NatureWorks has also come out with innovative ways of letting the public know about their products. 'Weyerhaeuser: Greening Its Business Practices' explains how Weyerhaeuser has reduced the negative impact of its logging activities on the environment. Weyerhaeuser has further taken on the role of an organization focusing on sustainability, rather than merely minimizing damage.

Issues

Corporate Social Responsibility as a competitive advantage

Role of the regulatory environment in promoting green products.

Reference Numbers
ICMR .... *BSTR 180*
ECCH ....
Organization(s) .... *Climate Neutral Network, NatureWorks LLC, Weyerhaeuser Company*
Countries .... *USA*
Industry .... *Business Information and Consultancy*
Pub/Rev Date *2005*
Case Length .... *8 Pages*
TN Length .... *N/A*

Hewlett-Packard (HP) i-Community at Kuppam in India: Social Investment through e-Inclusion

Abstract

HP's i-community project at Kuppam in AP, was one of the company's e-inclusion initiatives. These initiatives were taken up in order to bridge the digital divide by providing access to information and communication technology (ICT) to an increasing number of people across the globe. The Kuppam i-community project aimed to make Kuppam a self-sustaining economy through the creation of appropriate technology innovations for the local community. HP tried to carry what it learnt in Kuppam to other parts of India and outside India. The case details the planning that HP undertook to execute the project. The case also indicates the role of partnerships in the success of the Kuppam i-community project. The case ends with an assessment of how HP was able to generate stakeholder value through its engagement at Kuppam.

Issues

Linking corporate social responsibility activities with new market development

Role played by NGOs and partners in increasing the effectiveness of CSR activities

Creating CSR initiatives based on understanding the needs of the target population, rather than offering an initiative based on what a company can offer.

Reference Numbers
ICMR .... *BSTR 179*
ECCH *706-009-1*
Organization(s) .... *Hewlett Packard*
Countries .... *India*
Industry ....
Pub/Rev Date *2005*
Case Length .... *11 Pages*
TN Length .... *N/A*

Wal-Mart's Strategies in China

Abstract

The case focuses on the retailing giant Wal-Mart's expansion strategies in the Chinese market. It elaborates the reasons for Wal-Mart's decision to go global in the early 1990s. The case discusses in detail the entry strategy and the localization strategies including procurement and store management. It also explores the corporate governance practices followed by the company in China. The case further discusses the problems the company faced in China because of the differences between the operational and cultural environment of its home market and the Chinese market. It ends with a discussion on the future prospects of the company in the Chinese market.

Issues

Entry strategies in international markets

Impact of competition, culture and unique environmental factors on the performance of a firm in the international market

The influence of regulation on the success of a company in international markets.

Reference Numbers
ICMR .... *BSTR 178*
ECCH *306-085-1*
Organization(s) .... *Wal-Mart Corporation*
Countries .... *China*
Industry .... *Retailing*
Pub/Rev Date *2005*
Case Length .... *28 Pages*
TN Length .... *N/A*

The Adidas – Reebok Merger

Abstract

The case discusses the proposed merger of Reebok International Limited with Adidas-Salomon AG. It describes the recent trends and studies the ongoing merger in the sporting goods industry. The case presents the rationale behind the decision to merge. Finally, the case ends with a debate on whether the merger would be successful.

Issues

The recent trends and structure facing the sporting goods industry

The reasons for the ongoing mergers and acquisitions in the industry and their future

The rationale behind the Adidas and Reebok merger.

Reference Numbers
ICMR .... *BSTR 177*
ECCH *305-610-1*
Organization(s) .... *Reebok International Limited*
Countries .... *US, Germany*
Industry .... *Footwear and Apparel*
Pub/Rev Date *2005*
Case Length .... *20 Pages*
TN Length .... *N/A*

D&B's 'Blueprint for Growth' Strategy

Abstract

The case examines the 'blueprint for growth' strategy initiated by Allan Z. Loren, former Chairman and CEO of Dun & Bradstreet (D&B), a leading global provider of business information and tools. Due to several unrelated acquisitions and divestitures, by the late 1990s, D&B had lost the focus on its core businesses, which was having an adverse effect on the company's revenues and profits. The case provides insights on the key elements of 'blueprint for growth' strategy which included leveraging the D&B brand, creating financial flexibility, developing a 'winning' culture and focus on small businesses. Finally, it examines the impact of this strategy on D&B's business operations and financials.

Issues

How lack of focus on core operations can lead to downfall of leading companies

Strategies that companies need to employ to revive their business

Role of leaders in kickstarting the growth of a company by focusing on branding and organizational culture.

Reference Numbers
ICMR .... *BSTR 176*
ECCH *305-476-8*
Organization(s) .... *Dun and Bradstreet*
Countries .... *US*
Industry .... *Business Information and Consultancy*
Pub/Rev Date *2005*
Case Length .... *18 Pages*
TN Length .... *N/A*

Sabre Holdings: The Quest for New Business Models

Abstract

The case discusses how Sabre, a computer reservation system developed by American Airlines, evolved into a Global Distribution System (GDS) that became the primary channel for travel suppliers like airlines, railways, car rental companies and tour operators to distribute their travel offerings to customers. The case describes the role

played by deregulation in the US airline industry in Sabre's evolution. It presents the changes brought about by the internet in Sabre's operating environment and examines the strategies adopted by the company to remain competitive. The case describes in detail Sabre's online strategy that aimed at generating additional revenues through Travelocity.com, Virtually There and GetThere. It examines the efficacy of this strategy for Sabre in the fast changing external business environment.

Issues

Role played by the Global Distribution System (GDS) as one of the channels for distribution of airline tickets

Impact of the Internet on travel industry intermediaries like Sabre

Advantages and disadvantages of using the Internet as a distribution channel.

Reference Numbers

ICMR	*BSTR 175*
ECCH	*305-614-1*
Organization(s)	*Sabre Holdings*
Countries	*India*
Industry	*Travel & Tourism*
Pub/Rev Date	*2005*
Case Length	*14 Pages*
TN Length	*N/A*

Nokia's Strategy in India

Abstract

The case presents an overview of Nokia's entry and expansion strategies in India. In the past one decade, Nokia has emerged as one of the most recognized brands in India, surpassing some of the Indian business conglomerates in terms of revenues. The case describes the marketing strategies of Nokia in India and examines how the Nokia brand has become synonymous to mobile phones in the country. While Nokia considers India as one of the most important markets for its future growth, the company has been facing stiff competition in the recent years from Korean players like Samsung and LG. The case highlights Nokia's strategies to compete with Korean companies and its product expansion plans in the near future.

Issues

Entry and expansion strategies of Nokia in India

Marketing mix of Nokia to tap the Indian market

Challenges faced by Nokia in the Indian market.

Reference Numbers

ICMR	*BSTR 174*
ECCH	*305-475-1*
Organization(s)	*Nokia*
Countries	*India*
Industry	*Telecom*
Pub/Rev Date	*2005*
Case Length	*19 Pages*
TN Length	*N/A*

IKEA's Globalization Strategies and its Foray into China

Abstract

The case discusses in length about Sweden based IKEA's globalization strategies and its foray in the Chinese furniture market. The basic assumption behind IKEA's global strategy was 'one-design-suits-all,' which meant that the company did not adapt to the local markets. The case presents how IKEA was forced to change some of the elements of its global strategy in the culturally diverse Chinese market. It highlights the importance of striking a balance between the implementation of global polices and the need for higher degree of localization for IKEA to be successful in markets like China. The interrelationship between IKEA's culture, structure and strategy and its responsiveness to the needs of local markets are also highlighted.

Issues

Role of social, economic, political and cultural factors that prevail in China in shaping IKEA's strategy in China

Need for IKEA to strike a balance between globalization (integration) and national responsiveness (differentiation) in China.

Reference Numbers

ICMR	*BSTR 173*
ECCH	*306-189-1*
Organization(s)	*IKEA*
Countries	*China*
Industry	*Furniture and Home Furnishings*
Pub/Rev Date	*2005*
Case Length	*16 Pages*
TN Length	*N/A*

Jet Airways' Strategy, Operations and Competitive Position

Abstract

Jet Airways was one of India's premium domestic airlines and arguably the most successful. The airline, which was set up in 1993 after the central government opened civil aviation to private investment, overtook India's national airline, Indian Airlines, in the early 2000s in terms of passengers carried. By 2005, Jet Airways had been listed on India's main stock exchanges and had obtained permission to operate international flights.

This case discusses the mission, strategy, and operations of Jet Airways in the Indian airline industry. It also details the airline's competitive position vis-à-vis other full service carriers as well as the newly emerging low cost airlines in India. Details of Jet Airways' international operations are also given. The case concludes with an analysis of the threats to Jet Airways' long-term success.

Issues

The mission, business strategy, and operational aspects of a successful Indian airline

The nature of competition in the Indian airline industry and Jet Airways' competitive position vis-à-vis rivals

The differences between low cost airlines and full service airlines, and the potential of low cost airlines in the Indian airline industry.

Reference Numbers

ICMR	*BSTR 172*
ECCH	*305-613-1*
Organization(s)	*Jet Airways*
Countries	*India*
Industry	*Airlines*
Pub/Rev Date	*2005*
Case Length	*18 Pages*
TN Length	*5 Pages*

Shanghai Automotive Industrial Corporation's Strategies for Global Expansion

Abstract

This case discusses the expansion plans of the Shanghai Automotive Industrial Corporation (SAIC), the largest auto company in China. SAIC was created in 1990, by merging all the auto companies in the Shanghai region, to form a single state-owned corporation. It was a diversified organization with interests in various auto related industries, such as car loans, insurance, retailing, etc. However, it was best known for its joint ventures with Volkswagen and General Motors, which manufactured the top selling passenger cars in China. SAIC had not manufactured a car under its own brand name as of 2005.

In the early 2000s, SAIC began making moves towards becoming a global company. Its strategy involved consolidating its position within China, exploring foreign production and markets and developing a car brand of its own. The case discusses the steps taken by SAIC to become a global auto company and achieve its ambition to become one of the top 6 auto companies in the world by 2020. The case looks into the company's joint ventures in China, its acquisitions and deals with foreign companies and efforts to manufacture its own brand of cars. It concludes with a discussion

of the company's future plans and the challenges it faces in achieving its ambitions.

Issues

Growth and expansion of a major state-owned Chinese auto company

Role and importance of foreign joint ventures in developing countries

Role of strategic acquisitions in international expansion and the importance of cultural factors in negotiating international business deals.

Reference Numbers

ICMR .... BSTR 171
ECCH 305-445-1
Organization(s) .... Shangai Automotive Industrial Corporation
Countries .... China
Industry .... Automobile
Pub/Rev Date 2005
Case Length .... 15 Pages
TN Length .... 5 Pages

Restructuring Philips

Abstract

Netherlands-based Royal Philips Electronics (Philips) is a leading global manufacturer and marketer of consumer electronic products. The company was adept at technological innovations but was largely unsuccessful in translating its technological prowess into marketing success. The case details the reasons behind this shortcoming and gives an account of the various restructuring exercises undertaken by the successive presidents of Philips to set things right at the company. The case discusses in length a major restructuring program called 'Towards One Philips' and describes how it aimed at finding a lasting solution to Philips' problems. An account of the company's new approach to strategy setting, called 'Strategic Conversations,' is also presented along with the rationale for such approach. Finally, the case presents the benefits accrued to the company as a result of its restructuring exercises.

Issues

Strategy setting and decision making in globalized firms

Reference Numbers

ICMR .... BSTR 170
ECCH 305-371-1
Organization(s) .... Philips
Countries .... Netherlands
Industry .... Consumer Electronics
Pub/Rev Date 2005
Case Length .... 19 Pages
TN Length .... N/A

Holcim's Acquisition in 2005

Abstract

The case explains the two acquisitions made by Holcim, the Switzerland-based cement company, in 2005. These two acquisitions were the India-based Associate Cement Companies (ACC) and the UK-based Aggregate Industries (AI). While the deal with AI increased shareholder value and involved two parties, the deal with ACC was relatively more complex. Holcim entered into an alliance with Gujarat Ambuja Cement Limited (GACL) to acquire ACC. The case explains how the deal was structured and how it gave the companies involved certain operational advantages. The case also covers the criticisms that were raised against the deal. Details pertaining to other acquisitions carried out by Holcim in the late 1990s and the early 2000s are also mentioned in the case.

Issues

Why companies go in for acquisitions alliances

How strategies alliances acquisitions create value

How market maturity of a company affects its acquisition decisions.

Reference Numbers

ICMR .... BSTR 168
ECCH 305-443-1
Organization(s) .... Holcim Group, Aggregate Industries, ACG
Countries .... India, UK, Switzerland
Industry .... Cement
Pub/Rev Date 2005
Case Length .... 18 Pages
TN Length .... 4 Pages

Nokia and the Global Mobile Phone Industry

Abstract

In the late 1990s, Nokia overtook then leader Motorola to emerge as a behemoth in the global mobile phone industry. Nokia's dominance continued into the first few years of the 2000s, but it suddenly came under threat in 2003-2004, when smaller Asian vendors started making their presence felt with better products at lower prices. The company's problems also had internal causes and analysts said one of the reasons could be that it had become too complacent with its success and lost its agility in reading and responding to market signals.

This case study discusses the various problems Nokia faced in 2003-2004, including the company's tardiness in introducing the clamshell phones that had become very popular and its resistance to manufacturing operator specific handsets. It also discusses the efforts Nokia made to recover its market once it realized that its performance was slipping. The case concludes with an analysis of the challenges the company faced in the future and the various options ahead of it.

Issues

Appreciate the importance of innovation in a dynamic and volatile industry

Analyze the effect of changing market conditions on companies

Appreciate the importance of keeping abreast with changing market conditions and adapting to them speedily

Examine future challenges that the company faced and the various options available to it.

Reference Numbers

ICMR .... BSTR 167
ECCH 305-407-1
Organization(s) .... Nokia
Countries .... Global
Industry .... Mobile Phone
Pub/Rev Date 2005
Case Length .... 11 Pages
TN Length .... 5 Pages

The Fall of MG Rover

Abstract

UK based MG Rover was one of the oldest car manufacturers in the world. Founded more than a century ago, MG Rover's problems began in the early 1970s. The company had to be nationalized to save it from bankruptcy induced by labour unrest and financial problems. However, the situation did not improve under the Government's management and the company was privatized by selling it to British Aerospace (BAe). BAe sold MG Rover to BMW which, after prolonged losses, sold it to Phoenix Venture Holdings (Phoenix). Under Phoenix, MG Rover declared bankruptcy when the collaboration negotiations with China's SAIC collapsed. The case details the circumstances that led MG Rover into problems and finally into bankruptcy. It examines the causes of MG Rover's troubles including the role played by the four acquirers of MG Rover.

Issues

Understand how internal, industry-specific and macroeconomic factors can negatively affect the financial performance of a company

Examine the role of government in business

Study the importance of good labor relations for the proper functioning of a company.

Reference Numbers
ICMR .... *BSTR 166*
ECCH *305-444-1*
Organization(s) .... *MG Rover*
Countries .... *UK*
Industry .... *Automobiles*
Pub/Rev Date *2005*
Case Length .... *16 Pages*
TN Length .... *N/A*

Modularization in the Chinese Motorcycles Industry

Abstract

By the late 1990s, China had emerged as the largest manufacturer and exporter of motorcycles in the world. The Chongqing province in China was the motorcycles manufacturing hub and was popular for the 'modularization' techniques adopted by the local manufacturers. The Chinese motorcycles manufacturers studied the successful foreign models and made duplicates of them by making minor modifications. This case details how the 'modularization process' was carried out at Chongqing province. It also throws light on the consequences of copyright-infringement for the Chinese motorcycles manufacturers and highlights the difference between modularization and imitation. The case concludes with a discussion on the regulatory measures taken by the Government to revive the image of the motorcycle industry in China.

Issues

Understand the positioning of China in the global motorcycles industry

Understand the evolution of Chinese motorcycle industry

Critically analyze the modularization process carried on at Chongqing province in China and examine the impact of modularization on competing foreign models.

Reference Numbers
ICMR .... *BSTR 165*
ECCH *305-616-1*
Organization(s) ....
Countries ....*China*
Industry .... *Motorcycles*
Pub/Rev Date *2005*
Case Length .... *19 Pages*
TN Length .... *N/A*

Target Stores' Differentiation Strategies

Abstract

The first Target Store was opened in 1962 by the Dayton Company. Though there were other discount chains in the US at that point of time, many of them do not exist today. Target was able to adapt itself to the changing environment and by 2002, it was the second largest discount retailer in the US. The case examines the entry of Target into the discount retailing sector and its growth path. It looks at how Target differentiated itself from other discount retailers. The case also elaborates on the merchandising, advertising, and branding efforts of Target, which helped to create a unique image for it in the minds of the customers and to maintain a steady increase in revenues through the years.

Issues

How a new entrant can differentiate itself from existing players in the discount retailing industry

How pricing is not the only way to compete successfully in the discount retailing industry

How a company can continue to differentiate itself as it grows and maintain its unique image in the eyes of the customers

The role of merchandizing in the success of a retail store.

Reference Numbers
ICMR .... *BSTR 164*
ECCH *305-173-1*
Organization(s) .... *Target Stores*
Countries .... *USA*
Industry .... *Retail*
Pub/Rev Date *2005*
Case Length .... *15 Pages*
TN Length .... *5 Pages*

The Indian Textile Industry in 2005

Abstract

The Multi Fibre Arrangement (MFA) that came to an end on January 1, 2005 has opened up a plethora of opportunities for the Indian textile industry. With textiles accounting for almost 20 percent of Indian exports, and the industry and allied areas providing employment to around 80 million people in India, the Indian government is turning its attention to removing the bottlenecks that hinder its growth. The Indian textile industry has the advantages of high operational efficiencies in spinning and weaving, low-cost skilled labour, availability of raw materials and design capabilities. Yet, infrastructural bottlenecks like the transaction time at ports, inland transportation time, lack of initiative by textile manufacturers to go in for technological upgradation, fragmentation of the Indian textile industry etc., have been limiting the growth of the industry.

Analysts have a few recommendations to make on ways to increase the competitiveness of the Indian textile industry. The government should encourage the closure of non-competitive mills; and exporters should move up the value chain by focusing on apparel exports rather than fibre exports. Also, Indian companies should acquire companies abroad to gain direct entry into markets for value-added products in the European, Japanese, and US markets.

Issues

The evolution of the Indian textile industry

The different factors that determine the structure of the industry

The opportunities and challenges for the Indian textile industry under the new global textile regime.

Reference Numbers
ICMR .... *BSTR 163*
ECCH *305-164-1*
Organization(s) ....
Countries .... *India*
Industry .... *Textile*
Pub/Rev Date *2005*
Case Length .... *19 Pages*
TN Length .... *N/A*

Consolidation in the Indian Cement Industry

Abstract

The note looks into the consolidation going on in the cement industry in India. Through its almost century long existence, the cement industry in India has grown to a stage where it has become the second largest producer of cement in the world. After the dismantling of government controls for the cement industry in 1989, the rate of growth in capacity addition in the cement industry increased. Due to the increased production and the lack of matching consumption, there was excess capacity in the market which resulted in companies struggling to remain viable. Entry of foreign players resulted in the consolidation of the fragmented industry. The note looks into the major acquisition deals that happened during the past decade and also deals with the role cartels played in the pricing of cement in various markets. The note deals with the latest trends of the Indian cement industry and ends with an outlook for the industry in the future.

Issues

Why an industry consolidates and what is the effect of consolidation

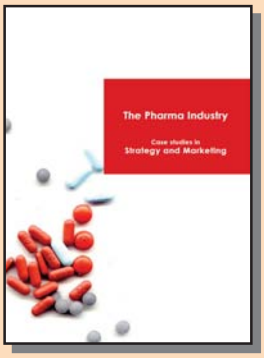
How companies use acquisition as a way to stall the entry of foreign players into the local market

The role played by cartels in a market.

> *"Strategy is about setting yourself apart from the competition. It's not a matter of being better at what you do - it's a matter of being different at what you do."*
> – Michael Porter

Reference Numbers

ICMR .... BSTR 162
ECCH 305-166-1
Organization(s) ....
Countries .... India
Industry .... Cement
Pub/Rev Date 2005
Case Length .... 27 Pages
TN Length .... N/A



The Pharma Industry
Case Studies in Strategy and Marketing

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13 Case Studies
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INR 2500/-

Rehabilitating Daiei: A Japanese Retailer in Trouble

Abstract

The case highlights the expansion strategies of Daiei Inc., a leading Japanese retailer. This expansion was funded by acquiring huge debts, which led the company to bankruptcy in the fiscal 2001-02. The case then describes the various efforts of Daiei to restructure and reduce its debt burden and explains why they were unsuccessful. It also describes the initiative taken by the Japanese government owned Industrial Revitalization Corporation (IRCJ) to help Daiei turnaround. The case then discusses the plans that IRCJ and Marubeni led consortium, which was selected as its sponsor, have for Daiei's rehabilitation. It explores the future prospects for Daiei in the light of the recent developments and also throws light upon the possible harm for the Japanese economy if IRCJ fails to deliver the desired results in the proposed time frame.

Issues

Study the domestic expansion strategies of a retailing company

Examine how a retailing company took advantage of various political and economic situations to expand significantly

Examine the various debt restructuring initiatives taken up by a company to become profitable and the help offered by other parties in its efforts towards rehabilitation.

Reference Numbers

ICMR .... BSTR 161
ECCH 305-172-1
Organization(s) .... Daiei Inc.
Countries .... Japan
Industry .... Retailing
Pub/Rev Date 2005
Case Length .... 15 Pages
TN Length .... N/A

Turnaround of JC Penny

Abstract

The case looks into the problems faced by J C Penney in the late 1990s and the changes brought about by the company in the early 2000s. J C Penny which used to be a leading retailer in the US was not able to adapt to the changing business environment of the late 1990s. The growth strategy which made the company successful became a barrier for its effective functioning in the late 1990s. To turnaround the company, JCP moved from a decentralised merchandising system to a centralised merchandising system, revamped its HR practices by aligning the HR practices with the business goals, sold off its drugstore Eckerd in order to focus on its core business, and repositioned itself as a trendy yet value offering retailer. These restructuring initiatives resulted in increased revenues for the company and improved stock values from $10 in 2000 to almost $50 in 2005.

Issues

Need to change with changes in the external business environment

Need for aligning people practices like compensation plans with the business goal of the company

Focus on core business as a strategy to improve the performance of the company.

Reference Numbers

ICMR .... BSTR 160
ECCH ....
Organization(s) .... JC Penney
Countries .... USA
Industry .... FMCG
Pub/Rev Date 2005
Case Length .... 17 Pages
TN Length .... 6 Pages

The Procter and Gamble (P&G) – Gillette Merger

Abstract

The case discusses the merger of Gillette with Procter and Gamble, the two leading consumer goods companies. It describes the recent trends and studies the ongoing consolidation in the consumer goods industry. The case presents the rationale behind the decision to merge and the perceived synergies that both the companies can achieve from the merger. It also discusses the possible threats to the merger including cultural differences and various other issues. Finally, the case ends with a debate on whether the merger would be successful in the future.

Issues

Reasons for the ongoing consolidation in the industry and its future

The rationale for the Procter & Gamble and Gillette merger and the perceived synergies by the managements of the two companies

Whether the merger will be successful in the long-term.

Reference Numbers

ICMR .... BSTR 159
ECCH ....
Organization(s) .... P&G, Gillette
Countries .... USA
Industry .... FMCG
Pub/Rev Date 2005
Case Length .... 17 Pages
TN Length .... 6 Pages

Tata Motors' Acquisition of Daewoo Commercial Vehicles

Abstract

The case examines the first-ever overseas acquisition by an Indian automobile company. It gives a detailed account of the acquisition of Daewoo Commercial Vehicles plant by Tata Motors, India's sixth largest commercial vehicle manufacturer. The case describes the acquisition process along with the financial aspects of the deal. It explores the synergies arising from the acquisition. It also examines the efforts made by Tata Motors to integrate the acquired company. Finally, the case explores the future of Tata Motors in the light of the acquisition.

Issues

The implications of acquisitions from the broader strategic framework of a company and the environmental variables like competition

Analyze how post-integration strategies are developed

Understand how an overseas acquisition deal is structured and carried out.

Reference Numbers

ICMR .... BSTR 158
ECCH ....
Organization(s) .... Tata Motors
Countries .... India
Industry .... Automobile
Pub/Rev Date 2005
Case Length .... 14 Pages
TN Length .... 4 Pages

AirAsia – Southeast Asia's Most Successful Low-cost Airline

Abstract

AirAsia was the first successful low cost airline in the Southeast Asian region. This case study discusses the factors that contributed to AirAsia's success. It studies the influence of culture and leadership at AirAsia, the factors contributing to its operational efficiency and the strategic orientation of the airline. It also discusses the threats to the long-term success of the airline with reference to increasing competition in the region and the need to overcome certain service shortcomings. The case concludes with an assessment of AirAsia's future plans.

Issues

The reasons for the success of a low cost airline in Southeast Asia; a region where analysts felt there was no market for low cost services

The operational model followed by the airline and how it contributed to its success.

Reference Numbers

ICMR .... BSTR 157
ECCH ....
Organization(s) .... Air Asia
Countries .... Malaysia
Industry .... Airline
Pub/Rev Date 2005
Case Length .... 18 Pages
TN Length .... 5 Pages

Lenovo's Globalization Strategies

Abstract

The case describes in detail the various steps taken by Lenovo, the leading PC manufacturer in China, in its effort to go global. The steps include changing its corporate name from Legend to Lenovo, sponsoring the 2008 Olympic Games and most importantly, acquiring IBM's PC unit. The case examines the need for Lenovo to globalize and critically analyzes the efficacy of the above steps in the company's globalization strategy. It also highlights the challenges faced by Lenovo in its path towards globalization.

Issues

Use of innovation; differentiation and customization as strategic and competitive advantage

The need for globalization and the factors that must be taken into account when a company wants to go global

Reference Numbers

ICMR .... BSTR 156
ECCH ....
Organization(s) .... Lenovo Group Limited, IBM
Countries .... China, US
Industry .... Hardware – PC
Pub/Rev Date 2005
Case Length .... 13 Pages
TN Length .... N/A

Corporate Governance Problems at Royal Dutch/Shell

Abstract

In January 2004, Royal Dutch/Shell (Shell), the third largest oil exploration and production company in the world, announced that its financial statements had shown inflated oil reserves in the earlier years, and that it would downgrade nearly four billion barrels of its 'proven' oil and gas reserves. This announcement created a furor among the investors and industry analysts who blamed the complex and opaque twin-board governance structure for the company's problems. Experts believed that this structure lacked accountability and facilitated financial manipulations. The case study examines in detail the twin board governance structure of Shell and the loopholes in such structure. In order to restore investor confidence, Shell announced a merger of the Royal Dutch/Shell Group of Companies under a single parent company in October 2004. The case highlights the key proposals and examines the pros and cons of this merger plan.

Issues

Study of the twin-board governance structure of Royal Dutch/Shell; its effect on accountability;

The circumstances that necessitated organizational restructuring at Shell.

Reference Numbers

ICMR .... BSTR 155
ECCH ....
Organization(s) .... Royal Dutch/Shell
Countries .... Nethernland/UK
Industry .... Oil Exploration & Production
Pub/Rev Date 2005
Case Length .... 16 Pages
TN Length .... N/A

Oracle's Acquisition of PeopleSoft

Abstract

The case gives a detailed account of Oracle Corporation's successful attempt to acquire PeopleSoft, one of the world's leading enterprise software companies. It explores the circumstances and the reasons that led Oracle to launch a hostile takeover bid for acquiring controlling equity stake in PeopleSoft. The case also examines the defense strategies used by PeopleSoft to prevent this takeover attempt. Finally, the case describes the benefits from the deal to Oracle, PeopleSoft's management, its shareholders and its customers. The challenges facing Oracle to make this takeover deal successful are also highlighted.

Issues

The acquisition of Peoplesoft by Oracle; Insights into the global Enterprise Application Software (EAS) industry

The defense strategies adopted by PeopleSoft to thwart Oracle's hostile takeover

Analyze the synergies of Oracle-PeopleSoft merger deal.

Reference Numbers

ICMR .... BSTR 154
ECCH ....
Organization(s) .... Oracle Corporation, PeopleSoft
Countries .... US
Industry .... Software
Pub/Rev Date 2005
Case Length .... 18 Pages
TN Length .... N/A

FedEx & UPS: Competing with Constrasting Strategies in China

Abstract

The case discusses in detail about the entry and expansion strategies of the two US-based logistics companies - FedEx and UPS in the Chinese market. The case examines the contrasting strategies adopted by FedEx and UPS in their efforts to establish presence in China. FedEx followed an aggressive, high risk, more investments approach to expand its services network in China which enabled the company to capture higher market share. On the contrary, till the late 1990s, UPS followed a conservative, low risk, low investment approach to establish its presence in China. The case brings out the contrasting elements of the strategies adopted by both companies and examines how the expansion strategies of both companies have changed with the improving business prospects in China, following its entry into WTO.

Issues

Entry and expansion strategies of FedEx and UPS in China.

Reference Numbers
ICMR .... *BSTR 153*
ECCH *303-217-1*
Organization(s) .... *Federal Express Corporation, United Parcel Service*
Countries .... *China*
Industry .... *Logistics*
Pub/Rev Date *2003*
Case Length .... *15 Pages*
TN Length .... *5 Pages*

Reorganizing ABB – From Matrix to Consumer-centric Structure(B)

Abstract

The case discusses the organizational restructuring of Switzerland-based ABB during the period between 1998 to 2002. It discusses in detail Goran Lindahl's organizational restructuring, Jorgen Centerman's customer-centric structure, and the changes Jurgen Dormann made in the customer-centric structure. The case also explains the benefits reaped and problems faced by ABB after each restructuring exercise. It also details the strategic and HR implications for ABB due to frequent organizational restructuring.

Issues

Need for and objectives of frequent organizational restructuring.

Reference Numbers
ICMR .... *BSTR 152*
ECCH *303-157-1*
Organization(s) .... *ABB*
Countries .... *Switzerland*
Industry .... *Diversified*
Pub/Rev Date *2004*
Case Length .... *12 Pages*
TN Length .... *N/A*

Reorganizing ABB – From Matrix to Consumer-centric Structure (A)

Abstract

The case discusses the matrix organization structure of the Switzerland-based ABB, a global electrical engineering company. It explains in detail the four management levels in the structure and clearly identifies the roles and responsibilities of the management at each level. The case also explains the rationale behind developing the matrix structure and the subsequent changes made in it till 1996. Finally, it discusses the positive as well as negative strategic and HR implications of the structure on the organization.

Issues

Structural elements in the matrix; Their interrelationships and implications for the firm.

Reference Numbers
ICMR .... *BSTR 151*
ECCH *303-156-1*
Organization(s) .... *ABB*
Countries .... *Switzerland*
Industry .... *Diversified*
Pub/Rev Date *2004*
Case Length .... *14 Pages*
TN Length .... *N/A*

Xerox PARC: Innovation without Profit?

Abstract

PARC was set up in 1970 as the research arm of Xerox Corp, to invent the technology of the future. In a little over 30 years since it was set up, till it was incorporated as a Xerox subsidiary in 2002, PARC invented a number of products which revolutionized the computer industry. The prototype of the modern PC, local area networks, Graphical user interface, commercial application of the mouse, page description languages, laser printers, etc, all took birth at PARC.
However, despite its scientific excellence, Xerox failed to capitalize on the commercial potential of most of these innovations. In the early 21st century PARC was spun-off as an independent subsidiary of Xerox. Xerox had also set up some subsidiaries to help commercialize the inventions that came out of PARC.

Issues

Understand the conflicting structure and culture issues involved in managing innovation successfully

Promoting creative thinking to develop innovative ideas and products

Ensuring the discipline to commercialize these ideas and products successfully.

Reference Numbers
ICMR .... *BSTR 150*
ECCH *305-053-1*
Organization(s) .... *Xerox PARC*
Countries .... *US*
Industry .... *Xerox*
Pub/Rev Date *2005*
Case Length .... *16 Pages*
TN Length .... *N/A*

Li & Fung: The Global Value Chain Configurator

Abstract

The case examines the evolution of Hong Kong based Li & Fung Limited from a traditional trading company into a global consumer goods export trading giant and a manager of customers' supply chains. It discusses in detail the company's efforts to constantly evolve its business model in response to the changes in the external environment and the customer needs and preferences. The case examines Li & Fung's major strategies viz. positioning itself as supply chain manager, integration of operational strategy with its organizational strategies, customer-centric organizational structure, technology and Internet initiatives, and globalization efforts, which contributed to the company's emergence as one of the world's leading consumer goods trading companies. Finally, the case explores the challenges facing Li & Fung in 2004 and discusses its future prospects in the light of these challenges.

Issues

Understand how a regional trading company used its vast sourcing knowledge and network to become a global value chain manager.

Reference Numbers
ICMR .... *BSTR 149*
ECCH *305-052-1*
Organization(s) .... *Li & Fung*
Countries .... *Hong Kong, US, Europe*
Industry .... *Trading, FMCG*
Pub/Rev Date *2005*
Case Length .... *28 Pages*
TN Length .... *11 Pages*

HSBC's Restructuring in India

Abstract

The case discusses the operations of HSBC Group in India and the measures taken by HSBC India in recent times to achieve a faster growth. It discusses in detail the reorganization program launched by Booker, the CEO of HSBC India to transform the conservative institution into an aggressive, performance-oriented one. The case discusses in detail various internal reorganization measures including the introduction of new work principles, downsizing, organizational reshuffling and greater focus on potential growth areas.

Issues

Examine the restructuring program implemented by HSBC India to revive its financial performance.

Reference Numbers

ICMR	*BSTR 148*
ECCH	*305-051-1*
Organization(s)	*HSBC India*
Countries	*India*
Industry	*Banking*
Pub/Rev Date	*2005*
Case Length	*11 Pages*
TN Length	*N/A*

The Mittal Steel – ISG Merger: Creating a Steel Behemoth (Part-A)

Abstract

The case discusses the three-way merger between steel majors LNM Holdings, ISPAT International and the International Steel Group. The merger, that was to be completed by early 2005, was poised to create the biggest company in the global steel industry, with a strong presence in the US, Europe and Africa. The new company, called Mittal Steel, was expected to have considerable resources of iron and coal and a total annual production capacity of 70 million tons. The case discusses the various issues related to the merger, including the financial implications and HR issues, as well as the potential strategic and operational benefits that the companies hoped to achieve. The general trends and issues in the global steel industry are also discussed to provide a holistic view of the industry.

Issues

Analyze the synergies expected from the merger

Examine the various issues in the merger and the manner in which the parties dealt with them

Appreciate the need for and importance of consolidation and vertical integration in the global steel industry in the light of the problems facing it.

Reference Numbers

ICMR	*BSTR 147*
ECCH	*305-050-1*
Organization(s)	*Mittal Steel, ISG*
Countries	*UK, USA*
Industry	*Steel*
Pub/Rev Date	*2005*
Case Length	*12 Pages*
TN Length	*4 Pages*

"There is always a better strategy than the one you have, you just haven't thought of it yet."

– Sir Brian Pitman

Kodak in China

Abstract

The case explains the entry of Kodak into China and its growth strategies. Kodak established its representative office in China in 1927. Till the late 1990s, Kodak products were imported into China through Hong Kong. As imports were costlier, Kodak wanted to start its manufacturing operations in China. In 1998, with the support of the Chinese government, Kodak acquired three domestic companies. This helped it strengthen its position in the Chinese market. To consolidate further, Kodak acquired a 20 percent stake in Lucky Films, a domestic company. The case also explains the competition between Kodak and Fuji in the Chinese market. The marketing initiatives taken up by both companies are explained. The case ends with the future outlook of Kodak in China.

Issues

Setting up a new company in international market

Growth of a US imaging company in China

Joint venturesl

Corporate Social Responsibility.

Reference Numbers

ICMR	*BSTR 146*
ECCH	*305-039-1*
Organization(s)	*Kodak*
Countries	*China*
Industry	*Imaging*
Pub/Rev Date	*2005*
Case Length	*11 Pages*
TN Length	*5 Pages*

Benetton's Diversifications

Abstract

The Benetton family had its humble beginnings in a small town, selling handmade sweaters. The handmade sweaters business gradually became a highly successful international clothing business. After achieving such success, in the late 1980s the family began diversifying into various other businesses. The family had set up Edizione Holding, a holding company, which held their clothing business run by the Benetton Group and all the other businesses they acquired. The case examines each of these diversifications and how they have fared. It looks into the issues each of these companies have faced and how they have dealt with them. Particularly, the case examines the problems Edizione holding faced with the Competition Authority, on diversifying into the motorway catering business and highway operation and management businesses.

Issues

A successful company's management of diversifications unrelated to its core business

The risks of a perceived synergy between the core business and unrelated diversification failing to materialize.

Reference Numbers

ICMR	*BSTR 145*
ECCH	*305-048-1*
Organization(s)	*Benetton's*
Countries	*Italy*
Industry	*Diversified*
Pub/Rev Date	*2005*
Case Length	*17 Pages*
TN Length	*4 Pages*

British Steel – Dutch Royal Hoogovens Merger: An Anglo-Dutch Marriage not Working Out?

Abstract

The case discusses in detail the various drivers that led to the merger of British Steel and Hoogovens to form a new company, Corus. Corus was an attempt to revive the ailing British Steel which had incurred a net loss of £81 million in the year ended 31 March 1999. The larger merged company was expected to meet the challenges of the increasing bargaining power of customers and the downward movement of steel prices. The Dutch partner Hoogovens sought to gain critical mass in the global metals market through synergies with its UK partner. But Corus failed to live upto market expectations. Just three years after the merger, in 2003, Corus's stock market valuation had dropped to $230 million from $6 billion in 1999. Various reasons were identified for the failure, chief among them being the cultural mismatch between the merged entities and the lack of HR involvement when integrating the two entities.

Issues

Merger of British Steel and Royal Dutch Hoogovens

Anglo-Saxon management style

Cross-border mergers

Cultural Mismatch.

Reference Numbers

ICMR	*BSTR 144*
ECCH	*305-054-1*
Organization(s)	*British Steel*
Countries	*UK, Netherlands*
Industry	*Steel*
Pub/Rev Date	*2005*
Case Length	*18 Pages*
TN Length	*6 Pages*

The Restructuring of ABB India

Abstract

The case discusses the organizational problems faced by ABB India, a subsidiary of ABB Group, the Swiss-Swedish electrical engineering conglomerate, in the late 1990s, which significantly affected its financial performance. It examines the restructuring exercise initiated by Ravi Uppal, the new managing director of the company. The restructuring mainly focused on changing the work culture, overcoming bureaucracy, introducing performance based compensation system, increasing the number of channel partners, cost-cutting and thrust on exports and services. The case then describes the benefits of the restructuring exercise and the challenges for ABB India in the near future.

Issues

Restructuring exercise implemented by ABB India to resolve organizational problems.

Reference Numbers

ICMR	*BSTR 143*
ECCH	*305-047-1*
Organization(s)	*ABB*
Countries	*India*
Industry	*Heavy Engineering*
Pub/Rev Date	*2005*
Case Length	*11 Pages*
TN Length	*N/A*

The McDonald's Turnaround Story

Abstract

The case gives a comprehensive account of the decline of McDonald's in the 1990s, and the events that led to the company's eventual turnaround in the early 2000s. The USP of McDonald's was cheap fast food, and the company's signature product, the Big Mac hamburger was considered an American icon. However, in the late 1980s and 1990s, the company's growth began to taper off. Analysts attributed this to a growing interest in a healthier lifestyle among people, which made them shun fat-laden fast food, and also increasing competition. In January 2003, McDonald's posted its first quarterly loss since it went public in 1965. In 2003, under the leadership of Jim Cantalupo, the company announced a turnaround plan aimed to restore the company's tarnished image and crumbling operations. By mid-2004, it was generally acknowledged that McDonald's had turned around.

Issues

The reasons behind the decline of the leader in the fast food industry

The events that led to the turnaround of the company

Trends in the US fast food industry.

Reference Numbers

ICMR	*BSTR 142*
ECCH	*304-626-1*
Organization(s)	*McDonald's*
Countries	*USA*
Industry	*Fast-Food*
Pub/Rev Date	*2004*
Case Length	*15 Pages*
TN Length	*4 Pages*

Home Depot's Strategy Under Bob Nardelli

Abstract

Home Depot was the biggest home improvement retailer in the world in 2004. Set up in the late 1970s, to provide low price, warehouse-like products, Home Depot grew rapidly over the 1980s and early 1990s, adding stores at the average annual rate of 20 percent. However, in the late 1990s, the company's comparable store growth rate began declining. It was also experiencing operational difficulties due to its tardiness in developing systems to manage its rapid growth. In this situation, the board brought in Bob Nardelli as the CEO of the company in 2000. The case discusses the changes implemented by Nardelli at Home Depot in the early 2000s. The case also talks about the difficulties that Nardelli, who was the first outside CEO of Home Depot, faced in implementing these changes.

Issues

The growth strategy of a large home improvement retailer

The retailer's attempt to revive growth in the face of market saturation

The effect of change of leadership in strategy.

Reference Numbers

ICMR	*BSTR 141*
ECCH	*304-628-1*
Organization(s)	*Home Depot*
Countries	*USA*
Industry	*Retail*
Pub/Rev Date	*2004*
Case Length	*12 Pages*
TN Length	*4 Pages*

Coca-Cola's Re-entry and Growth Strategies in China

Abstract

Coca-Cola has a presence in over 200 countries worldwide and is acknowledged as the most recognized brand in the world. This case explains Coca-Cola's entry and growth strategies in China and the reasons for its success in this market. The case discusses its strategy for re-entry into the Chinese market and its long-term localization strategy. The case also looks at how Coke cooperated with the Chinese government in order to soften the impact of the restrictive policies regarding Foreign Direct Investment in China, and how it designed its marketing and promotion strategies to suit the Chinese market.

Issues

Entry strategies in international markets

Localization strategy

Distribution and promotion strategies in international markets.

Reference Numbers

ICMR	*BSTR 140*
ECCH	*304-629-1*
Organization(s)	*Coca-Cola*
Countries	*China*
Industry	*Beverages*
Pub/Rev Date	*2004*
Case Length	*11 Pages*
TN Length	*4 Pages*

A Note on the US Airline Industry

Abstract

The US airline industry traces its roots to 1903, when the Wright Brothers accomplished the first successful flight. In over a century of evolution, the industry has undergone a number of changes. The case discusses the major events that occurred in the US airline industry over the years, such as deregulation, the Gulf War and September 11 attacks, and their effects on the dynamics of the industry. The structure of the industry is determined by analyzing its key strategic dimensions. The case also discusses the key challenges faced by the industry and concludes with an examination of consolidation as an option for the future.

Issues

Evolution of the US Airline industry

Structure of US Airline industry

Low-cost airlines.

Reference Numbers

ICMR	*BSTR 139*
ECCH	*304-627-5*
Organization(s)	
Countries	*USA*
Industry	*Airlines*
Pub/Rev Date	*2004*
Case Length	*21 Pages*
TN Length	*N/A*

DHL's Business Strategy in China

Abstract

The case examines the entry and expansion strategy of DHL International, a globally renowned logistics company, in China. It details the recent trends in the logistics industry in China and gives a brief profile of other foreign logistics companies operating in the country including FedEx, UPS and TNT. The case describes how DHL established itself as a leader in the industry by capitalizing on the growing trade and commerce in China and utilizing the local knowledge of its joint venture partner - Sinotrans. It highlights DHL's strategy of offering innovative services, expansion through increased investments and advertising initiatives. The case also explores the future prospects for DHL in the light of emerging opportunities in the industry. It includes a detailed note on the logistics industry in China.

Issues

Gain insights on the impact of changing economic trends and China's entry into WTO on the Chinese express and logistics industry

DHL's entry and expansion in China.

Reference Numbers

ICMR .... *BSTR 138*
ECCH *304-630-1*
Organization(s) .... *DHL International*
Countries .... *China*
Industry .... *Logistics*
Pub/Rev Date *2004*
Case Length .... *17 Pages*
TN Length .... *N/A*

The Interbrew: AmBev Merger Story

Abstract

The case discusses the mega merger of world's third largest brewer - Belgium based Interbrew with the world's fifth largest brewer - Brazil based AmBev, creating the largest brewery in the world in terms of volumes produced. After giving a brief note on the two companies, the case discusses the rationale for the merger and the benefits which the two companies were expecting from it. The case then explains the merger deal in detail. It finally discusses the possible challenges which the merger could face in the near future. The case also provides a detailed note on the structure of the global brewery industry, the major players - their market shares and their brands and the recent trends in the industry.

Issues

Insights into the structure of the global brewery industry

Get insights into the structure of the global brewery industry

The rationale behind merging the two leading brewery companies in the world

Examine and analyze the synergies in the merger deal between Interbrew and AmBev.

Reference Numbers

ICMR .... *BSTR 137*
ECCH *304-537-1*
Organization(s) .... *Interbrew, AmBev*
Countries .... *Brazil, Belgium*
Industry .... *Brewery*
Pub/Rev Date *2004*
Case Length .... *20 Pages*
TN Length .... *N/A*

IBM: From Inventor to Innovator

Abstract

IBM had one of the best research facilities in the world and employed world-class research scientists. Over the years, researchers at IBM Research developed a number of products that became the foundations of the IT Industry. However, IBM either failed to commercialize most of the innovations that came out of its labs or was late in marketing them. This led to a number of smaller companies growing big on IBM's innovations. In the 1980s and the early-1990s, IBM transformed itself under the leadership of CEO Louis Gerstner. The transformation involved comprehensive changes, prominent among which were the changes made in the research culture that facilitated faster technology transfer.

Issues

The relationship between research and product development in large technology companies

The importance of culture in organizations and how it supports innovation

The difference between invention and innovation

The relationship between the two.

Reference Numbers

ICMR .... *BSTR 136*
ECCH *304-532-1*
Organization(s) .... *IBM*
Countries .... *USA, Global*
Industry .... *Information Technology*
Pub/Rev Date *2004*
Case Length .... *10 Pages*
TN Length .... *4 Pages*

Problems at Delta Airlines

Abstract

Delta Airlines was the third biggest airline in the US in the early 2000s. After the September 11 attacks, which led to the decline of the airline industry in the US, many of the major carriers in the industry went bankrupt. Delta was one of the few major carriers that managed to stay afloat. However, in mid 2004, the airline announced that it might have to file for bankruptcy protection if it failed to obtain pay cuts of $1 billion from its pilots, who were the only unionized employees at the airline. The case discusses the problems at Delta and their role in the financial decline of the airline. Issues like the pilot union impasse, increasing operational expenses and legacy costs, falling yields and severe competition from low cost airlines are discussed in detail. The case also outlines the restructuring plan of Delta, and the future of Song, the airline's low cost subsidiary.

Issues

The issues facing airlines in the early 2000s

The power of unionized labor in the US airline industry

The increasing power of low cost airlines in the US and the sources of their competitive advantage.

Reference Numbers

ICMR .... *BSTR 135*
ECCH *304-531-1*
Organization(s) .... *Delta Airlines*
Countries .... *USA*
Industry .... *Airlines*
Pub/Rev Date *2004*
Case Length .... *15 Pages*
TN Length .... *5 Pages*

Air Deccan: The First Low Cost Airline in India

Abstract

The case describes the entry and expansion strategies of Air Deccan, the first low cost airline in India. It discusses in detail the low cost business model of Air Deccan, its target market and the efforts made by the company to promote its services. Finally, the case highlights the challenges facing Air Deccan and examines whether the company's business model would be successful in India or not. The case includes a detailed note on the Indian civil aviation industry covering the profile of major players, India's civil aviation policy and the statutory requirements to be fulfilled by a company to enter and operate in the industry.

Issues

Study and analyze the structure of the Indian civil aviation industry

Develop an understanding on the operations of low cost carriers in India

Examine the viability of low cost business model in the Indian aviation industry.

Reference Numbers

ICMR .... *BSTR 134*
ECCH *304-528-1*
Organization(s) .... *Air Deccan*
Countries .... *India*
Industry .... *Airlines*
Pub/Rev Date *2004*
Case Length .... *15 Pages*
TN Length .... *N/A*

The Acquisition Bid for UFJ Holdings

Abstract

The case study gives a detailed account of the attempts made by Sumitomo Mitsui Financial Group (SMFG), Japan's third largest bank, to acquire UFJ Holdings (UFJ), the fourth largest bank in Japan. The Japanese banking industry has witnessed several major mergers and acquisitions in the past ten years. Though unsuccessful, SMFG's aggressive bid to acquire UFJ marked a new beginning in the tradition bound Japanese corporate world. Finally, Japan's second largest bank, Mitsubishi Tokyo Financial Group (MTFG) merged with UFJ, to form the largest bank in the world in terms of assets. The case also includes a detailed note on the Japanese banking industry describing the financial problems faced by the Japanese banks in the recent past and the ongoing consolidation in the industry.

Issues

Mergers & Acquisitions

Takeover Regulations in Japan.

Reference Numbers

ICMR .... *BSTR 133*
ECCH *304-540-1*
Organization(s) .... *Sumitomo Mitsui Financial Group, UFJ Holdings*
Countries .... *Japan*
Industry .... *Banking*
Pub/Rev Date *2004*
Case Length .... *18 Pages*
TN Length .... *N/A*

> *"Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."*
> – Sun Tzu

State Bank of India: Competitive Strategies of a Market Leader

Abstract

State Bank of India (SBI) is the largest nationalized commercial bank in India in terms of assets, number of branches, deposits, profits and workforce. With the liberalization of the Indian banking industry in the mid-1990s, SBI faced stiff competition from the private sector and foreign banks which resulted in significant loss of its market share. The case describes the efforts of SBI to regain its lost market share by undergoing a major restructuring exercise which involved redesigning its branch network, providing alternate banking channels, emphasis on lean structure and technology up gradation. It also discusses the challenges faced by SBI in 2004 and its plans in the future.

Issues

Corporate Restructuring; Marketing initiatives adopted by SBI.

Reference Numbers

ICMR .... *BSTR 132*
ECCH *304-539-1*
Organization(s) .... *State Bank of India*
Countries .... *India*
Industry .... *Banking*
Pub/Rev Date *2004*
Case Length .... *19 Pages*
TN Length .... *N/A*

Unilever's Strategies in China

Abstract

Inspite of major difficulties, Unilever was committed to building and sustaining a successful business in China. In the mid 1980s and 1990s, the large number of joint ventures entered into by the company failed to earn profits for the multinational and also proved unsuccessful in integrating Unilever into mainstream Chinese economy. Therefore, in 1999, the company entered into large scale consolidation and integrated its various units under one holding company. Special localized strategies like hiring of local employees, setting up an R&D unit, and planning for stock market listing were initiated to strengthen the company's position in China. Global brands-Dove, Lux, Ponds, Lipton-promised international expertise in their formulation and development but had local professionals to manage them to ease communication between the company and its customers. Similarly, local brands such as Hazeline and Lao Cai soy sauce benefited from Unilever's extensive knowledge and resources, without losing their local character. Thus, Unilever China endeavored to balance global and local needs by developing solutions that satisfied the demands of its target consumer segment.

Issues

The approach taken by multinationals to tap new markets

The localization strategies that need to be adopted to counter local issues and problems.

Reference Numbers

ICMR .... *BSTR 131*
ECCH *304-536-1*
Organization(s) .... *Unilever (Shanghai) Co. Ltd*
Countries .... *China*
Industry .... *FMCG*
Pub/Rev Date *2004*
Case Length .... *12 Pages*
TN Length .... *N/A*

ONGC's Growth Strategy

Abstract

The case describes the growth strategy and diversification plans of the Government owned Oil and Natural Gas Corporation Limited (ONGC), the largest oil exploration and production (E&P) company in India. ONGC has near monopoly in India's oil E&P industry producing nearly 90 percent of the country's crude oil and natural gas. Till the late 1990s, the company was mainly confined to upstream activities of E&P. In order to reduce risks inherent in confining to one activity and to achieve financial stability and steady growth, ONGC acquired a major equity stake in Mangalore Refinery and Petrochemicals Limited so as to enter the down stream activities of refining. With this, ONGC became the first integrated oil company in India. The case examines the benefits and drawbacks of oil E&P Company entering into refining and retailing businesses. The case also discusses the possible benefits and disadvantages of ONGC's plans in 2004 to enter insurance, power generation and shipping businesses as part of its diversification program.

Issues

Examine the growth strategy of a public sector oil exploration and production company.

Reference Numbers

ICMR .... *BSTR 130*
ECCH *304-538-1*
Organization(s) .... *Oil and Natural Gas Corporation*
Countries .... *India*
Industry .... *Oil and Energy*
Pub/Rev Date *2004*
Case Length .... *12 Pages*
TN Length .... *N/A*

Gillette's Restructuring in India

Abstract

The case focuses on the turnaround of Gillette India Limited (GIL) the Indian arm of the multinational Gillette Company. The Gillette Company entered the Indian market in 1984 through a joint venture as a minority shareholder and then garnered shares, so that it had three-fourths of the shares by 2002. During these two decades, Gillette followed inorganic growth by acquiring domestic companies in oral care, battery, blades and razors and stationery business. This diversification resulted in adding to the company's costs. With operating profits coming down, the company engaged in a restructuring exercise, which resulted in selling the same businesses the the company had acquired. The restructuring was successful, and in 2003 GIL made a turnaround with net profit growth being the highest in the two decades of the company's presence in India.

Issues

Corporate Restructuring

Growth Strategies.

Reference Numbers

ICMR	*BSTR 129*
ECCH	*304-535-1*
Organization(s)	*Gillette's*
Countries	*India*
Industry	*Personal Care*
Pub/Rev Date	*2004*
Case Length	*13 Pages*
TN Length	*4 Pages*

Ericsson in the New Millennium

Abstract

Ericsson, enjoyed immense success until the 1990s. The company was amongst the pioneers in the telecom industry. Yet, it could not adapt to the changes in consumer tastes and preferences in the late '90s. As sales fell, Ericsson's other businesses were also affected. Finally the company adopted some tough measures to restrict the downslide in its sales. Ericsson understood that it was a company that was good at manufacturing good quality and high technology equipment, but was not good at marketing its products to individual customers. Therefore Ericsson entered into a joint venture with Sony to form Sony Ericsson, as its new mobile handset unit. Ericsson also restructured itself. Unprofitable or unmanageable businesses were sold off and some new companies were acquired to fill in the gaps in its product range. Eventually, in 2003, the company once again registered profits.

Issues

Turnaround Strategy; Restructuring.

Reference Numbers

ICMR	*BSTR 128*
ECCH	*304-533-1*
Organization(s)	*Ericsson*
Countries	*Global*
Industry	*Telecom*
Pub/Rev Date	*2004*
Case Length	*12 Pages*
TN Length	*5 Pages*

Ericsson in China

Abstract

Ericsson's relationship with China dated back to the 1980s, when the first batch of Ericsson handsets was shipped to Shanghai. Since then, China has gradually developed into one of Ericsson's primary markets. The company set up its first office in Beijing in 1985 and in 1994 Ericsson (China) Co. was established. Ericsson adopted a well laid out localization strategy to optimally exploit the Chinese market. Between the late 1990s to the early 2000s, Ericsson shifted the procurement and supply side of its wide range of business to China. It also brought in its traditional partners. This offered huge employment opportunities for local Chinese and also contributed to the country's economic growth. Besides, huge investment in R&D by Ericsson and commitment to develop in the country 3G technology contributed to China's telecom and IT growth. However, in the early 2000s, the market for Ericsson products in China lost out to stiff local competition. Analysts observed that Ericsson needed to rethink its strategy on pricing and quality of its products.

Issues

Tapping new markets; Localization Strategies; MNCs in China.

Reference Numbers

ICMR	*BSTR 127*
ECCH	*304-534-1*
Organization(s)	*Ericsson China*
Countries	*China*
Industry	*Telecom*
Pub/Rev Date	*2004*
Case Length	*10 Pages*
TN Length	*5 Pages*

"I don't know what your destiny will be, but one thing I do know: the only ones among you who will be really happy are those who have sought and found how to serve."

-Albert Schweitzer

Reviving Alitalia – Italy's Loss Marketing Airline

Abstract

The case discusses the problems faced by Italy's government controlled airline company - Alitalia that led to its poor financial performance since the fiscal 2000. It examines the efforts made by the company's top management to turnaround the company, and explores why they have been largely unsuccessful. The case details the role played by the Italian government in the company's business matters and the poor labor relations in the company. After the leadership change in March 2004, the case identifies the issues faced by the new CEO and its management team. It includes a comprehensive note on the European civil aviation industry with a focus on Italy.

Issues

Understand how internal; industry-specific and macroeconomic factors can negatively affect the financial performance of a company.

Reference Numbers

ICMR	*BSTR 126*
ECCH	304-438-1
Organization(s)	*Alitalia*
Countries	*Italy, Europe*
Industry	*Airlines*
Pub/Rev Date	*2004*
Case Length	*26 Pages*
TN Length	*N/A*

Tata Consultancy Services Limited: The Pioneer in the Indian IT Industry

Abstract

The case examines the unique business practices of Tata Consultancy Services (TCS), the largest IT Company in India. It discusses at length the unique 'factory approach' employed by TCS in software development and its human resource management practices. The case then examines the growth strategy employed by TCS in the late 1990s and early 2000s to generate more revenues and improve profitability. Finally, it discusses the growth initiatives undertaken and the challenges faced by the company in 2004. The case also provides an overview of the Indian software industry and a brief note on the leading IT companies in India.

Issues

Business practices of TCS; Overview of the Indian software industry.

Reference Numbers

ICMR ... *BSTR 125*
ECCH ... 304-439-1
Organization(s) ... *Tata Consultancy Services, Tata Group*
Countries ... *India*
Industry ... *Information Technology*
Pub/Rev Date ... *2004*
Case Length ... *19 Pages*
TN Length ... *9 Pages*

The Air France – KLM Merger Story

Abstract

The case discusses the merger of Air France and KLM, the two leading airlines in Europe. It describes recent trends and studies the ongoing consolidation in the European aviation industry. The case presents in detail the need for and the rationale behind the decision to merge and the perceived synergies by both the companies from the merger. It also discusses the possible threats to the merger including cultural differences and various other issues. Finally, the case ends with a debate whether the merger will be successful or not in the future.

Issues

Mergers; Consolidation in European Civil Aviation Industry.

Reference Numbers

ICMR ... *BSTR 124*
ECCH ... 304-354-1
Organization(s) ... *KLM, AIR France*
Countries ... *Europe, France*
Industry ... *Civil Aviation*
Pub/Rev Date ... *2004*
Case Length ... *20 Pages*
TN Length ... *N/A*

Telstra Corporation: Reorganizing Strategic Business Units

Abstract

The case discusses the reorganization of the strategic business units (SBUs) carried out by the Australian telecom giant, Telstra Corporation (Telstra) between 1997 and 2003. Telstra's SBUs were reorganized six times in eight years. The case describes each of the six reorganizations in detail and examines their implications for Telstra. It discusses the impact of these structural changes on the financial performance of Telstra. The case also elaborates on the major initiatives taken by Telstra to face the competitive market situation since 1997 when Australia's telecommunications industry was deregulated.

Issues

Corporate Restructuring; Deregulation of Telecom Industry.

Reference Numbers

ICMR ... *BSTR 123*
ECCH ... 304-348-1
Organization(s) ... *Telstra Corporation*
Countries ... *Australia*
Industry ... *Teelcommunications*
Pub/Rev Date ... *2004*
Case Length ... *19 Pages*
TN Length ... *N/A*

Case Studies on Innovation in India
Paperback; 367 Pages,
20 Case Studies
INR 2000/-

SABMiller vs. Anheuser-Busch: The Takeover Battle for Harbin Brewery

Abstract

The case gives a detailed account of the battle between two of the world's leading breweries-Anheuser-Busch (AB) and SABMiller to takeover Harbin Brewery, the fourth largest brewery in China. The case explores the circumstances that led SABMiller to invest in Harbin, and details the circumstances that forced that company to launch a hostile takeover bid for the control of Harbin. It then examines the efforts made by Harbin to prevent the takeover attempt by SABMiller and also details the emergence of AB as a potential white knight, which eventually won the takeover bid for Harbin. Finally, the case explores who benefited most from the deal-AB, SABMiller, the Harbin Board or Harbin shareholders.

Issues

Hostile Takeover; Takeover Defense Strategies; Beer Industry.

Reference Numbers

ICMR ... *BSTR 122*
ECCH ... 304-350-1
Organization(s) ... *Anheuser-Busch (AB) and SABMiller*
Countries ... *China*
Industry ... *Beer*
Pub/Rev Date ... *2004*
Case Length ... *21 Pages*
TN Length ... *7 Pages*

Xerox Corp's Turnaround Strategy

Abstract

In 1999, the revenues of Xerox Corp (Xerox), the world's largest photocopier maker, began to fall, and in 2000 it reported a loss of $273 million. Xerox also lost $20 billion in stock market value (from April 1999 to May 2000). Xerox cited many reasons for its bad performance including the huge reorganization effort initiated by the then CEO Richard Thoman. In May 2000, he was replaced by his predecessor Paul Allaire, and Anne Mulcahy (Mulcahy) was made COO. Xerox revealed a turnaround programme in December 2000, which included cutting $1 billion in costs, and raising up to $4 billion through the sale of assets, exiting non-core businesses and lay-offs. Subsequently, in August 2001, Mulcahy was made CEO. Xerox continued to report losses in 2001, but it returned to profit in 2002 and continued to report profits in 2003. The case examines the events that led to the decline of Xerox, and in particular how major reorganization strategies can affect a company.

Issues

Turnaround Strategies; Change Management; Leadership; Outsourcing.

Reference Numbers

ICMR ... *BSTR 121*
ECCH ... 304-347-1
Organization(s) ... *Xerox*
Countries ... *USA*
Industry ... *Printing and Imaging Equipment*
Pub/Rev Date ... *2004*
Case Length ... *12 Pages*
TN Length ... *4 Pages*

Small Industry Extension Training Institute

Abstract

Small Industry Extension Training Institute (SIETI) was set up in the 1960s as a training institute for small scale entrepreneurs (SMEs). It was well known for its training activities and attracted participants from all over the country. However, by the early 1990s, SIETI had lost its position as a premier training institute for various reasons. Some of reasons were the flight of faculty to other institutes, the poor infrastructure, and competition from other training institutes. In the late 1990s, a new Principal Director was appointed and he brought about various changes in the organization. All these changes resulted in the turnaround of SIETI.

Issues

Turnaround Management; Restructuring; Small and Medium Enterprises.

Reference Numbers

- *ICMR* .... *BSTR 120*
- *ECCH* 304-292-1
- *Organization(s)* .... *Small Industry Extension Training Institute*
- *Countries* .... *India*
- *Industry* .... *Training*
- *Pub/Rev Date* *2004*
- *Case Length* .... *13 Pages*
- *TN Length* .... *N/A*

Sony–Columbia Pictures: Lessons from a Cross Border Acquisition

Abstract

The case discusses the acquisition of the US-based Columbia Pictures (now known as Sony Pictures Entertainment) by Sony Corporation, Japan. The case focuses on the various problems faced by SPE on account of poor corporate governance, mis-management and differences between the Japanese and American management cultures, in the first five years after Sony's acquisition of it. It examines the various initiatives taken by Sony to revive the financial and business performance of SPE. The case explores the future of SPE in the light of its failure to realize the synergies identified prior to the acquisition, the highly risky movie business and impending problems at Sony's electronics division.

Issues

Cross-border Acquisition; Cultural Mismatch.

Reference Numbers

- *ICMR* .... *BSTR 119*
- *ECCH* 304-291-1
- *Organization(s)* .... *Sony Pictures Entertainment*
- *Countries* .... *US, Japan*
- *Industry* .... *Entertainment & Media*
- *Pub/Rev Date* *2004*
- *Case Length* .... *15 Pages*
- *TN Length* .... *N/A*

PepsiCo's 'Focus' Strategy

Abstract

US based PepsiCo conducted a major restructuring exercise in 1997-98 by spinning-off its restaurant and bottling business. The restructuring was aimed at achieving improved focus on the company's core beverage (Pepsi-Cola) and snack food operations (Frito-Lay). By successfully adopting the 'focus' strategy since 1997, PepsiCo has emerged as the second largest consumer packaged goods company (in terms of revenues) in the world. By acquiring leading beverages' company like Tropicana products (July 1998), South Beach Beverage Company (October 2000) and Quaker Oats (December 2000), the company has significantly strengthened its competitive position in the beverages segment. The case examines indepth the key elements of the focus strategy followed by PepsiCo.

Issues

Generic Strategies; Spin-off; Restructuring.

Reference Numbers

- *ICMR* .... *BSTR 118*
- *ECCH* 304-294-1
- *Organization(s)* .... *PepsiCo*
- *Countries* .... *US*
- *Industry* .... *Packaged Food*
- *Pub/Rev Date* *2004*
- *Case Length* .... *14 Pages*
- *TN Length* .... *N/A*

The Exxon – Mobil: Merger Controversy

Abstract

The case discusses the merger of Exxon and Mobil Corporation, the two top leading companies in the US oil industry. The case details the factors that led to the decision of the two companies to merge and the synergies reaped after the merger. The case also examines the positive and negative implications of this mega-merger on the consumers, employees, marketing and retailing intermediaries, and environment, as well as its effect on the overall competition in the industry. Finally, the case discusses the status of ExxonMobil in early 2004 and how it has performed in the past five years since its merger.

Issues

Mergers; Negative side of mega-mergers; Consolidation in the US oil industry.

Reference Numbers

- *ICMR* .... *BSTR 117*
- *ECCH* 304-295-1
- *Organization(s)* .... *ExxonMobil*
- *Countries* .... *US*
- *Industry* .... *Oil and Energy*
- *Pub/Rev Date* *2004*
- *Case Length* .... *15 Pages*
- *TN Length* .... *N/A*

The Aventis – Sanofi Merger: Role of French Government?

Abstract

The case gives a detailed account of the events that led to the merger of two of France's leading pharmaceutical companies, Aventis and Sanofi, to form the third largest pharma company in the world. It examines the efforts made by Aventis to prevent a hostile takeover attempt by Sanofi. The case also details the role played by the French government to prevent a possible merger between Swiss-based pharmaceutical company, Novartis and Aventis.

Issues

Mergers & Acquisitions; Hostile Takeover; Takeover Defense Strategies.

Reference Numbers

- *ICMR* .... *BSTR 116*
- *ECCH* 304-293-1
- *Organization(s)* .... *Aventis SA and Sanofi SA*
- *Countries* .... *France*
- *Industry* .... *Pharmaceutical*
- *Pub/Rev Date* *2004*
- *Case Length* .... *16 Pages*
- *TN Length* .... *N/A*

American International Group Inc.

Abstract

The case provides detailed information on various functional areas of American International Group Inc. (AIG) including human resources and finance. The case discusses the company's history since its inception,

product segments including general insurance, life insurance, financial services, retirement savings and asset management and the various geographic regions in which the company operates and the revenues derived from these regions. The case also includes information regarding the company's social responsibility initiatives and corporate governance standards. It covers the future prospects of AIG and problems faced by the company due to the lack of succession planning. Finally, the case includes a detailed note on the global insurance industry outlook.

Issues

Management of global operations by AIG.

Reference Numbers

ICMR .... *BSTR 115*
ECCH 302-198-1
Organization(s) ..... *American International Group Inc.*
Countries .... *USA*
Industry .... *Financial Services*
Pub/Rev Date *2002*
Case Length .... *33 Pages*
TN Length .... *N/A*

Prudential Financial Inc.

Abstract

The case provides detailed information on various functional areas of Prudential Financial Inc (Prudential) including marketing, human resources and finance. The case discusses the company's history since its inception, product segments including US Consumer, Employee Benefits, International, and Asset Management and the various geographic regions in which the company operates and the revenues derived from these regions. The case also includes information regarding the company's social responsibility initiatives and corporate governance standards. It covers the future prospects of Prudential and problems faced by the company like market conduct allegations and unethical sales tactics adopted by the company's sales personnel. It also covers information on the reorganization of its business segments in August 2002.

Issues

Strategies to be adopted by Prudential in the global insurance industry.

Reference Numbers

ICMR .... *BSTR 114*
ECCH 302-197-1
Organization(s) .. *Prudential Financial Inc.*
Countries .... *USA*
Industry .... *Financial Services*
Pub/Rev Date *2002*
Case Length .... *30 Pages*
TN Length .... *N/A*

Zurich Financial Services

Abstract

The case provides detailed information on various functional areas of Zurich Financial Services (Zurich) including its human resource policies and finance. The case discusses the company's history since inception and market segments including consumer, corporate, commercial, small business and wholesale. The case also gives details of Zurich's globalization efforts and the various geographic regions in which the company operates including the revenues derived from these regions and various countries. The case also includes information regarding the company's social responsibility initiatives. It also covers the future prospects of Zurich and the problems being faced by the company due to the mismanagement of former CEO Rolf Hüppi.

Issues

Operations of a global insurance company.

Reference Numbers

ICMR .... *BSTR 113*
ECCH 302-196-1
Organization(s) .. *Zurich Financial Services*
Countries .... *Switzerland*
Industry .... *Financial Services*
Pub/Rev Date *2002*
Case Length .... *23 Pages*
TN Length .... *N/A*

Sun Life Financial Services

Abstract

The case provides a detailed insight into the strategies adopted by Canadian insurance major Sun Life Financial Services in various areas. The case provides information about the company's history, its evolution and examines its marketing, finance and human resources strategies. Details about the various mergers and acquisitions by the company over the years are given. The case also provides an insight into the company's global operations and examines its performance in various geographical segments. Sun Life's merger with Clarica is explored in detail and the implications of the merger on the Canadian insurance market are studied.

Issues

The operations of an insurance company.

Reference Numbers

ICMR .... *BSTR 112*
ECCH 302-195-1
Organization(s) .... *Sun Life Financial Services*
Countries .... *Canada*
Industry .... *Financial Services*
Pub/Rev Date *2002*
Case Length .... *31 Pages*
TN Length .... *N/A*

General Insurance Corporation of India

Abstract

The case provides detailed information on various functional areas of General Insurance Corporation of India (GIC), the state-owned general insurance company in India including human resources and finance. The case discusses the company's history since inception, product segments including fire, marine, theft and miscellaneous insurance products. The case also discusses in detail about the erstwhile subsidiaries of GIC including National Insurance Company Limited, New India Assurance Company Limited, Oriental Insurance Company Limited, and United India Insurance Company Limited. The case also includes information regarding company's social responsibility initiatives.

Issues

Indian general insurance industry before and after the entry of private players.

Reference Numbers

ICMR .... *BSTR 111*
ECCH 302-194-1
Organization(s) .... *General Insurance Corporation of India*
Countries .... *India*
Industry .... *Insurance*
Pub/Rev Date *2002*
Case Length .... *32 Pages*
TN Length .... *N/A*

Life Insurance Corporation of India

Abstract

The case provides a detailed insight into the strategies adopted by Indian insurance major Life Insurance Corporation (LIC) of India in various areas. The case provides information about the company's history, its evolution, subsidiaries and the products offered, and examines its marketing, finance, and human resources strategies. Details about the IT initiatives taken up by the company in its

technology drive are also covered. The case also provides an insight into the life insurance industry's structure in India and the changes that took place after the entry of private players into the market. The case examines how LIC is gearing up to combat the competition from private players and provides a detailed note on the Indian insurance market.

Issues

The changes sweeping the Indian insurance industry after the entry of private players

The steps taken by LIC in order to combat the competition

The Indian insurance market and the various private players present in the industry.

Reference Numbers

ICMR .... *BSTR 110*
ECCH 302-193-1
Organization(s) .... *Life Insurance Corporation of India*
Countries .... *India*
Industry .... *Insurance*
Pub/Rev Date *2002*
Case Length .... *27 Pages*
TN Length .... *N/A*

Charoen Pokphand: Thailand's Largest Agri-business Conglomerate

Abstract

The case examines the various challenges that the Charoen Pokphand Group (CP), Thailand's leading agri-business conglomerate, had to face during the period 1997-2004. It details the growth of CP from a small seed shop in 1929 into one of the largest companies in Thailand by the turn of 20th century. The case discusses the problems CP faced due to the 1997 Asian financial crisis and growing competition to its businesses in the domestic and international markets.

Thereafter, it examines the restructuring efforts of the group - in terms of asset sales, focus on core businesses (food and agribusiness, telecommunications and retailing), debt management reforms, focus on corporate transparency and cost reduction - to tide over the crisis.

Issues

Evolution of a small family owned business into a leading business conglomerate.

Reference Numbers

ICMR .... *BSTR 109*
ECCH 304-215-1
Organization(s) .... *Charoen Pokphand Group*
Countries .... *Thailand*
Industry .... *Agribusiness*
Pub/Rev Date *2004*
Case Length .... *17 Pages*
TN Length .... *N/A*

Genting Berhad: The Story of a Malaysian Conglomerate

Abstract

The case examines the growth strategies adopted by Genting Berhad (Genting) that helped it become one of Malaysia's leading conglomerates. It provides detailed information about Genting's initial years and examines the entrepreneurial and leadership qualities of the company's founder, Tan Sri Lim Goh Tong. The case then examines the various strategies adopted by the company to grow in the leisure and hospitality businesses and its contribution to the Malaysian tourism industry's growth. The case ends with a discussion on the adverse impacts of the global economic slowdown and the SARS epidemic in the ASEAN region on Genting's businesses, and comments on its future prospects.

Issues

Strategies adopted by a conglomerate company to expand and grow.

Reference Numbers

ICMR .... *BSTR 108*
ECCH 304-217-1
Organization(s) .... *Genting Berhad*
Countries .... *Malaysia*
Industry .... *Diversified*
Pub/Rev Date *2004*
Case Length .... *20 Pages*
TN Length .... *N/A*

IBM's Turnaround and its New Business Model

Abstract

The turnaround of IBM under Louis V. Gerstner's leadership is considered to be one of the most remarkable turnarounds in corporate history. The case details the strategic measures taken by Gerstner to transform IBM from a hardware vendor to a complete IT solutions provider. The case examines IBM's new 'services-heavy' business model and its potential benefits for the company in future. It also details the issues facing the new CEO of IBM - Sam Palmisano and the measures taken by him in 2002 and 2003 to boost IBM's stagnant revenues and declining profits.

Issues

Strategic measures taken by a leader to turnaround a loss making company.

Reference Numbers

ICMR .... *BSTR 107*
ECCH 304-216-1
Organization(s) .... *IBM Inc.*
Countries .... *USA*
Industry .... *IT*
Pub/Rev Date *2004*
Case Length .... *21 Pages*
TN Length .... *N/A*

ISB: A Leading Business School in India

Abstract

The case discusses the Indian School of Business (ISB), a leading business school in India. ISB aims to become the best business school in Asia and among the best in the world. The case describes what makes ISB unique including its course curriculum, faculty, teaching approach and methodology, infrastructural facilities and placements. The case also examines the hurdles faced by ISB in setting up a world class B-school and details its other financial and administrative problems. Finally, the case describes ISB's recent initiatives and the strategies adopted by the institution to achieve its vision.

Issues

Management practices followed by world class B-schools

Reference Numbers

ICMR .... *BSTR 106*
ECCH 304-182-1
Organization(s) .... *Indian School of Business*
Countries .... *India*
Industry .... *Education*
Pub/Rev Date *2004*
Case Length .... *14 Pages*
TN Length .... *N/A*

Restructuring at Sears, Roebuck & Co. (1992-03)

Abstract

The case focuses on the restructuring initiatives taken up by Sears, Roebuck & Co. The restructuring initiatives started in 1992, when Sears reported the biggest ever loss in its history. The case explains in detail the changes initiated by Martinez to turn the company around and results of the restructuring efforts. The case provides information about the increasing problems faced by the company due to unrelated diversifications such as credit card operations. The case also throws light on the role of Sears' credit card in the company's profits

and its contribution to the company's growth. Further the case also provides information about the restructuring initiatives undertaken by the new CEO - Alan Lacy.

Issues

Failure to adapt to a changing environment threatens survival.

Reference Numbers

ICMR ...... *BSTR 105*
ECCH 304-190-1
Organization(s) ...... *Sears Roebuck & Co.*
Countries ...... *USA*
Industry ...... *Retailing*
Pub/Rev Date *2004*
Case Length ...... *24 Pages*
TN Length ...... *7 Pages*

The Turnaround of Indian Bank

Abstract

The Indian Bank, established in 1907 and nationalized by the Indian Government in 1969, functioned reasonably well with the aid of the government, until prudential norms were introduced for public sector banks in 1992. While the new norms caused most of the public sector banks in India to falter, the Indian Bank posted an industry record loss of Rs 1,336 crore in the fiscal year 1995-1996.In 2000, the bank undertook a comprehensive restructuring program under the guidance of Ranjana Kumar. After a restructuring program the Bank managed to turnaround by posting its first net profit in six years for the fiscal year 2001-2002.

Issues

Reasons for the decline of a prominent public sector bank.

Reference Numbers

ICMR ...... *BSTR 104*
ECCH 304-186-1
Organization(s) ...... *Indian Bank*
Countries ...... *India*
Industry ...... *Banking & Finance*
Pub/Rev Date *2004*
Case Length ...... *9 Pages*
TN Length ...... *6 Pages*

Sandy Weill and Citigroup

Abstract

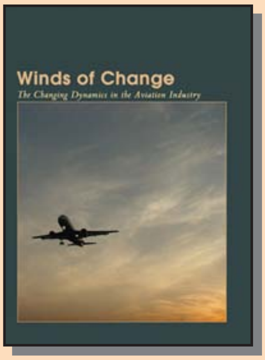
The case focuses on the life of chairman and former CEO of Citigroup, Sandy Weill. The case starts with his childhood, and early days on Wall Street, and describes how he created Citigroup through mergers and acquisitions. The case covers the leadership and deal-making qualities of Sandy Weill. It also covers the changes introduced by Weill in Citigroup. It describes the power struggle between Weill and Reed, and the issue of succession planning at Citigroup.

Issues

Leadership and deal-making qualities of a leader.

Reference Numbers

ICMR ...... *BSTR 103*
ECCH 304-189-1
Organization(s) ...... *Citigroup Inc*
Countries ...... *USA*
Industry ...... *Banking & Financial Services*
Pub/Rev Date *2004*
Case Length ...... *10 Pages*
TN Length ...... *4 Pages*



Winds of Change
The Changing Dynamics in the Aviation Industry
Hardcover; 394 Pages,
16 Case Studies
ISBN No: 81-89410-07-5
INR 4000/-

Rupert Murdoch: The Media Mogul

Abstract

The case examines the entrepreneurial and leadership styles of Rupert Murdoch, the CEO and Chairman of News Corporation Limited, a global media and entertainment company which diversified into films, television, newspapers, magazines etc. The case explains Murdoch's business acumen, diversification into different businesses and people management skills in detail.

Issues

Different leadership styles and entrepreneurial skills.

Reference Numbers

ICMR ...... *BSTR 102*
ECCH 304-188-1
Organization(s) .... *News Corporation Ltd*
Countries ...... *USA*
Industry ...... *Media & Advertising*
Pub/Rev Date *2004*
Case Length ...... *9 Pages*
TN Length ...... *4 Pages*

Revival of Matsushita

Abstract

The case describes how Matsushita, the consumer electronics giant had evolved over the years. It starts with a description of the growth of Matsushita over the years and goes on to explain the problems that the company faced in the 1990s. The case explains the reasons for Matsushita's declining performance. It also discusses the restructuring initiatives taken up by the company which helped it improve its performance.

Issues

Changes in strategy with changes in the environment.

Reference Numbers

ICMR ...... *BSTR 101*
ECCH 304-187-1
Organization(s) .. *Matshushita Electronics*
Countries ...... *Japan*
Industry ...... *Consumer Electronics*
Pub/Rev Date *2004*
Case Length ...... *9 Pages*
TN Length ...... *4 Pages*

Dr V of Aravind Eye Hospital: A 'Level 5' Leader

Abstract

The case aims at uncovering the leadership dimension that underlies the success of Aravind Eye Hospital. The case focuses on the leadership style of Dr. Govindappa Venkataswamy (Dr. V), the founder of Aravind Eye Hospitals. Detailed information is provided on the circumstances in which he grew up, and the factors that moulded his personality. Dr. V, with his qualities such as humility, and professional will has been portrayed as a Jim Collins' 'Level 5' leader. The case also talks about how Dr. V realized his vision by inspiring like-minded people. There is also a mention of how he defined Aravind Hospital's scope of operations, and leveraged advances in information technology. The case also discusses Aravind's innovative business model pioneered by Dr. V.

Issues

How an individual flowers into a level 5 leader and operates with a sense of mission

How some leaders like Dr. V could foresee today's market demands.

Reference Numbers

ICMR	*BSTR 100*
ECCH	304-184-1
Organization(s)	*Aravind Eye Hospital*
Countries	*India*
Industry	*Health Industry*
Pub/Rev Date	*2004*
Case Length	*13 Pages*
TN Length	*N/A*

Dangdang.com: The Amazon.com of China

Abstract

The case discusses the reasons behind the success of China's online bookstore dangdang.com. The business model of dangdang.com and the strategies adopted by dangdang are discussed in detail. The case also explains the problems in e-commerce unique to the developing countries.

Issues

Problems faced by online companies in the developing countries like China.

Reference Numbers

ICMR	*BSTR 099*
ECCH	304-185-1
Organization(s)	*Dangdang.com*
Countries	*China*
Industry	*Online Retailing*
Pub/Rev Date	*2004*
Case Length	*6 Pages*
TN Length	*N/A*

Boeing under Phil Condit

Abstract

Phil Condit became the CEO of Boeing in 1996. In the very first year, the company found itself with a serious manufacturing breakdown, which led to huge losses. Condit was also responsible for shifting Boeing's focus from commercial aircraft to defense contracts, which possibly led to the emergence of ethical problems in the company. In addition to this, under Condit, Boeing was overtaken by rival Airbus Industrie in aircraft deliveries for the first time in 2003. Condit's diversification strategy was also not entirely successful and Boeing had to write off huge amounts in the late-1990s and early-2000s, due to failed acquisitions. Condit resigned from Boeing in December 2003, and soon after his resignation, Boeing restructured its management structure.

Issues

Importance of a CEO's leadership style in relation to the business environment.

Reference Numbers

ICMR	*BSTR 098*
ECCH	304-183-1
Organization(s)	*Boeing Inc.*
Countries	*USA*
Industry	*Aerospace Industry*
Pub/Rev Date	*2004*
Case Length	*11 Pages*
TN Length	*4 Pages*

'Aaj Tak' News Channel's Success Story

Abstract

Aaj Tak, a 24 hours Hindi news channel in India, was launched in December 2000. Since then, the channel has maintained its lead in viewership in the news segment. The case explores the reasons for the success of Aaj Tak. It examines the background of the channel and the circumstances that led to its launch. The case also draws a comparison between Aaj Tak and its competitors such as Zee News, Sahara Samay National, NDTV India (Hindi), Star News, and DD News. It also takes a look at the news channels market in India and at the future outlook of Aaj Tak.

Issues

Strategies adopted by a news channel to differentiate itself.

Reference Numbers

ICMR	*BSTR 097*
ECCH	304-181-1
Organization(s)	*TV - Today Network*
Countries	*India*
Industry	*Media and TV Software*
Pub/Rev Date	*2004*
Case Length	*12 Pages*
TN Length	*4 Pages*

Wal-Mart's Cost Leadership Strategy

Abstract

By successfully adopting a cost leadership strategy over the decades, Wal-Mart has emerged as the largest company (in terms of revenues) in the world. The case examines indepth the key elements of the cost leadership strategy followed by Wal-Mart. It discusses how the cost leadership strategy generated above-average returns for the company and acted as a defense against competition in the industry. Finally, the case discusses the plans and challenges faced by Wal-Mart in early 2004.

Issues

Cost leadership strategy applied by a retailer to gain competitive advantage.

Reference Numbers

ICMR	*BSTR 096*
ECCH	304-098-1
Organization(s)	*Wal-Mart*
Countries	*USA*
Industry	*Retailing*
Pub/Rev Date	*2004*
Case Length	*15 Pages*
TN Length	*N/A*

Restructuring Unilever: The 'Path to Growth' Strategy

Abstract

The case discusses a five-year long organizational restructuring exercise undertaken by Unilever, a leading global fast moving consumer goods company. It examines in detail the important elements of the restructuring program named the 'Path to Growth Strategy.' The case focuses on the changes made with respect to the organizational structure, various Unilever businesses, branding strategies, operational processes and the supply chain management practices. Finally, it discusses the results of the restructuring exercise and examines the company's future prospects in the light of its falling share price and the sluggish growth of many of its leading brands.

Issues

Restructuring strategies of a multi-product, multinational company.

Reference Numbers

ICMR	*BSTR 095*
ECCH	304-099-1
Organization(s)	*Unilever*
Countries	*Europe*
Industry	*FMCG*
Pub/Rev Date	*2004*
Case Length	*16 Pages*
TN Length	*N/A*

Toyota's Globalization Strategies

Abstract

The case details the globalization strategies adopted by one of the world's leading automobile majors, the Japan-based Toyota Motor Corporation (Toyota). It examines the company's evolution from being Japan's number one automaker to a formidable competitor in the global automobile market by 2003. It examines the rationale behind Toyota's decision to concentrate on global expansion and studies the company's various globalization programs, focusing on the localization efforts. The case also analyzes the problems faced by the company within Japan and discusses the steps taken to overcome them.

Issues

Toyota's strategies to emerge as a global leader.

Reference Numbers

ICMR .... *BSTR 094*
ECCH 304-100-1
Organization(s) .... *Toyota Motor Corporation*
Countries .... *Japan*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2004*
Case Length .... *19 Pages*
TN Length .... *N/A*

Innovations at Harley Davidson

Abstract

The case explains how, adopting innovation as a strategic tool, helped Harley Davidson (H-D) become a leading motorcycle and motorcycle accessories company. It provides an explanation of the concept of innovation, types of innovation, the innovation process and its applicability in the business context. Thereafter, the case covers H-D's history and talks of the product innovations that helped it become the leader in the US motorcycle industry. It also discusses the reasons for H-D losing its market share to foreign and domestic competitors. The case explains how all this was done using the concept of technological innovations not as an end by itself, but as the means to enhance 'customer experience.'

Issues

The concept of innovation, different types of innovation, and its applicability in the business context

The evolution of H-D's business and understand how innovations in product development are integral for sustained business growth.

Reference Numbers

ICMR .... *BSTR 093*
ECCH 304-103-1
Organization(s) .... *Harley Davidson Inc.*
Countries .... *USA*
Industry .... *Automobile*
Pub/Rev Date *2004*
Case Length .... *18 Pages*
TN Length .... *N/A*

Freeserve: The Pioneer in Free ISPs in Europe

Abstract

This case deals with the strategy adopted by the Internet Service Provider, Freeserve, to stay ahead of the competition. Freeserve was launched by Dixons, a consumer electronics chain of stores in UK, in 1998. It pioneered a subscription-free Internet service in Europe. The case takes a look at how the ISP worked. It goes on to describe its IPO and its huge initial success. It then elaborates on the ISP's operational model, including the various schemes and services it provided, and eventually discusses its downturn. It concludes with a detailed explanation of Freeserve's acquisition by the French Telecom company, Wanadoo. It provides a note on the revival of Freeserve after its takeover.

Issues

Strategies adopted by a free Internet service provider to remain in the top slot.

Reference Numbers

ICMR .... *BSTR 092*
ECCH 304-102-1
Organization(s) .... *Freeserve, Wanadoo*
Countries .... *Europe*
Industry .... *Internet, Telecommunication*
Pub/Rev Date *2004*
Case Length .... *9 Pages*
TN Length .... *4 Pages*

Reengineering and Restructuring at Canon

Abstract

In the mid-1990s Canon, Japan's leading camera and photocopier manufacturer undertook reengineering and restructuring of its business processes. The case brings out the various strategies employed by the company in its process of reengineering and restructuring, and the benefits of these programs. Canon's reengineering efforts were divided into two phases. The case discusses in detail the reengineering strategies of the company under each phase. The case also discusses the future prospects of the company.

Issues

Why organizations opt for reengineering and restructuring.

Reference Numbers

ICMR .... *BSTR 091*
ECCH 304-101-1
Organization(s) .... *Canon Inc.*
Countries .... *Japan*
Industry .... *Office Equipment*
Pub/Rev Date *2004*
Case Length .... *20 Pages*
TN Length .... *4 Pages*

Webvan: A Disaster on the Web

Abstract

This case deals with the failure of the online grocery website webvan.com. During its launch Webvan received a large amount of funds from several venture capitalists, which it invested in the development of an automated technology platform for its warehouses. The case discusses at length Webvan's extravagant spending and how it continued to spend even with declining profit margins. It also discusses in detail the strategic alliances entered into by the site and the fallout of these partnerships. It then elaborates on the e-tailing model of the site. Finally, it analyzes Webvan's decision to close its store in mid-2001, due to huge financial and logistical problems. The case also takes a brief look at other online grocers who were not successful.

Issues

Analyze the business model of Webvan; how its plans differed from those which preceded it

The strategies adopted by Webvan to begin as an online grocer and expand its range of products.

Reference Numbers

ICMR .... *BSTR 090*
ECCH 304-041-1
Organization(s) .... *Grocery Express, Webvan*
Countries .... *USA*
Industry .... *Online retailing*
Pub/Rev Date *2004*
Case Length .... *11 Pages*
TN Length .... *4 Pages*

Omnicom: The World's Largest Advertising Conglomerate

Abstract

The case details the strategies adopted by the world's largest advertising conglomerate, the Omnicom Group, to become a global marketing and communications major. It takes an in-depth look at Omnicom's growth vis-à-vis the advertising industry's evolution through the late-1980s. The company's strategic focus on growth through mergers and acquisitions is explored in detail. Finally, the case discusses the success secrets of Omnicom and examines its future prospects in light of the changes taking place in the global advertising industry. It also provides information on the advertising agency business and profiles the leading players in the business in 2003.

Issues

The dynamics of the global advertising industry and its evolution over the decades

The role played by an advertising agency in a company's advertising efforts.

Reference Numbers

ICMR ...... *BSTR 089*
ECCH 304-043-1
Organization(s) ...... *Omnicom Group.*
Countries ...... *USA*
Industry ...... *Advertising*
Pub/Rev Date *2004*
Case Length ...... *18 Pages*
TN Length ...... *N/A*

National Dairy Development Board

Abstract

The case examines the modern dairy development efforts undertaken in India, which helped the country, emerge as the world's largest milk producer by the end of the 20th century. It describes in detail the Anand Model of dairy co-operatives and examines the rationale for establishment of the National Dairy Development Board (NDDB). It then talks about the initiatives taken by NDDB as part of its 'Operation Flood,' program. The achievements of the 'Operation Flood' program are analyzed and the other initiatives taken by NDDB to build on the program's success are discussed.

Issues

Successful co-operative dairy development model in India.

Reference Numbers

ICMR ...... *BSTR 088*
ECCH 304-044-1
Organization(s) ...... *FAO, NDDB, GCMMF*
Countries ...... *India*
Industry ...... *Dairy*
Pub/Rev Date *2004*
Case Length ...... *21 Pages*
TN Length ...... *N/A*

Organizational Transformation at Hughes Electronics Corporation

Abstract

The case discusses the transformation of Hughes Electronics Corporation (HEC) from a defense communication systems, weapons and aircraft manufacturer into a leading digital media and communications service provider. After taking a look at the company's history, the reasons underlying its decision to shift its focus to the media and communications business (under GM's ownership) are explained. Thereafter, the case describes how HEC structured itself into four divisions and the various strategic alliances it entered into, to grow and expand.

Issues

The strategies adopted by a MNC to shift to a new business domain.

Reference Numbers

ICMR ...... *BSTR 087*
ECCH 304-047-1
Organization(s) ...... *Hughes Electronic Corporation*
Countries ...... *USA*
Industry ...... *Electronics & Communication*
Pub/Rev Date *2004*
Case Length ...... *15 Pages*
TN Length ...... *N/A*

Germany's Henkel in the Indian FMCG Industry

Abstract

The case deals with the growth strategies adopted by Henkel Spic India Ltd (Henkel), the Indian subsidiary of the German detergents, adhesives, cosmetics and toiletries major Henkel KGaA. It provides detailed information about the various business as well as marketing strategies adopted by Henkel to strengthen its competitive position in the Indian Fast Moving Consumer Goods (FMCG) market. The case describes how Henkel, using strategies like new product launches, brand acquisitions, strengthening of retail and distribution reach and aggressive marketing, gained market share in the detergents and cosmetics/toiletries market in India. Towards the end, the case discusses Henkel's future growth prospects in India.

Issues

New product launches, brand acquisitions, retail and distribution channels.

Reference Numbers

ICMR ...... *BSTR 086*
ECCH 304-046-1
Organization(s) ...... *Henkel Spic India Ltd.*
Countries ...... *India*
Industry ...... *FMCG*
Pub/Rev Date *2004*
Case Length ...... *15 Pages*
TN Length ...... *N/A*

GE & Honeywell: A Failed Merger

Abstract

The bid by General Electric to take over Honeywell International Inc. was set to become the biggest merger in industrial history, when the European Commission barred it from taking place. One of the biggest companies in the world, GE was attracted by Honeywell's aerospace businesses which fit in neatly with GE's own businesses in the area, thus creating remarkable synergies for both companies. The merger had been passed by the United States Department of Justice, with the recommendation that GE divest itself of Honeywell's military helicopter unit, to protect the US military. However, approval from the EC was not so easy to obtain. The GE-Honeywell merger case marked the first time that transatlantic regulatory authorities differed in their decision on a merger approval.

Issues

M&As, Transnational differences in approaches to business issues.

Reference Numbers

ICMR ...... *BSTR 085*
ECCH 304-045-1
Organization(s) ...... *GE, Honeywell International Inc, European Commission*
Countries ...... *USA, European countries*
Industry ...... *Airlines*
Pub/Rev Date *2004*
Case Length ...... *13 Pages*
TN Length ...... *4 Pages*

"I don't know what your destiny will be, but one thing I do know: the only ones among you who will be really happy are those who have sought and found how to serve."

-Albert Schweitzer

The Concorde Saga

Abstract

A technical marvel, the Concorde was the only aircraft offering commercial supersonic travel to passengers. Designed and built in the late 1960s and early 1970s, Concorde represented the dream of traveling faster than the speed of sound. The Concorde project was a collaboration between the governments of Britain and France and was launched with the expectation of revolutionizing air travel. In the initial stages, the project generated a lot of interest and Concorde received purchase orders from 16 major airlines by the late 1960s. However, as the drawbacks of flying these aircraft began to come to the fore, especially after the fuel crisis of the 1970s, most of the airlines backed away. Eventually, British Airways and Air France were the only airlines operating Concordes.

Issues

Relationship between technical excellence and commercial success.

Reference Numbers

ICMR .... *BSTR 084*
ECCH 304-048-1
Organization(s) .... *British Airways, Air France*
Countries .... *France, UK*
Industry .... *Aviation*
Pub/Rev Date *2004*
Case Length .... *12 Pages*
TN Length .... *4 Pages*

Cisco's Acquisition Strategy

Abstract

The case describes the acquisition strategy of the US based networking giant Cisco Systems (Cisco), a company that by 2003 had acquired 80 companies. The case explains the methodology adopted by Cisco to acquire companies. This included evaluating the target company, determining its compatibility with Cisco and integrating the acquired company's operations with Cisco. The case also examines the measures taken by Cisco to integrate the cultures of the acquired companies with that of Cisco. The case also discusses the flaws in Cisco's acquisition strategy that led the company into financial problems in 2001. Finally, the case describes the revision made by Cisco in its acquisition strategy and the progress made by the company.

Issues

Acquisition, corporate mergers and their strategic implications.

Reference Numbers

ICMR .... *BSTR 083*
ECCH 304-049-1
Organization(s) .... *Cisco*
Countries .... *USA*
Industry .... *Computers & Networking*
Pub/Rev Date *2004*
Case Length .... *11 Pages*
TN Length .... *N/A*

Wal-Mart's German Misadventure

Abstract

The case focuses on the retailing giant Wal-Mart and its experience in Germany. The case explains in detail the reasons for Wal-Mart's decision to go global in the early 1990s, and its decision to enter the European market through Germany - the most difficult market in Europe. The case discusses the problems faced by the company in Germany due to its lack of understanding of the German retailing and regulatory environment. The case discusses in detail the various problems faced by Wal-Mart in Germany – entry strategy problems, problems in the operational environment, and regulatory and cultural problems.

Issues

Nature and structure of German retailing industry.

Reference Numbers

ICMR .... *BSTR 082*
ECCH 304-006-1
Organization(s) .... *Wal-Mart*
Countries .... *Germany*
Industry .... *Retailing*
Pub/Rev Date *2004*
Case Length .... *12 Pages*
TN Length .... *4 Pages*

Motorola in China

Abstract

The case examines the strategies adopted by the US electronics company, Motorola, in China. It focuses on Motorola's initiatives in the Chinese market to establish itself as a major brand. The case provides detailed information on the four-point strategy adopted by Motorola in China and the results of the same. The case throws light on the increasing competition in the Chinese mobile handset market and the reasons for Motorola changing its strategy. The case also deals with the impact of SARS on the market and the future prospects of Motorola in China. The case provides detailed information on the Chinese mobile handset market.

Issues

Entry strategies in international markets.

Reference Numbers

ICMR .... *BSTR 081*
ECCH 304-007-1
Organization(s) .... *Motorola*
Countries .... *China*
Industry .... *Electronics*
Pub/Rev Date *2004*
Case Length .... *11 Pages*
TN Length .... *4 Pages*

Canon in India

Abstract

The case examines the emergence of Canon India, a part of the Japanese imaging major Canon Inc., as a leading digital imaging company in India. It begins with a discussion on the reasons for Canon India's lackluster performance after its inception in 1997. The case then examines the rationale for the company's decision to restructure its operations in 2001. It discusses in detail the company's restructuring initiatives that involved an overhaul of its product, brand-positioning, advertising, promotion, and sales and distribution strategies. The case lists the benefits reaped by Canon India from the restructuring exercise and examines its future prospects in light of the changing dynamics of the Indian IT Peripherals and digital imaging markets.

Issues

The Indian IT Peripherals and imaging market in the early 21st century.

Reference Numbers

ICMR .... *BSTR 080*
ECCH 304-002-1
Organization(s) ...... *Canon India Pvt. Ltd.*
Countries .... *India*
Industry .... *IT Peripherals & Digital Imaging*
Pub/Rev Date *2003*
Case Length .... *13 Pages*
TN Length .... *N/A*

Organizational Restructuring at AXA

Abstract

The case discusses the organizational restructuring moves undertaken by one of the world's largest life/health insurance companies, Axa, in the late-1990s. It details the reasons behind the France-based insurer's decision to adopt a new customer-oriented business model in response to the changing industry dynamics and customer preferences.

Issues

Dynamics of the global insurance/reinsurance industry.

Reference Numbers

ICMR .... *BSTR 079*

ECCH 304-001-1

Organization(s) . *AXA Corporate Solutions*

Countries .... *France*

Industry .... *Life/Health Insurance*

Pub/Rev Date *2003*

Case Length .... *17 Pages*

TN Length .... *N/A*

Reorganizing AT&T (B)

Abstract

The case discusses the voluntary breakup of AT&T in 1995 (the largest in corporate history) and its implications on the company and the telecommunication industry in the US. It examines the organizational structure of AT&T after the break-up. The case then explores the events that led to another restructuring of the company in 2000 in which the company was split into four entities - AT&T Wireless, AT&T Broadband, AT&T Consumer and AT&T Business. The organizational structure of AT&T in 2001 is discussed in detail. The case then describes the problems faced by AT&T after the break-ups. Finally, the case discusses the issues before the new CEO - David Dormann and his restructuring plan in 2003 to make AT&T a more customer-centric company.

Issues

Break-up of AT&T and its strategic implications.

Reference Numbers

ICMR .... *BSTR 078*

ECCH 304-005-1

Organization(s) .... *AT&T, Department of Justice (US)*

Countries .... *USA*

Industry .... *Telecom*

Pub/Rev Date *2003*

Case Length .... *12 Pages*

TN Length .... *N/A*

Reorganizing AT&T (A)

Abstract

The case discusses the breakup of the Bell System in 1984 and its implications for AT&T and the telecommunications industry in the US till the mid-1990s. It examines the organizational structure of the erstwhile Bell System and how it facilitated decentralization of AT&T's operations. The case then explores the events that led to the breakup and the changes in the organizational structure of AT&T after the break-up. The case describes in detail the implications of these organizational changes on the company. Finally, the case discusses AT&T's acquisition of NCR Corporation, a leading computer manufacturer, and looks at the reasons for the company's unsuccessful merger with NCR.

Issues

Break-up of Bell System and its strategic implications.

Reference Numbers

ICMR .... *BSTR 077*

ECCH 304-004-1

Organization(s) .... *AT&T, Department of Justice (US)*

Countries .... *USA*

Industry .... *Telecom*

Pub/Rev Date *2003*

Case Length .... *14 Pages*

TN Length .... *N/A*

Saudi British Bank: HSBC's Saudi Arabian Experience

Abstract

The case describes in detail the strategies adopted by the Saudi British Bank (SABB), the Saudi Arabian subsidiary of global financial services major HSBC. It examines how the innovative banking services and products introduced by SABB helped it emerge as the fastest growing retail banker in the country by the 1990s. The case begins with a background note on HSBC and comments briefly on its worldwide growth strategies. Thereafter, HSBC's entry into the Saudi Arabian market and its role in the development of Saudi Arabia's banking industry is discussed. Apart from giving a detailed explanation of the banking services provided by SABB, the case also examines the rationale behind its decision to introduce Islamic banking products and services and explains them in detail. The bank's focus on launching value added banking services to its customers in the early 21st century is discussed.

Issues

Saudi Arabian Banking Industry, Islamic Banking, Banking products and services.

Reference Numbers

ICMR .... *BSTR 076*

ECCH 304-003-1

Organization(s) .... *HSBC, Saudi British Bank*

Countries .... *Saudi Arabia*

Industry .... *Banking*

Pub/Rev Date *2003*

Case Length .... *19 Pages*

TN Length .... *N/A*

ICFAI Publications

Abstract

ICFAI Publications was a division of ICFAI, an educational foundation, publishing 16 magazines and 15 journals in management, finance and law. The division followed a unique model in bringing out the magazines and journals. Almost all the publications were started as digests; over a period of time, more original articles were added. Although the division was not profitable, the publications activity was believed to bring in several direct and tangential benefits to the other activities of the foundation. The case examines the performance of the division; the sustainability and scalability of its business model; the benefits (real and perceived) deriving from publications; and the appropriateness of the strategy followed by the Foundation in its publications activity.

Issues

Synergies between publishing and education.

Reference Numbers

ICMR .... *BSTR 075*

ECCH 304-042-1

Organization(s) .... *ICFAi*

Countries .... *India*

Industry .... *Publishing*

Pub/Rev Date *2004*

Case Length .... *33 Pages*

TN Length .... *4 Pages*

Takeda Chemical Industries: Lessons from a Japanese Pharma Major

Abstract

The case details the strategies adopted by Takeda Chemical Industries Ltd, Japan's leading pharmaceutical company, to grow into a global pharmaceutical major. The case conducts an in-depth study of Takeda's growth in the backdrop of the evolution of the Japanese pharmaceutical industry. Various strategies adopted by the company to grow in the domestic as well as international markets have been examined in detail. The case also explains in detail the reasons for the company deciding to concentrate on international expansion and establish itself as an R&D driven pharmaceutical company early 1990s onwards. Besides, the case also tries to analyze the future growth strategies adopted by Takeda in the light of the increasing competition from domestic and international players.

Issues

The dynamics of the Japanese pharmaceutical industry and its evolution.

Reference Numbers

ICMR .... *BSTR 074*
ECCH 303-212-1
Organization(s) .... *Takeda Chemical Industries.*
Countries .... *Japan*
Industry .... *Pharmaceutical*
Pub/Rev Date *2003*
Case Length .... *17 Pages*
TN Length .... *N/A*

Nissan's Turnaround Story

Abstract

The case discusses the turnaround of Japanese automobile major Nissan Motors Ltd. The case first explores the reasons for the decline of Nissan. Then it provides information about the Nissan - Renault alliance and salient features of the alliance and the synergies expected through the alliance. The case focuses on the Nissan Revival Plan (NRP) and its implementation. It also explores the various problems faced by Nissan and how those problems were addressed by the NRP. The case concludes with the results of the NRP and future prospects of Nissan.

Issues

Internal weaknesses threatening the survival of a company.

Reference Numbers

ICMR .... *BSTR 073*
ECCH 303-214-1
Organization(s) .... *Nissan Motors ltd.*
Countries .... *Japan*
Industry .... *Automobile*
Pub/Rev Date *2003*
Case Length .... *16 Pages*
TN Length .... *4 Pages*

Haier Group's Strategy in the US Market

Abstract

The case examines the globalization initiatives of one of the most successful companies in China, the consumer appliance major, Haier Group Co. The case focuses on Haier's initiatives in the US market to establish itself as a major brand. The case also provides information about the competition in the US consumer appliance market and its structure, and the strategies adopted by Haier to overcome the obstacles. The problems faced by Haier in the high-end market in the US consumer appliance industry and future prospects of the company in the US market are also discussed. The case also provides information on the Chinese consumer appliances market.

Issues

Globalizing a home-grown business.

Reference Numbers

ICMR .... *BSTR 072*
ECCH 303-214-1
Organization(s) .... *Haier Group Co.*
Countries .... *USA, China*
Industry .... *Consumer Appliances*
Pub/Rev Date *2003*
Case Length .... *10 Pages*
TN Length .... *4 Pages*

Bharat Sanchar Nigam Ltd.: Ruling the Indian Telecom Market

Abstract

The case examines the emergence of BSNL as the leading company in the Indian telecom industry in early 21st century. It explores in detail the changes taking place in the industry through the early 1990s - primarily the entry of private players and the emergence of cellular telephony. The case takes a look at the circumstances that led BSNL to enter the cellular and WLL segments. Detailed information is provided about the reasons behind the rapid growth of its cellular services. The case also discusses the criticisms leveled against BSNL's services and strategies, and the initiatives taken by the company to address them. Finally, it discusses the threats facing BSNL in the light of the changing regulatory and competitive scenario.

Issues

The nature of the Indian telecom industry market in the early 21st century.

Reference Numbers

ICMR .... *BSTR 071*
ECCH 303-210-1
Organization(s) .... *BSNL*
Countries .... *India*
Industry .... *Telecom*
Pub/Rev Date *2003*
Case Length .... *13 Pages*
TN Length .... *N/A*

Apple iTunes: Changing the Face of Online Music Retailing

Abstract

The case deals with iTunes, an Internet-based music retailing service launched by Apple Computers in early 2003. It provides information about the changing dynamics of the music industry and analyzes the circumstances that led to the emergence of the online music distribution business. It also examines the impact of online music services on the industry in light of the problem of growing music piracy. The efforts made by several companies to launch legal services, and the reasons for their failure, are explored. The case then describes how Apple's iTunes provided a viable solution to the problems faced by the music industry and the customers. Finally, the case discusses the challenges facing iTunes, and its future prospects, in light of Apple's decision to launch its Windows version.

Issues

Structure and dynamics of the music industry.

Reference Numbers

ICMR .... *BSTR 070*
ECCH 303-211-1
Organization(s) .... *Apple Computers*
Countries .... *USA*
Industry .... *Software*
Pub/Rev Date *2003*
Case Length .... *15 Pages*
TN Length .... *N/A*

Air Canada: From One Crisis to Another

Abstract

This case examines the problems faced by Canada's leading airline company, Air Canada, during the 1990s that led to its filing for bankruptcy protection in 2003. It details the company's growth from its inception as a government owned entity in 1937 to becoming the 10th largest airline in the world by the 1990s. The case takes a look at the circumstances that led to Air Canada's merger with archrival Canadian Airlines International and covers the problems that cropped up after the merger. The case moves on to examine the various problems faced by Air Canada during the early 21st century, which forced it to seek creditor protection. Finally, it discusses the company's future prospects in light of its restructuring plan and the uncertainties that plague the Canadian and global airline industries.

Issues

Competition in the airline industry.

Reference Numbers
ICMR .... *BSTR 069*
ECCH 303-209-1
Organization(s) .... *Air Canada*
Countries .... *Canada*
Industry .... *Aviation*
Pub/Rev Date *2003*
Case Length .... *16 Pages*
TN Length .... *N/A*

Restructuring P&G

Abstract

The case discusses the 'Organization 2005' program; a six-year long organizational restructuring exercise conducted by the US based Procter & Gamble (P&G), global leader in the fast moving consumer goods industry. The case examines in detail, the important elements of the restructuring program including changing the organizational structure, standardizing the work processes and revamping the corporate culture. The case elaborates on the mistakes committed by Durk Jager, the erstwhile CEO of P&G and examines the reasons as to why Organization 2005 program did not deliver the desired results. Finally, the case discusses how Alan George Lafley, the new CEO, accelerated the initiatives under the Organization 2005 program and revived P&G's financial performance.

Issues

Impact of restructuring on organizational structure and corporate culture.

Reference Numbers
ICMR .... *BSTR 068*
ECCH 303-191-1
Organization(s) .... *P&G*
Countries .... *USA*
Industry .... *FMCG*
Pub/Rev Date *2003*
Case Length .... *19 Pages*
TN Length .... *N/A*

Gateway: Implementing Innovative Strategies in the IT Industry

Abstract

The case examines various strategies adopted by the US based Gateway Inc, a leading computer retailer, in its efforts to capture a sizeable market share in the consumer and small business segment in the US. It discusses in detail the 'clicks-and-mortar' and 'beyond-the-box' strategies, their implementation by Gateway and their implications. The case also identifies the drawbacks of these strategies that resulted in their short-term success. Finally, the case describes the 'new' strategy announced by Gateway in late 2002 and examines its implications for the company in 2003 and beyond.

Issues

Focus new business models.

Reference Numbers
ICMR .... *BSTR 067*
ECCH 303-192-1
Organization(s) .... *Gateway Inc.*
Countries .... *USA*
Industry .... *Personal Computers*
Pub/Rev Date *2003*
Case Length .... *13 Pages*
TN Length .... *N/A*

Dell Spells Success in China

Abstract

The case discusses Dell Computer Inc.'s (Dell) initiatives to build and strengthen its presence in the Chinese personal computer (PC) industry. It briefly details Dell's evolution over the years and examines the rationale for its entry into China. The case also examines the measures adopted by Dell to succeed in China and the ways in which it overcame the problems it faced while implementing its famous 'Direct Model' in the country. The reasons for Dell's rapid growth in China (especially the marketing initiatives) have been discussed in detail. The case ends with a brief note on the competition faced Dell (from players such as Legend) and its future prospects in China.

Issues

Dynamics of the PC market in China and its attractiveness to multinational players.

Reference Numbers
ICMR .... *BSTR 066*
ECCH 303-194-1
Organization(s) .... *Dell*
Countries .... *USA ,China*
Industry .... *Personal Computers*
Pub/Rev Date *2003*
Case Length .... *14 Pages*
TN Length .... *N/A*

BMW: Going on the Offensive

Abstract

The case examines the growth of BMW, a based in Germany, into one of the leading automobile producers in the world by the 1990s. It critically examines the circumstances that led to the acquisition of the Rover Group by BMW and discusses the problems that surfaced after the acquisition. The case discusses the restructuring initiatives taken by BMW after the sale of Rover - particularly the product offensive strategy adopted by the company. It examines the results of the restructuring and discusses the future of BMW in the light of competition in the premium segment of the automobile industry and potential roadblocks caused by its strategies.

Issues

Trends in the premium segment of global automobile market.

Reference Numbers
ICMR .... *BSTR 065*
ECCH 303-195-1
Organization(s) .... *BMW*
Countries .... *Germany*
Industry .... *Automobile*
Pub/Rev Date *2003*
Case Length .... *12 Pages*
TN Length .... *N/A*

Reviving Yahoo!: Strategies that Turned Around the Internet Portal

Abstract

The case examines the way in which Terry S. Semel turned around Yahoo! (Yahoo), one of the leading Internet companies in the world, which was in deep trouble in the fiscal 2001. It discusses the problems faced by Yahoo

before Semel joined the company. The case then details several measures taken by Semel to turn Yahoo around including remaking the culture, introducing more subscription based services, entering into partnership deals, acquiring companies and more.

Issues

Problems faced by Internet companies, Turnaround strategies.

Reference Numbers

ICMR .... *BSTR 064*
ECCH 303-215-1
Organization(s) .... *Yahoo!*
Countries .... *USA*
Industry .... *IT*
Pub/Rev Date *2003*
Case Length .... *12 Pages*
TN Length .... *N/A*

Restructuring Sony

Abstract

The case discusses the organizational restructuring carried out by the Japanese electronics and communication giant, Sony Corporation (Sony) between 1994 and 2003. Sony's business operations were restructured five times within nine years. The case describes each of the five restructuring exercises in detail and examines their implications for Sony. It also discusses the impact of these structural changes on the financial performance of Sony.

Issues

Costs and consequences of restructuring.

Reference Numbers

ICMR .... *BSTR 063*
ECCH 303-155-1
Organization(s) .... *Sony Corp.*
Countries .... *Japan*
Industry .... *Consumer Electronics*
Pub/Rev Date *2003*
Case Length .... *21 Pages*
TN Length .... *10 Pages*

Pepsi's Entry into India: A Lesson in Globalization

Abstract

The case discusses the strategies adopted by the soft drinks and snack foods major PepsiCo to enter India in the late 1980s. To enter the highly regulated Indian economy, the company had to struggle hard to 'sell' itself to the Indian government. PepsiCo promised to work towards uplifting the rural economy of the terrorism affected north Indian state of Punjab by getting involved in agricultural activities. In addition, it made a host of other promises that made its proposal very attractive to the regulatory authorities. Finally, the case takes a look at the contract farming initiatives undertaken by Pepsi since the 1990s and seeks to critically analyze the strategies used by the company to enter India.

Issues

Strategy adopted by a MNC to enter a highly regulated economy.

Reference Numbers

ICMR .... *BSTR 062*
ECCH 303-152-1
Organization(s) .... *Pepsi*
Countries .... *India*
Industry .... *Food, Beverages & Tobacco*
Pub/Rev Date *2003*
Case Length .... *9 Pages*
TN Length .... *5 Pages*

Bertelsmann: Before, During and After Middelhoff

Abstract

The case examines how the German media group, Bertelsmann, emerged as a leading global media conglomerate. The role played by the leadership of Reinhard Mohn and the company's corporate culture in its growth has been studied. Bertelsmann's Internet initiatives between the late 1990s and 2002 have also been examined. The various problems faced by the company during the early 2000s on account of the failure of its Internet initiatives; changes in the corporate culture, and clashes between Middelhoff and the founding family over strategic issues are described. The case discusses the changes that took place with the appointment of a new CEO in mid-2002. It also examines the results of these changes and the future prospects of the company.

Issues

Family owned firms; Leadership; Owner manager conflicts.

Reference Numbers

ICMR .... *BSTR 061*
ECCH 303-151-1
Organization(s) .... *Bertelsmann*
Countries .... *Europe*
Industry .... *Media & Entertainment*
Pub/Rev Date *2003*
Case Length .... *17 Pages*
TN Length .... *N/A*

BMW's Innovation Strategies

Abstract

The case examines the growth of BMW, a German automobile company into one of the leading automobile producers in the world (by the 1990s). It critically examines the circumstances that made BMW radically change the way it was handling 'innovation process management' at its automobile division. The case discusses in detail the various components of the new innovation process adopted by BMW and evaluates the effectiveness of these components. Benefits that accrued to the company, on account of the changed innovation process, in the backdrop of its changing strategic game plan, are also discussed.

Issues

Innovation management, Automobile industry and innovation.

Reference Numbers

ICMR .... *BSTR 060*
ECCH 303-190-1
Organization(s) .... *BMW*
Countries .... *Germany*
Industry .... *Automobiles & Automotive*
Pub/Rev Date *2003*
Case Length .... *10 Pages*
TN Length .... *N/A*

RyanAir: The 'Southwest' of European Airlines

Abstract

Ryanair was one of the oldest and most successful low-cost airlines in Europe. Started in 1985 as an independent Irish airline, Ryanair expanded to become the biggest carrier on the London-Ireland route. By the late 1990s, it was the biggest low-cost airline in Europe. However, in 2002 rival easyJet overtook it to the top position. Ryanair's operations were based on the operational model of the most successful discounter of all time - the Dallas-based Southwest airlines. By early 2003, the low-cost airlines segment in Europe showed signs of consolidation. Ryanair and easyJet had emerged as the major players in the market. How the two airlines were positioned vis-à-vis each other also forms a part of the case.

Issues

Low cost airlines, market leadership, publicity and marketing, innovation.

Reference Numbers

- *ICMR* .... *BSTR 059*
- *ECCH* 303-216-1
- *Organization(s)* .... *Rynair*
- *Countries* .... *Europe*
- *Industry* .... *Airlines*
- *Pub/Rev Date* *2003*
- *Case Length* .... *9 Pages*
- *TN Length* .... *4 Pages*

Starbucks' International Operations

Abstract

The case gives an overview of Starbucks' international operations. It explains why Starbucks had to expand outside the US, and the entry strategies it adopted in international markets. The case also discusses the various risks faced by Starbucks in international markets and the effect of these risks on its revenues in international markets. The case ends with the future prospects of Starbucks in international markets.

Issues

Entry into international markets; expansion; retailing.

Reference Numbers

- *ICMR* .... *BSTR 058*
- *ECCH* 203-026-1
- *Organization(s)* ... *Starbucks' International*
- *Countries* .... *USA*
- *Industry* .... *Food and Beverages*
- *Pub/Rev Date* *2003*
- *Case Length* .... *10 Pages*
- *TN Length* .... *4 Pages*

EasyJet: The 'Easy' Way to Succeed

Abstract

EasyJet is one of the most successful low-cost airlines in Europe. With the acquisition of Go, the low-cost subsidiary of British Airways in 2002, easyJet became the biggest low-cost airline in Europe, overtaking rival Ryanair to the top position. The case outlines the genesis of easyJet and the major events that occurred at the airline since its inception in 1995. It describes the operational policies adopted by the airline to support its strategy of becoming a cost leader, by cutting out unnecessary frills and non-value added services. The case also describes the marketing initiatives of the airline and some of the controversies it got involved in, because of its aggressive advertising.

Issues

Innovative business models; Low cost airlines; Aggressive advertising.

Reference Numbers

- *ICMR* .... *BSTR 057*
- *ECCH* 303-193-1
- *Organization(s)* .... *EasyJet*
- *Countries* .... *Europe*
- *Industry* .... *Airlines*
- *Pub/Rev Date* *2003*
- *Case Length* .... *17 Pages*
- *TN Length* .... *4 Pages*

Case Studies on Generic Strategies
Volume I

Hardcover; 367 Pages,
20 Case Studies
INR 2500/-

Kmart: Fall of a Retailing Giant

Abstract

The case details the journey of US-based retailing company Kmart from being an integral, successful part of the country's corporate history to bankruptcy in 2002. The company's origins and its evolution into a retailing giant over the decades have been traced. The reasons for its poor performance vis-à-vis rivals Wal-Mart and Target have also been explored. The case takes a look at the restructuring moves taken during CEO Conaway's tenure and examines the reasons for the failure of the same. The case also takes a look at Kmart's reorganization plans and its efforts to emerge from bankruptcy during 2002-03. Finally, the case discusses Kmart's future prospects in the light of its changed strategic game plan and the various problems that still persist.

Issues

Business failure; competition; positioning; operational efficiency.

Reference Numbers

- *ICMR* .... *BSTR 056*
- *ECCH* 303-154-1
- *Organization(s)* .. *Kmart, Wal-Mart, Target*
- *Countries* .... *USA*
- *Industry* .... *Retailing*
- *Pub/Rev Date* *2003*
- *Case Length* .... *14 Pages*
- *TN Length* .... *N/A*

Reviving Khadi in India

Abstract

The case, "Reviving Khadi in India" provides an overview of the importance of Khadi during the freedom movement, the problems it faced in the post independence era and the reasons for its declining share in the overall production of KVIC. The case specifically deals with the strategies adopted by KVIC to improve the sales of the fabric and its efforts to popularize Khadi as fashion fabric. The case gives insights into the restructuring activities undertaken by KVIC in order to face the challenges of globalization. KVIC's prospects to fully exploit the potential the fabric holds have also been explored.

Issues

The nature of competition faced by Khadi from the mill-made textiles and imported fabrics and the reasons for its declining sales.

Reference Numbers

- *ICMR* .... *BSTR 055*
- *ECCH* 303-056-1
- *Organization(s)* .... *Government of India, KVIC*
- *Countries* .... *India*
- *Industry* .... *SSI*
- *Pub/Rev Date* *2003*
- *Case Length* .... *8 Pages*
- *TN Length* .... *N/A*

Vivendi Universal: In a Strategic Flux

Abstract

The case examines the problems faced by the French media giant Vivendi Universal (VU), which led the company to post the country's biggest ever corporate loss of $25.6 billion in 2003. The case attempts to analyze how and why Jean Marie Messier's (VU's Chairman) ambitious plans to turn the water and waste management company into one of the world's largest media groups failed. The case also discusses the measures taken by Messier's successor Fourtou to save the company from becoming bankrupt and to restore investor confidence.

Issues

Mergers and acquisitions, financial mismanagement, Diversification, Leadership.

Reference Numbers
- *ICMR* ...... *BSTR 054*
- *ECCH* 303-160-1

Organization(s) ...... *Vivendi Universal*
Countries ...... *France*
Industry ...... *Media & Entertainment*
Pub/Rev Date *2003*
Case Length ...... *16 Pages*
TN Length ...... *N/A*

Timex in India

Abstract

The case examines the breakup of the joint venture (Timex Watches Ltd.) between Timex Corporation, a leading US fashion watch manufacturer, and Titan, a leading watch manufacturer in India. The reasons underlying the restructuring exercise undertaken by Timex after the JV was dismantled are explored in detail. The case examines Timex's restructuring at the level of strategy and product launch. Finally, the case explores the future of the company in the light of Timex's restructuring initiatives and increasing competition in the organized watch market.

Issues

Success and failure of jont ventures; Corporate restructuring.

Reference Numbers
- *ICMR* ...... *BSTR 053*
- *ECCH* 303-091-1

Organization(s) ...... *TATA, Timex Corp., Titan Industries*
Countries ...... *India*
Industry ...... *Watches*
Pub/Rev Date *2003*
Case Length ...... *12 Pages*
TN Length ...... *N/A*

Jollibee: Fast-Food, The Filipino Way

Abstract

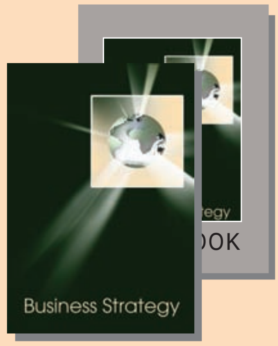
The case examines the rapid growth of one of the most successful companies in the Philippines, the fast-food major, Jollibee Foods Corp. Detailed information has been given about the company's origins and the measures it took to establish itself in the initial years. Jollibee's strong focus on issues such as product development, operational excellence, customer service, marketing and promotion, and social responsibility, and the leadership of Chairman Tony Tan Caktiong helped it become the market leader in the Filipino fast-food industry, beating all the multinational companies. The company's globalization strategies and its future prospects in the light of the new challenges it is facing in foreign markets are also discussed.

Issues

Clarity of vision; Mission; Differentiation; Becoming a multinational.

Reference Numbers
- *ICMR* ...... *BSTR 052*
- *ECCH* 303-149-1

Organization(s) ...... *Jollibee, McDonald's*
Countries ...... *Philippines, USA*
Industry ...... *Fast Food*
Pub/Rev Date *2003*
Case Length ...... *17 Pages*
TN Length ...... *N/A*



Business Strategy
Paperback; 316 Pages
ISBN No: 81-7881-611-3
(Workbook also available)

FoodWorld: Pioneering Organized Food Retailing in India

Abstract

The case discusses the emergence and expansion of the food supermarket chain, FoodWorld (FW) in India during the 1990s and early 2000s, and traces its growth over the years. The strategies devised to establish FW have been examined in detail. The case discusses in depth the issues of store location, store design and promotional initiatives that were given special attention while establishing FW outlets. The case also talks about the rationale behind FW's 'private brand' initiative and briefly discusses how the company made use of information technology for achieving operational excellence. Finally, the case takes a look at the developments in the Indian food retailing industry and talks about FW's future prospects.

Issues

Store location; Store design; Merchandising; and IT in Retailing.

Reference Numbers
- *ICMR* ...... *BSTR 051*
- *ECCH* 303-058-1

Organization(s) ...... *RPG Group*
Countries ...... *India*
Industry ...... *Food Retailing*
Pub/Rev Date *2003*
Case Length ...... *12 Pages*
TN Length ...... *N/A*

Fiat Auto: The Italian Giant in Trouble

Abstract

The case examines the problems faced by the Italy-based Fiat Auto, the flagship company of the Fiat Group (Fiat). Fiat diversified into various related and unrelated businesses and expanded its operations across the world through the years. Some of these expansion and diversification moves were not successful and resulted in huge debts for the group. Fiat's financial crisis and its labor problems attracted government intervention, which further complicated matters for the group. The case examines how poor management, internal conflicts in the company and political intervention, brought a reputed company to a sorry state. The case also takes a look at Fiat's future prospects in light of increased competition and the measures being taken to restructure the company.

Issues

External environment and performance; Diversification; Failures in strategy.

Reference Numbers
- *ICMR* ...... *BSTR 050*
- *ECCH* 303-085-1

Organization(s) ...... *Fiat Auto*
Countries ...... *Italy*
Industry ...... *Automobiles & Automotive*
Pub/Rev Date *2003*
Case Length ...... *13 Pages*
TN Length ...... *N/A*

DoCoMo: The Japanese Wireless Telecom Leader

Abstract

The case examines the phenomenal growth of DoCoMo, a Japanese wireless telecom company, into Japan's largest company and the world's second largest wireless carrier

on account of its I-Mode service. It discusses in detail the highly successful business model followed by DoCoMo for I-Mode. The case examines the globalization strategy and the 3G initiatives of the company, which led it to financial problems during the early 2000s. The case also examines other problems the company faced during the period such as intensified competition and decreasing revenues on account of the saturation of Japan's cellular telephony market. It discusses the various initiatives undertaken by DoCoMo to retain its leadership in the market.

Issues

Market leadership; First mover advantage; Innovation; Japanese Telecom Industry.

Reference Numbers

ICMR	*BSTR 049*
ECCH	303-159-1
Organization(s)	*DoCoMo*
Countries	*Japan*
Industry	*Telecommunication*
Pub/Rev Date	*2003*
Case Length	*16 Pages*
TN Length	*6 Pages*

Avis: Still Trying Harder!

Abstract

The case discusses the strategies adopted by the car rental company, Avis Rent A Car, to gain market share in the US and European car rental industries. It provides detailed background information about the company, tracing the continual changes in ownership over the decades. The case examines the marketing strategies undertaken by Avis, in particular its transformation of its runner up status into a marketing virtue, to become the market leader in Europe and attract an extremely loyal client base in the US. The case also takes a look at the various humanitarian programs launched by Avis over the years to support its marketing initiatives.

Issues

Excellence in operations; despite unstable ownership.

Reference Numbers

ICMR	*BSTR 048*
ECCH	303-158-1
Organization(s)	*Avis, Hertz, Cendant*
Countries	*USA*
Industry	*Car Rental*
Pub/Rev Date	*2003*
Case Length	*15 Pages*
TN Length	*N/A*

AOL Time Warner: A Merger Gone Wrong?

Abstract

The case discusses the problems that surfaced after the merger of AOL, one of the world's leading online service providers, with Time Warner, a leading media and communications company. It first examines the rationale for the merger in terms of the synergies expected from the combination of traditional and new media. The case then discusses the various problems faced by AOL Time Warner following the merger such as cultural clashes, financial crisis, and a business downturn. The case also discusses the restructuring initiatives taken by the company to set things right, and examines the future of AOL TW.

Issues

Mergers and acquisition; media companies; Internet companies.

Reference Numbers

ICMR	*BSTR 047*
ECCH	303-059-1
Organization(s)	*AOL Time Warner*
Countries	*USA*
Industry	*Media, Internet & Entertainment*
Pub/Rev Date	*2003*
Case Length	*18 Pages*
TN Length	*N/A*

Airbus: From Challenger to Leader

Abstract

The case study focuses on the growth of Airbus and it also covers extensively the competition in the aerospace industry. The case provides an account of the structure of the aerospace industry and the nature of competition in the industry. It explains how Airbus achieved a leadership position in the industry with market share increasing from 13% in 1995 to 57% in 2002. The case also provides information about the Airbus's A-380 aircraft and how the success of this model could provide a competitive advantage for Airbus.

Issues

Product development and competitive advantage.

Reference Numbers

ICMR	*BSTR 046*
ECCH	303-161-1
Organization(s)	*Airbus*
Countries	*USA*
Industry	*Aerospace*
Pub/Rev Date	*2003*
Case Length	*12 Pages*
TN Length	*4 Pages*

JetBlue Airlines' Success Story

Abstract

The case describes the reasons for the success of JetBlue, a three-year-old, low-cost airline, operating in the USA. JetBlue was set up by David Neeleman, who earlier founded a very successful discount airline called Morris Air in Utah. He also helped found West Jet, another discount airline in Canada. Neeleman set up JetBlue in 2000 and modeled it on the lines of the well known discounter-Southwest Airlines. JetBlue adopted a strategy for effective cost control by identifying and eliminating all unnecessary expenses and concentrating on providing high quality services to its passengers. Towards this end, it adopted a number of innovative measures. JetBlue's innovative operational model helped it succeed at a time when the major players of the airline industry were stumbling.

Issues

Low cost airlines; cost cutting; innovative business strategies.

Reference Numbers

ICMR	*BSTR 045*
ECCH	303-153-1
Organization(s)	*JetBlue Airways*
Countries	*USA*
Industry	*Airlines*
Pub/Rev Date	*2003*
Case Length	*14 Pages*
TN Length	*5 Pages*

McDonald's: No Longer the "Great American Meal"

Abstract

In the late 1990s and early 2000s, McDonald's, the leader in the fast food industry saw its performance deteriorating and in January 2003, announced its first quarterly loss since it went public in 1965. The case discusses the reasons for McDonald's' poor performance in the late 1990s and early 2000s. The case starts with a description of the growth of McDonald's over the years and the challenges it faced due to changes in the external environment. It then goes on to explain the reasons for the poor performance of McDonald's, which ultimately led to the resignation of CEO Greenberg and the re-entry of Cantalupo, who had vast previous experience with McDonald's, as the new CEO. The case also explains the changes initiated by Cantalupo to restore McDonald's to its past glory.

Issues

Coping with changes in business environment.

Reference Numbers

ICMR .... *BSTR 044*
ECCH 303-150-1
Organization(s) .... *McDonalds*
Countries .... *USA*
Industry .... *Food Retailing*
Pub/Rev Date *2003*
Case Length .... *15 Pages*
TN Length .... *N/A*

Westside: The Indian Retailing Success Story

Abstract

This case examines the reasons behind the success of an Indian retailing major - Westside. It provides a detailed examination of the business model adopted by Westside and its merchandising policies in comparison to its competitors. The case also discusses Westside's store layout and its marketing strategies in detail.

Issues

The strategy behind the decision of retail stores to opt for store-owned brands, and its merits and demerits.

Reference Numbers

ICMR .... *BSTR 043*
ECCH 503-099-1
Organization(s) .... *TATA, Westside*
Countries .... *India*
Industry .... *Retailing*
Pub/Rev Date *2003*
Case Length .... *12 Pages*
TN Length .... *4 Pages*

Linux: Gaining Ground

Abstract

The case discusses the open source movement and the evolution of Linux in early 1990s, which changed the computing world. The case focuses on the open source movement and the reasons why big companies like IBM, HP and Sun extended hardware support to Linux. The case also discusses the initial response of Microsoft towards Linux and the gradual change in response. The case ends with the prospects of Linux and problems that might crop up for Linux in the future.

www.icmrindia.org

Issues

The background that led to emergence of the open source movement and its accelerating growth and acceptance by the industry.

Reference Numbers

ICMR .... *BSTR 042*
ECCH 303-057-1
Organization(s) .... *IBM - Linux Technology Center, Microsoft*
Countries ....
Industry .... *Software*
Pub/Rev Date *2003*
Case Length .... *14 Pages*
TN Length .... *N/A*

Case Studies in Retail Management Volume – II

Paperback; 335 Pages,
20 Case Studies
ISBN No.: 81-314-1145-1
Rs. 2000/-

Branded Gold Jewellery in India

Abstract

The case, "Branded Gold Jewellery Market in India", gives an overview of the branded jewellery market and branded jewellery players in India. The case explains the shift in preference of Indian consumers from heavy jewellery to lightweight jewellery and the entry of branded jewellery players in the Indian market. The case also explains how the branded players are changing the perceptions and attitudes of Indian customers towards jewellery. The strategies adopted by branded players to increase their share in the jewellery market are also discussed.

Issues

Business strategies and branding in a commodity market.

Reference Numbers

ICMR .... *BSTR 041*
ECCH 303-054-1
Organization(s) ...... *Gili, Tanishq, Carbon, Oyzterbay and Trendsmith*
Countries .... *India*
Industry .... *Jewellery*
Pub/Rev Date *2003*
Case Length .... *15 Pages*
TN Length .... *N/A*

ITC's Diversification Strategy

Abstract

The case, “ITC’s Diversification Strategy” gives an overview of ITC’s diversification into related and unrelated areas in recent years. The case presents an overview of the cigarette industry in India and gives a detailed account of the areas in which ITC has diversified. The competition that ITC is going to face in each of the segments it has diversified into is also explored.

Issues

Diversification strategies; synergies.

Reference Numbers

ICMR .... *BSTR 040*
ECCH 303-021-1
Organization(s) .... *ITC*
Countries .... *India*
Industry .... *Diversified*
Pub/Rev Date *2003*
Case Length .... *16 Pages*
TN Length .... *N/A*

Advanced Micro Devices: Life Beyond Intel

Abstract

The case discusses the competition between Intel and AMD, the number one and two players respectively, in the global semiconductor industry. The war between the two companies in terms of product superiority, technology transfer issues, pricing strategies, marketing campaigns have been explored in detail. The case provides information on AMD's evolution over the years and traces the events that led to the two companies becoming bitter rivals from business partners. The launches of various microprocessor chips by the two companies, and their competitive moves have also been detailed. The case also briefly discusses the future prospects of the two companies, the industry as well as the consumers in the light of this intense competition.

Issues

High technology industries, economy of scale, price competition, intense rivalry.

Reference Numbers

ICMR	*BSTR 039*
ECCH	303-020-1
Organization(s)	*AMD, Intel*
Countries	*USA*
Industry	*Semiconductor*
Pub/Rev Date	*2002*
Case Length	*13 Pages*
TN Length	*N/A*

The MTV/Channel [V] Rivalry in India

Abstract

The case examines the rivalry between leading music television channels in India, MTV and Channel [V] during the late 1990s and early 2000. The reasons behind MTV exiting India, in the launch of Channel [V] and MTV's re-entry have been discussed. The reasons behind Channel [V]'s initial success that prompted a strategic shift in MTV's programming mix have been also detailed. The case explores the various measures undertaken by MTV that enabled it to become the market leader at the cost of Channel [V]. Finally, the restructuring efforts undertaken by Channel [V] to compete with MTV and the results have also been examined.

Issues

Competition between television channels; programming mix; brand building.

Reference Numbers

ICMR	*BSTR 038*
ECCH	303-019-1
Organization(s)	*Channel [V], Music Television (MTV)*
Countries	*India*
Industry	*Media & Entertainment*
Pub/Rev Date	*2003*
Case Length	*14 Pages*
TN Length	*N/A*

The Kodak – Fuji Rivalry

Abstract

The case discusses the strategies adopted by Kodak and Fuji to gain global market share in the photographic film and paper industry. The case examines in detail the strategies adopted by Fuji in the US and Kodak in Japan. It explains how Fuji was successful in building a significant presence in the US while Kodak failed to do so in Japan. The case also discusses the dispute and court battles between the two companies.

Issues

Entry and expansion strategies of MNCs in overseas markets.

Reference Numbers

ICMR	*BSTR 037*
ECCH	302-159-1
Organization(s)	*Eastman Kodak Company, Fuji Photo Film*
Countries	*USA, Japan*
Industry	*Photographic film and paper*
Pub/Rev Date	*2002*
Case Length	*9 Pages*
TN Length	*3 Pages*

Archies: The Way Indians Greet

Abstract

The case examines the growth of Archies, leader in the Indian social expression industry. It explores the company's franchising and marketing initiatives. The case also discusses the measures the company took to tackle meet the threat of new technologies i.e., e-greetings and SMS greetings. Finally, the case discusses the problems faced by the company due to a revamp of its distribution and retail operations. It also explores the future plans of the company in the light of the above developments.

Issues

Strategies in the greeting cards and retailing businesses.

Reference Numbers

ICMR	*BSTR 036*
ECCH	302-153-1
Organization(s)	*Archies Greetings & Gifts Ltd, Hallmark, CRY*
Countries	*India*
Industry	*Greeting cards, Retailing*
Pub/Rev Date	*2002*
Case Length	*12 Pages*
TN Length	*5 Pages*

Cartoon Network: The Indian Experience

Abstract

The case examines the growth and evolution of Cartoon Network, the leader in the children's TV entertainment segment in India. The localization and brand building initiatives taken by the channel are explored in detail. The case also discusses the measures taken by Cartoon Network to counter the threat posed by rival channels, Kermit and Nickelodeon. The case also discusses the various charges leveled against the channel by critics and explores its future prospects.

Issues

Cable television, cartoon channels, marketing a television channel in India.

Reference Numbers

ICMR	*BSTR 035*
ECCH	
Organization(s)	*R*
Countries	*India*
Industry	*Media & Entertainment*
Pub/Rev Date	*2001*
Case Length	*7 Pages*
TN Length	*5 Pages*

The Fall of Daewoo Motors

Abstract

The case examines the problems faced by South Korea-based Daewoo Motors, the flagship company of the Daewoo Group. Daewoo Motors expanded rapidly in several risky and uncertain markets by taking huge debts. The company offered its products at low prices and with huge discounts, thus further increasing its losses. The case also discusses how financial mismanagement by Daewoo's promoters and the Southeast Asian Financial Crisis in 1997-98 ultimately led to the company's bankruptcy. In early 2000, the South Korean government invited bids for the sale of Daewoo Motors. After two years of negotiations, Daewoo Motors was acquired by the US automaker General Motors.

Issues

Role of culture, ethics and corporate governance in the survival of large companies.

Reference Numbers

ICMR	*BSTR 034*
ECCH	302-151-1
Organization(s)	*Daewoo Motors*
Countries	*South Korea*
Industry	*Automobile & Automotive*
Pub/Rev Date	*2002*
Case Length	*12 Pages*
TN Length	*4 Pages*

> *"There is always a better strategy than the one you have, you just haven't thought of it yet."*
>
> – Sir Brian Pitman

The NIIT Story

Abstract

The case explores the reasons behind the success of the Indian IT education major, NIIT. The company's efforts in building the Indian IT education market and its own brand equity are discussed in detail. The case also takes a look at the strategy adopted by the company for improving its performance during the slowdown in the IT industry.

Issues

Franchising, IT education/training industry in India.

Reference Numbers

ICMR .... *BSTR 033*
ECCH 302-160-1
Organization(s) .... *NIIT*
Countries .... *India*
Industry .... *IETS*
Pub/Rev Date *2002*
Case Length .... *11 Pages*
TN Length .... *4 Pages*

International Business & International Marketing

Paperback; 328 Pages,
ISBN No:81-89410-02-4
(Workbook also available)

The Resurgence of Radio in India

Abstract

The case examines the entry of private players in the FM radio market in India in the early 21st century. It discusses in detail the growth and decline of the radio industry in India. The case explores the reasons for the downfall of radio as a medium of communication and entertainment during the 1990s and discusses the future of radio broadcasting in the country in view of the entry of private players into the FM segment of the industry.

Issues

Indian radio industry, revival of an industry, entry of private players.

Reference Numbers

ICMR .... *BSTR 032*
ECCH 302-161-1
Organization(s) .. *Entertainment Network, India FM Radio, Vertex Broadcasting, Radio Today, Sun TV*
Countries .... *India*
Industry .... *Media and Entertainment*
Pub/Rev Date *2002*
Case Length .... *12 Pages*
TN Length .... *5 Pages*

Reviving Iridium

Abstract

The case discusses the problems faced by Iridium after the launch of its mobile satellite services. These problems landed the company in deep financial trouble, which led Iridium to file for Chapter 11 bankruptcy protection in the US Bankruptcy Court. The case also talks about Dan Colussy's strategies to resurrect the company.

Issues

Telecommunications, product launches and failures.

Reference Numbers

ICMR .... *BSTR 031*
ECCH 302-157-1
Organization(s) .... *Iridium LLC*
Countries .... *USA*
Industry .... *Telecommunication*
Pub/Rev Date *2002*
Case Length .... *10 Pages*
TN Length .... *5 Pages*

Electric Car Reva

Abstract

The case discusses the launch of the first electric car in India - Reva, by the Bangalore-based Reva Electric Car Company. The case discusses the Indian passenger car industry and the steps taken by the Government of India as well as the major players in the global automobile industry to reduce automobile pollution. The case also explains how electric vehicles can help reduce automobile pollution and discusses the future of EVs, particularly Reva, in India.

Issues

Alternative fuel vehicles, new product launches.

Reference Numbers

ICMR .... *BSTR 030*
ECCH 302-155-1
Organization(s) .... *Reva Electric Car Company*
Countries .... *India*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2002*
Case Length .... *8 Pages*
TN Length .... *4 Pages*

The Maruti – Suzuki Conflict

Abstract

The case gives detailed insight into the disputes between Suzuki Motor and the Government of India (GoI), joint venture partners in Maruti Udyog Limited (MUL), an automobile giant in India. Covering the expansion plan, appointment of Bhaskarudu as the managing director and the disinvestment of MUL, it describes in-depth the disputes between the partners.

Issues

Disinvestment of government owned companies; problems in joint ventures.

Reference Numbers

ICMR .... *BSTR 029*
ECCH 202-021-1
Organization(s) ..... *Maruti Udyog Limited, Suzuki Motor Corporation.*
Countries .... *India*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2002*
Case Length .... *9 Pages*
TN Length .... *6 Pages*

The HP – Compaq Merger

Abstract

The case discusses the problems faced by the proposed merger between HP and Compaq. The case details the opposition to the merger and also discusses how the merged entity would compare with its major competitors, IBM and Dell Computers.

Issues

Mergers, IT industry structure, governance issues in mergers.

Reference Numbers
ICMR .... *BSTR 027*
ECCH 302-085-1
Organization(s) .... *TVS Suzuki*
Countries .... *India*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2002*
Case Length .... *12 Pages*
TN Length .... *5 Pages*

Flooding the Indian Motorcycle Market

Abstract

The case explores reasons for the increased rush of motorcycle launches in the late 1990s in the Indian market. It discusses in detail, the growth of the two-wheeler market, the demand shift from scooters to motorcycles and the issue of sustainability of this high growth.

Issues

Industry structure; entry of MNCs in LDC markets; product launches.

Reference Numbers
ICMR .... *BSTR 026*
ECCH 202-022-1
Organization(s) .... *Hero Honda, TVS*
Countries .... *India*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2002*
Case Length .... *8 Pages*
TN Length .... *5 Pages*

Yahoo! in Trouble

Abstract

The case study 'Yahoo! in Trouble' discusses the problems faced by one of the most successful Internet companies in the world. The case discusses the mistakes Yahoo made and how they eventually led to a reshuffling of the top management.

Issues

Internet portals; dotcoms; revenue models of dotcoms.

Reference Numbers
ICMR .... *BSTR 025*
ECCH 302-084-1
Organization(s) .... *Yahoo*
Countries .... *US*
Industry .... *IT*
Pub/Rev Date *2002*
Case Length .... *8 Pages*
TN Length .... *4 Pages*

DS Group's Entry into Food and Beverages Sector

Abstract

The case describes the diversification strategy of DS Group into the food and beverages market. The Delhi-based DS Group was a market leader in tobacco-based products like gutka, zarda and pan masalas. It entered the food market with its innovative Catch salt and peppershakers in the late 1980s. By mid 1990s, these products were quite a success in the premium segment. Soon, the DS Group established a subsidiary DS Foods. The Catch brand was extended to spices and natural spring water. DS Foods also launched the branded mouth freshener Pass Pass. DS Foods adopted aggressive marketing and promotional strategies for its products, including in-movie placements.

Issues

Strategies in the food and beverage business.

Reference Numbers
ICMR .... *BSTR 024*
ECCH 302-154-1
Organization(s) .... *DS Foods*
Countries .... *India*
Industry .... *Foods, Beverages*
Pub/Rev Date *2002*
Case Length .... *9 Pages*
TN Length .... *4 Pages*

Leaving India: The Peugeot Story

Abstract

The case explores the reasons for the poor performance, and the eventual exit of the French automobile company Peugeot from India. It discusses various problems faced by Peugeot and Premier Automobiles Ltd. (PAL), their joint venture partners, in their formative years. It played a major role in the joint venture company's failure and its eventual closure.

Issues

Indian passenger car market; joint ventures; problems in JVs.

Reference Numbers
ICMR .... *BSTR 023*
ECCH 302-088-1
Organization(s) .... *Peugeot Premier Automobiles Ltd*
Countries .... *India*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2002*
Case Length .... *8 Pages*
TN Length .... *4 Pages*

Jet Airways Story

Abstract

The case gives an overview of Jet Airways' success in the domestic airlines industry. It talks about the performance of Jet Airways since its formation in 1992. Over the years, Jet Airways improved its market share significantly from 6.6% in 1993-94 to 42% in 2000-01. It was because of its superior customer service that Jet Airways had become the most popular airline in India. The case makes a point about the strategy adopted by Jet Airways. The case also highlights the fact that Jet Airways was virtually the only private player in the aviation industry. It did not face any competition from the other private player-Sahara Airlines. With more private players planning to enter the Indian sky, Jet Airways has to gear up for competition ahead.

Issues

Private airlines in India, competition between private and government airlines.

Reference Numbers
ICMR .... *BSTR 022*
ECCH 302-158-1
Organization(s) .... *Jet Airways*
Countries .... *India*
Industry .... *Airlines*
Pub/Rev Date *2002*
Case Length .... *8 Pages*
TN Length .... *4 Pages*

Hindustan Motors' Struggle for Survival

Abstract

The case explores the reasons behind Hindustan Motors' poor performance after the liberalization of the Indian automobile industry. It examines in detail the company's efforts to turn around and make its brands successful.

Issues

Product development failures, human resources problems and company performance.

Reference Numbers
ICMR .... *BSTR 021*
ECCH 302-156-1
Organization(s) .... *Hindustan Motors*
Countries .... *India*
Industry .... *Automobiles and Automotive*
Pub/Rev Date *2002*
Case Length .... *7 Pages*
TN Length .... *4 Pages*

Fiat's Indian Journey

Abstract

The case explores reasons for the poor performance of the Italian automobile company Fiat in India. It examines in detail the company's efforts to make its Uno and Siena cars a success. The case also takes a look at the changes made by the company for ensuring the success of its new car, the Palio, launched in September 2001. The case is so structured as to enable students to understand how certain mistakes on the marketing, product development and the strategic alliance fronts resulted in Fiat's poor performance over the years in the Indian car market.

Issues

Entry of automobile multinationals into India, product failures, problems in JVs.

Reference Numbers

ICMR .... *BSTR 020*
ECCH 302-043-1
Organization(s) .... *Fiat India Limited, Premier Automobiles*
Countries .... *India*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2002*
Case Length .... *7 Pages*
TN Length .... *5 Pages*

Air India: The Virgin Airways Saga

Abstract

The case deals with the code sharing agreement between Air India and Virgin Airways, the second biggest airline in the UK after British Airways. The arrangement was considered to be a significant development for the ailing Air India. Under the arrangement, Virgin Airways was to fly three flights a week on the Delhi-London route. In July 2000, Virgin Airways started off with two flights a week. It was to start the third flight from October 2000. However, until late 2001, Virgin Airways was not allowed to fly a third flight. With the global aviation downturn in 2001, Virgin Airways was finding it difficult to sustain itself with two flights a week. It threatened to exit from India, if it was not allowed to fly the third flight.

Issues

Code sharing agreements between airlines, strategic alliances.

Reference Numbers

ICMR .... *BSTR 019*
ECCH ....
Organization(s) .... *Air India & Virgin Airways*
Countries .... *India*
Industry .... *Cement*
Pub/Rev Date *2001*
Case Length .... *7 Pages*
TN Length .... *5 Pages*

Modern Foods: Disinvestment and After

Abstract

The case gives an overview of the disinvestment of Modern Foods (India) Limited (MFIL) by the Government of India (GoI) and turnaround strategy formulated by the Hindustan Lever Limited (HLL) for MFIL. When HLL took over MFIL, it was believed that MFIL would perform better under the HLL's management. However, after being sold to HLL, and accumulated losses mounted to Rs.470 million and wiped off MFIL's equity of Rs. 330 million, it was referred to the Bureau of Industrial Finance and Reconstruction (BIFR). The case discusses the various steps taken by HLL management for turning around the company. It also gives an insight into the disinvestment process and throws light on the reasons why the GoI was not able to hasten the process that was initiated in the early 1990s.

Issues

Performance of public sector firms, divestment, hurdles to divestment.

Reference Numbers

ICMR .... *BSTR 018*
ECCH 302-087-1
Organization(s) .... *HLL, Modern Foods*
Countries .... *India*
Industry .... *Food, Beverages*
Pub/Rev Date *2002*
Case Length .... *12 Pages*
TN Length .... *4 Pages*

The Tamilnadu Mercantile Bank Story

Abstract

The case 'The Tamilnadu Mercantile Bank Story' provides insights into the tussle for control over Tamilnadu Mercantile Bank. It explores the takeover dispute between the bank's promoters (the Nadar community) and the corporate forces of the Essar Group and Sterling Computers.

Issues

Inter-community rivalries and takeovers; regulatory lapses.

Reference Numbers

ICMR .... *BSTR 017*
ECCH 202-020-1
Organization(s) .... *Tamilnadu Mercantile Bank*
Countries .... *India*
Industry .... *Banking and Finance*
Pub/Rev Date *2002*
Case Length .... *5 Pages*
TN Length .... *4 Pages*

Hindustan Times vs. Times of India

Abstract

The case discusses the fierce competition in Delhi and northern India between two major publishing houses - Hindustan Times and Times of India. The case focuses on the aggressive pricing strategies adopted by the companies to counter each other. However, to gain a bigger share, Hindustan Times' vice chairperson Shobhana Bhartia chalked out a restructuring plan with an investment of Rs 4 billion. The case discusses in detail, the restructuring plan.

Issues

Competition between media groups; restructuring plans.

Reference Numbers

ICMR .... *BSTR 016*
ECCH 302-046-1
Organization(s) .... *Hindustan Times, Times of India*
Countries .... *India*
Industry .... *Media, Entertainment and Information*
Pub/Rev Date *2002*
Case Length .... *8 Pages*
TN Length .... *4 Pages*

The Hotel Corporation of India Story

Abstract

The case provides insights into the dismal performance of HCI. The company had been performing badly due to internal as well as external problems. The case examines these problems and also briefly comments on the status of the company's disinvestment plan, and the role of Air India in HCI's poor performance.

Issues

Performance of public sector firms; divestment; hurdles to divestment.

Reference Numbers
ICMR .... BSTR 015
ECCH 302-047-1
Organization(s) .... Hotel Corporation of India
Countries .... India
Industry .... Hospitality
Pub/Rev Date 2002
Case Length .... 6 Pages
TN Length .... 4 Pages

Rethinking Domino's Expansion Plans

Abstract

The case discusses what went wrong with Dominos Pizza India's overambitious expansion plan. CEO Pavan Bhatia's personal agenda was to make Dominos the biggest fast food chain in India. Bhatia was allowed by co-chairman Hari Bhartia to pursue the expansion despite warnings from within the company. However, the plans went awry and Bhartia took charge after the exit of Pavan Bhatia.

Issues

Expansion strategies.

Reference Numbers
ICMR .... BSTR 014
ECCH 302-006-1
Organization(s) .... Dominos Pizza India
Countries .... India
Industry .... Food, Beverages
Pub/Rev Date 2002
Case Length .... 6 Pages
TN Length .... 4 Pages

Dr. Reddy's New Corporate Identity

Abstract

The case gives an overview of the new corporate identity of Dr. Reddy's Laboratories (DRL), unveiled in April 2001. DRL restructured its corporate identity mainly because of the merger of DRL with American Remedies Ltd. and Cheminor Drugs Ltd., and the subsequent listing of DRL on NYSE. The new corporate identity also attempted to distinguish the founder Dr. Reddy, from the brand Dr. Reddy.

Issues

Corporate identity; differentiation of founder from company; Indian Pharma Industry.

Reference Numbers
ICMR .... BSTR 013
ECCH 302-042-1
Organization(s) .... Dr. Reddy Labs, American Remedies Ltd, Cheminor Drugs Ltd.
Countries .... India
Industry .... Healthcare & Pharmaceuticals
Pub/Rev Date 2002
Case Length .... 10 Pages
TN Length .... 4 Pages

Doordarshan's Problems

Abstract

In the mid 1990s, a number of private cable TV channels were launched in India. With their sleek presentation and innovative programming, they were surging ahead of Doordarshan (DD) in terms of both revenue and viewership. Due to the poor management at Doordarshan, transmission quality and program content were deteriorating. Viewers began to switch to private channels, which were better at catering to their tastes and needs.

Issues

Private television channels and cable TV in India.

Reference Numbers
ICMR .... BSTR 012
ECCH 202-004-1
Organization(s) .... Doordarshan
Countries .... India
Industry .... Media, Entertainment & Information
Pub/Rev Date 2002
Case Length .... 7 Pages
TN Length .... 4 Pages

Onjus: Squeezed Out

Abstract

The case focuses on the short-lived success of the Onjus brand of orange juice from Enkay Texofood Ltd. Onjus was an instant hit thanks to the promotional strategies of the company. Meanwhile, the company faced various problems arising from the MRTPC inquiry, the Fis and its loss-making textile-division. These problems resulted in the shut down of its businesses and the subsequent decline in popularity of the Onjus brand.

Issues

Brand management; branding strategies.

Reference Numbers
ICMR .... BSTR 011
ECCH 302-004-1
Organization(s) .... Enkay Texofood Ltd
Countries .... India
Industry .... Food and Beverages
Pub/Rev Date 2002
Case Length .... 9 Pages
TN Length .... 5 Pages

Rediff: Will it Survive the Dotcom Bust?

Abstract

The case deals with the strategy adopted by Rediff to be a successful dotcom company. In the early 2000, when most of the dotcoms shut shop, Rediff was chalking out a new business model to increase its revenues. Rediff realized that revenues from advertising were going down because of the market slowdown. Therefore, it had to look for alternative sources of revenue. Rediff targeted the lucrative NRI segment in the US. Under the new business model, Rediff hoped to generate 75% of its revenue from the NRIs.

Issues

Strategies of dotcoms; alternative revenue sources.

Reference Numbers
ICMR .... BSTR 010
ECCH 302-050-1
Organization(s) .... Rediff
Countries .... India
Industry .... Media and Entertainment
Pub/Rev Date 2002
Case Length .... 6 Pages
TN Length .... 4 Pages

Daimler–Chrysler Merger: A Cultural Mismatch?

Abstract

The case 'Daimler: Chrysler Merger – A Cultural Mismatch?' gives an overview of the merger between Daimler-Benz of Germany and Chrysler Corp. of the US. The case focuses on the various problems faced by the merged entity. It also explores the reasons for DCX's failure to realize the synergies identified prior to the merger. It examines the different culture and management styles of the companies that were primarily responsible for this failure.

Issues

Cross-cultural mergers.

Reference Numbers
ICMR .... BSTR 009
ECCH 301-231-1
Organization(s) .... Daimler Benz, Chrysler Corporation
Countries .... North America, Europe
Industry .... Automobile & Automotive
Pub/Rev Date 2001
Case Length .... 6 Pages
TN Length .... 4 Pages

The Escorts: Yamaha Motors Breakup

Abstract

The case traces the various developments from the time the joint venture took place till the breakup in 2000. In 1995, Escorts and Yamaha Motors formed a 50:50 joint venture (EYML). From 1995 to early 2000, EYML took several steps to become the number one player in India's two-wheeler market. However, in mid 2000, Escorts divested 24% equity to Yamaha Motors and as a result, Yamaha Motors became a majority stakeholder in the venture (74:26). In May 2001, Escorts sold its remaining 26% equity, thus exiting from the joint venture.

Issues

Diversification into unrelated businesses; problems in joint ventures.

Reference Numbers

ICMR .... *BSTR 008*
ECCH *202-013-1*
Organization(s) .... *Escorts, Yamaha Motors*
Countries .... *India*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2002*
Case Length .... *7 Pages*
TN Length .... *6 Pages*

Balaji Telefilms: Success Story

Abstract

Balaji Telefilms Ltd, a public-listed media software production company, helped to bring about the transformation of the Indian television industry. The case explores the factors that led to the company's success, and examines the strategic vision of Ekta Kapoor, the creative genius behind the company.

Issues

Strategic vision; Indian television industry; TV programming mix.

Reference Numbers

ICMR .... *BSTR 007*
ECCH *302-005-1*
Organization(s) .... *Balaji Telefilms Ltd*
Countries .... *India*
Industry .... *Media, Entertainment & Information*
Pub/Rev Date *2002*
Case Length .... *5 Pages*
TN Length .... *4 Pages*

The LML: Piaggio Break-Up

Abstract

The case focuses on the break up of the joint venture agreement between LML Ltd., and the Italian automobile major, Piaggio. The case deals with the various developments that led to the break-up, and claims and counter-claims made by LML and Piaggio. After a year long bitter dispute with petitions pending in the ICA, CLB, and the Kanpur Civil Court, the companies finally opted for a 'good-faith out of court' settlement in November 1999.

Issues

Influence of external and internal environments in the Joint venture; Personal relationships influence on the venture.

Reference Numbers

ICMR .... *BSTR 006*
ECCH *202-015-1*
Organization(s) .... *LML, Piaggio*
Countries .... *India*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2002*
Case Length .... *7 Pages*
TN Length .... *5 Pages*

Crossroads: Retailing Lessons

Abstract

The case focuses on the various problems faced by India's first shopping mall, Crossroads. The case describes the initial success enjoyed by the mall and the problems it faced later. It gives an overview of the developments that took place after the mall management decided to restrict entry on weekend. The case also mentions how Crossroads tried to deal with the situation. It also refers to Crossroad's plans to start a mall for the mass to middle segment.

Issues

Concept of Shoppertainment, restructuring plans, strategies for shopping malls.

Reference Numbers

ICMR .... *BSTR 005*
ECCH *302-041-1*
Organization(s) .... *Crossroads, Piramal Enterprises*
Countries .... *India*
Industry .... *Retailing*
Pub/Rev Date *2002*
Case Length .... *5 Pages*
TN Length .... *4 Pages*

The Failure of Zee's *Sawaal Dus Crore Ka*

Abstract

The case 'Failure of Zee's Sawaal Dus Crore ka' deals with the programming strategies followed by two rival satellite television channels, Zee TV and Star Plus, in the Indian market. The success of Star Plus' pioneering gameshow effort 'Kaun Banega Crorepati' (KBC) forced rival Zee TV to come up with its own gameshow 'Sawaal Dus Crore Ka' (SDCK). The case examines in detail the mistakes committed by Zee TV, which eventually led to the failure of SDCK.

Issues

TV Programming Strategies; Indian Satellite Television Market.

Reference Numbers

ICMR .... *BSTR 004*
ECCH *301-212-1*
Organization(s) .... *Zee TV, Star TV*
Countries .... *India*
Industry .... *Media and Entertainment*
Pub/Rev Date *2001*
Case Length .... *6 Pages*
TN Length .... *4 Pages*

Kinetic Honda: The Break-up

Abstract

The case study examines in detail the causes for the break up of the Kinetic Honda joint venture. The case also throws light on the post break-up strategies of the two companies. The case is so developed as to give students an insight into the causes that led to Kinetic and Honda parting ways. It gives them an idea of the complexities involved in managing a joint venture and of the strategic implications of a 'not-so-good' relationship between partners.

Issues

Break-up of joint ventures, post break up strategies of joint venture partners.

Reference Numbers

ICMR .... *BSTR 003*
ECCH *302-048-1*
Organization(s) .... *Kinetic Motor Limited, Honda Motors Ltd.*
Countries .... *India*
Industry .... *Automobile & Automotive*
Pub/Rev Date *2002*
Case Length .... *9 Pages*
TN Length .... *5 Pages*

The Story of the Cellular Phone Brand Orange

Abstract

The case gives an overview of the issues concerning the ownership of the 'Orange' brand in India. It outlines the rise and the subsequent problems confronted by the rights holder of the 'Orange' brand, Hutchinson. In February 2000, Hutchison Max introduced its Orange brand in India. In May 2000, France Telecom purchased the worldwide rights for the brand from Vodafone. However, Hutchison, through an earlier agreement had retained the rights over the brand in India. Hutchison had to pay royalty to France Telecom. After taking over the brand, France Telecom wanted to own the brand in India and made an offer to pick up a significant stake in Hutchison's India operations. But this was turned down by Hutchison.

Issues

Brand Licensing.

Reference Numbers

ICMR .... *BSTR 002*
ECCH *301-176-1*
Organization(s) . *Hutchison Telecom, BPL*
Countries .... *India*
Industry .... *Telecommunicatinos*
Pub/Rev Date *2001*
Case Length .... *8 Pages*
TN Length .... *4 Pages*

Takeover of Raasi Cements by India Cements

Abstract

The year 1998 heralded the era of consolidation in a hitherto fragmented cement industry in India. The case study focuses on the takeover of Raasi and Sri Vishnu Cement Limited (SVCL) by India Cements Limited. (ICL). It provides an overview of how ICL increased its stake in Raasi, starting from the mid 1990s. A detailed analysis of the actual takeover looks at the various options that Raasi had, if it wanted to ward off takeover and covers why it was unsuccessful in its attempts to do so.

Issues

Takeovers, mergers, acquisition.

Reference Numbers

ICMR .... *BSTR 001*
ECCH *301-175-1*
Organization(s) .... *Raasi Cements, Sri Vishnu Cements Limited*
Countries .... *India*
Industry .... *Cement*
Pub/Rev Date *2001*
Case Length .... *7 Pages*
TN Length .... *5 Pages*