

## Domestic Vs Foreign Brand Clothing: Understanding Consumer Decision-making Styles in India

### Abstract

David Martin (Martin), the marketing manager of Trendz4U, a UK-based garments manufacturer, which offered a range of clothing, was mulling over some key decisions that he would have to take while launching the company's successful brand in India. Two months earlier, the company had taken a decision to enter the rapidly growing market. Since then, Martin had been actively involved in devising the company's marketing strategy for India.

As part of the planning phase, he had a pilot study conducted on Indian consumers. The tabulated responses were in front of him and based on these he had to make some recommendations emphasizing specific marketing strategies for specific market segments.

### Issues

Discuss how through discriminant analysis, similar kinds of users/customers can be classified based on certain characteristics.

Elucidate how discriminant analysis can be used in marketing.

Appreciate the importance of marketing research in making decisions.

### Reference Numbers

ICMR .....	MKTG 259
ECCH .....	
Organization(s) .....	Apparel
Countries .....	India
Industry .....	N/A
Pub/Rev Date .....	2010
Case Length .....	8 Pages
TN Length .....	3 Pages

## GlaxoSmithKline's New Sales Force Compensation System in the US

### Abstract

In July 2010, GlaxoSmithKline Plc (GSK), one of the world's leading pharmaceutical companies, announced that it would replace its existing system of evaluating and compensating its sales professionals in the US.

As part of the new system, the bonuses of the sales professionals would be based on customer feedback and adherence to company policy rather than the widely used practice of focusing on individual achievement of sales targets. Industry observers viewed

GSK's new sales force compensation plan as a radical change and their opinion was divided regarding the effectiveness of the new sales force compensation system.

### Issues

Understand the various issues and challenges associated with evaluating and compensating a sales force.

Understand the pharma selling environment in the US.

Analyze the new sales force compensation system of GSK in the US and discuss the pros and cons of the system.

Explore ways in which the system can be improved further.

### Reference Numbers

ICMR .....	MKTG 258
ECCH .....	
Organization(s) .....	GlaxoSmithKline Plc
Countries .....	US
Industry .....	Pharmaceutical
Pub/Rev Date .....	2010
Case Length .....	10 Pages
TN Length .....	3 Pages

## Avant Garden: Exploring Possibilities for Improving Revenue Management

### Abstract

The case deals with the revenue management (or yield management) issues typically related to capacity constrained industries such as the hotel industry. Hotel Avant Garden, situated in Jaipur, India, was an attractive destination for tourists and business people.

The hotel had three different categories of rooms (Deluxe, Luxury, and Regular) priced accordingly and discounted on the basis of certain fixed criteria. The customer segments comprised leisure travellers, business people, travel agents, and incentive firms, all of them with distinct tastes and preferences in terms of choice of rooms, period of booking notice, and duration of stay. Eeshita Desai, the newly appointed General Manager of the hotel, took the initiative to remodel the revenue management practices of the hotel.

In the process of analysis, several issues pertaining to the timing of reservation of the rooms, and to each customer segment, etc., came up. She calculated the booking limits, protection levels, and overbooking limits for the different category of rooms based on 5 years of historic data on demand distribution, and sought to implement the new system in the hotel. However, there were still several other issues that remained a cause for concern.

### Issues

What yield management is and when it is appropriate.

How the hotel industry and other similar industries fit into the service profile

Customer segmentation and demand forecasting

Calculation of booking limits and protection levels

The concept of overbooking

Yield management controls (capacity management, discount allocation, duration control, variation in mobility, group availability, supply control, and reservations)

Requirements for effective yield management

Comparison of yield management applications across different services (Airlines, Car Rentals, Cruise Lines, Financial Institutions, Hotels, Railroads, Telecommunications, and Tour Operators)

### Reference Numbers

ICMR .....	MKTG 257
ECCH .....	
Organization(s) .....	Avant Garden (Fictitious)
Countries .....	India
Industry .....	Hospitality
Pub/Rev Date .....	2010
Case Length .....	18 Pages
TN Length .....	3 Pages

## Crisis Management at Toyota

### Abstract

The case study is about crisis management at the Japan-based Toyota Motors Corporation, one of the largest automakers in the world. In January 2010, Toyota was forced to recall millions of cars after problems with braking, floor mats and acceleration pedals in its vehicles. The recalls even led Toyota to halt sales and production of eight of its most popular models. Due to growing number of recalls, sales plummeted thereby affecting the company's position in the global automotive industry. Analysts began to question Toyota's legendary quality and felt that the recalls represented a major failure on part of the company. After the recalls, Toyota went into crisis management mode and announced a fix for the accelerator problem. The case describes the various crisis management initiatives undertaken by the company to regain the trust of customers and restore its image as a quality automaker. As part of its crisis management process, Toyota placed ads in print and television media, involved executives and used social media platforms to address its customers. However, some analysts felt that the crisis communication team of Toyota was weak which led to a delay in identifying and

addressing the situation. The case concludes by discussing what the company planned to do in the future to contain the impact of the crisis. Crisis management experts were of the view that the image of Toyota would depend on how quickly it can fix the problems and how well it communicates with its customers.

#### Issues

Understand the importance of crisis management and various issues and challenges related to it.

Analyze whether Toyota's response to the crisis was adequate.

Explore the PR and crisis management strategies that Toyota should adopt to contain the impact of the crisis and retain its brand reputation.

#### Reference Numbers

ICMR .....	MKTG 256
ECCH .....	510-086-1
Organization(s) ...	Toyota Motor Company
Countries .....	Global
Industry .....	Automotive
Pub/Rev Date .....	2010
Case Length .....	27 Pages
TN Length .....	4 Pages

### AMD's Consumer and Channel Marketing Initiatives

#### Abstract

This case is about the consumer and channel marketing initiatives adopted by Sunnyvale, California-based chipmaker, Advanced Micro Devices (AMD). Unlike its arch-rival Intel Corporation (Intel), which marketed its microprocessors to the consumers through several noteworthy marketing campaigns, AMD did not market its microprocessors extensively to the consumers. The most notable marketing campaign launched by AMD was the 'AMD Me' campaign launched in 2002. It launched the AMD Commercial Channel Access Program in 2005 to meet the business needs of its partners. In 2009, the company launched the 'Vision' campaign that sought to make the PC buying process easier for consumers. It extended its channel marketing initiatives by launching the Fusion Partner Program in 2009. Through this program, AMD sought to offer its partners customized tools and resources to boost their sales depending on their inimitable business models.

AMD's focus on marketing received appreciation from industry observers, experts, and channel partners. They felt that though AMD lagged behind Intel in marketing, it was making efforts to wean away a significant portion of the market share from the market leader by launching new technological

solutions and effective marketing initiatives catering to both consumers and its channel partners. Experts felt that AMD was prepared to take on Intel aggressively in 2010 and beyond, but opined that the company still had a long way to go in order to catch up with Intel, which dominated the market.

#### Issues

Understand the issues and challenges in marketing/branding a component or ingredient branding.

Analyze the consumer marketing initiative of AMD, particularly its Vision Campaign that sought to simplify the PC buying decision of consumers.

Analyze the channel marketing initiatives adopted by AMD, particularly its new Fusion Partner Program.

Understand the nature of the semiconductor industry and the competition in this market.

Explore further branding strategies that AMD could adopt to garner more market share and enhance its competitive position.

#### Reference Numbers

ICMR .....	MKTG 256
ECCH .....	510-081-1
Organization(s)	Advanced Micro Devices (AMD)
Countries .....	US / Global
Industry .....	Computers, IT and ITeS
Pub/Rev Date .....	2010
Case Length .....	21 Pages
TN Length .....	4 Pages

### Developing a Personal Selling Strategy

#### Abstract

This case study details the dilemma faced by a software professional as he volunteers to prepare a personal selling strategy for a set of books on spirituality on behalf of a trust. The case study also offers the students/trainees a chance to enhance their knowledge and sales skills through role play

#### Issues

Understand the various stages of the sales process, particularly objection handling.

Understand the importance of objection handling and the various techniques/steps involved in handling an objection.

#### Reference Numbers

ICMR .....	MKTG 254
ECCH .....	
Organization(s)	N/A
Countries .....	India
Industry .....	Books
Pub/Rev Date .....	2010

Case Length ..... 7 Pages

TN Length ..... 3 Pages

### The Disgruntled Customer

#### Abstract

This is a role play-based case study. It details the predicament of a newly-appointed sales professional as he tries to make an important sales call. The customer, after initially welcoming him, refuses to allow the sales call. The case study enables the instructor and the students/trainees to use role play to arrive at a solution

#### Issues

Understand the various stages of the sales process, particularly objection handling.

Understand the importance of objection handling and the various techniques/steps involved in handling an objection.

#### Reference Numbers

ICMR .....	MKTG 253
ECCH .....	510-082-1
Organization(s)	Null
Countries .....	India
Industry .....	Pharmaceutical
Pub/Rev Date .....	2010
Case Length .....	4 Pages
TN Length .....	5 Pages

### Design Thinking and Innovation at IDEO

#### Abstract

IDEO is a design consultancy firm based in California, US with offices across the globe. Design consultancy firms are usually associated with product design and most of their clients included auto, electronics, and other manufacturing industries. IDEO had developed an innovative business model that could be used to design or redesign products as well as services to provide more value to the end user.

It developed a design process where they used techniques like brain storming, body storming, prototyping, and testing to arrive at a solution for the clients' problems. IDEO actively involved their clients in the design process and willingly taught them how to develop an innovative culture in their organizations unlike other consultancy firms which did not usually reveal their approach towards designing a solution.

IDEO had an employee friendly work culture with no hierarchy and used the concept of hot-teams. It encouraged teams to help each other in designing innovative solutions and strongly recommended using techniques like cross pollination.

**Issues**

Understand how to foster innovation in an organization.

Examine the organization structures that work for creative organizations.

Study the framework for designing innovative solutions.

Analyze the scope of work for design consultancy firms.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 252</i>
<i>ECCH</i> .....	510-051-1
<i>Organization(s)</i> .....	<i>IDEO Inc.</i>
<i>Countries</i> .....	<i>US</i>
<i>Industry</i> .....	<i>Consultancy - Design</i>
<i>Pub/Rev Date</i> .....	<i>2010</i>
<i>Case Length</i> .....	<i>16 Pages</i>
<i>TN Length</i> .....	<i>3 Pages</i>

### Social Marketing: Times of India's 'Teach India' Campaign

**Abstract**

This case is about The Times of India's (ToI) social marketing initiatives. Though ToI was one of the largest circulated newspapers in the world, it was criticized for promoting 'yellow journalism'. In order to build its brand image, ToI adopted a social marketing strategy and projected itself as an agent of social change by launching a series of social campaigns highlighting social issues. One of them was 'Teach India'.

The 'Teach India' campaign was launched on July 6, 2008, with the objective of providing education to the underprivileged children in India and eradicating illiteracy. The campaign was inspired by ToI's earlier initiative 'Lead India' launched in August 2007. According to the feedback received from the 'Lead India' campaign, India would not be able to lead unless its populace was literate and that there was a need for citizens to come forward and contribute to the cause. It was for this purpose that the Teach India campaign was launched. The campaign was divided into two phases. The first phase invited citizens of the country to volunteer with a non-government organization (NGO) in their locality and spend two hours a week teaching underprivileged children. The second phase, which started at the end of 2008, selected students from top educational institutes all over the country who were willing to dedicate two years to teaching the underprivileged.

To execute the campaign, ToI tied up with select NGOs in the field of education in multiple cities across India. Corporations, schools, and social organizations also lent their support to the campaign. The campaign was promoted through print, television, online, outdoor and on-ground events. While the

campaign won some of the most prestigious advertising awards, experts remained divided in their opinion on whether ToI had adopted a genuine approach to initiating social changes in India or whether it was just a marketing gimmick to enhance the brand image of the Times Group.

**Issues**

Understand various issues and challenges in social marketing.

Study the social marketing campaigns launched by ToI and analyze whether ToI was successful in achieving the objectives of its campaigns.

Understand the role of cause-related marketing in enhancing brand image.

Explore ways to make the Teach India initiative could be made sustainable.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 251</i>
<i>ECCH</i> .....	510-052-1
<i>Organization(s)</i> .....	<i>Times of India</i>
<i>Countries</i> .....	<i>India</i>
<i>Industry</i> .....	<i>Newspaper</i>
<i>Pub/Rev Date</i> .....	<i>2010</i>
<i>Case Length</i> .....	<i>20 Pages</i>
<i>TN Length</i> .....	<i>4 Pages</i>

### Customer Service at L.L.Bean

**Abstract**

The case discusses the customer service initiatives of L.L.Bean, Inc. (L.L.Bean), a US-based multichannel retailer. L.L.Bean had evolved from being a mail order company selling hunting boots into a leading international retailer selling apparels, home furnishings, and outdoor equipment. Its endeavor was to deliver quality products at reasonable prices and offer excellent customer service to customers.

In its 98-year-long history, the company had preserved the customer-centric tradition set by the founder and had, over the years, molded its operational policies to provide superior purchasing experience to customers. The company believed that a satisfied customer helped build customer loyalty and encouraged repeat purchases, which were essential to achieve success in the retail business.

The case discusses in detail the customer-friendly policies of L.L.Bean and the customer service practices that had resulted in its being recognized as a customer service champion by consumers and industry observers. This also helped the company to perform better than its rivals during the global economic recession of 2007-2009. Experts felt that the company's superior customer service provided it with a competitive edge.

**Issues**

Understand the importance of customer service, particularly in the retail industry.

Study the customer-centric policies of L.L.Bean and the various practices that the retailer followed to provide superior customer service.

Understand how the customer-centric policies and practices contributed to the success of L.L.Bean.

Explore strategies that L.L.Bean could adopt in the future to attract more customers.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 250</i>
<i>ECCH</i> .....	510-049-1
<i>Organization(s)</i> .....	<i>L.L.Bean, Inc.</i>
<i>Countries</i> .....	<i>US</i>
<i>Industry</i> .....	<i>Multichannel Outdoor Goods and Apparel Retailer</i>
<i>Pub/Rev Date</i> .....	<i>2010</i>
<i>Case Length</i> .....	<i>18 Pages</i>
<i>TN Length</i> .....	<i>3 Pages</i>

### Brand Naming: Kraft Foods' "iSnack 2.0" Controversy in Australia

**Abstract**

This case study is about Kraft Foods Inc.'s (Kraft) decision to launch a breakfast spread with the name 'iSnack 2.0' in Australia, and the controversy that followed which forced the company to withdraw the brand name. The company had decided to give the name 'iSnack 2.0' to a new version of the Australian food icon - Vegemite — in September 2009.

While the company felt that the name it had arrived at after conducting an online brand naming contest would appeal to the Generation Y segment who were using popular products such as the iPod and the iPhone, the target segment rejected the name outright and there was a huge backlash against the company. Marketing and branding experts were divided in their reactions to Kraft's branding exercise. While some experts felt that this was a genuine misjudgment on the part of the company, others felt that it was a clever marketing ploy to raise awareness about its new product. While the debate on this issue raged on, experts were almost unanimous in their view that this episode would not only be remembered as a horrible example in the history of branding but would also serve as a valuable lesson in branding strategy for all marketers.

**Issues**

Understand the issues and challenges in naming a brand (new brand, brand extension, rebranding).

Analyze the effectiveness of crowd sourcing in branding decisions.

Appreciate the importance of marketing research in branding decisions.

Analyze the pros and cons of using social media as a marketing tool to generate publicity for a product.

Understand why the target segment rejected the brand name 'iSnack 2.0' for the brand extension of the iconic Vegemite brand.

Discuss and debate whether Kraft's decision was a deliberate attempt to create a controversy to create awareness for its new product and the related ethical issues.

Explore ways in which Kraft could have made the branding campaign more effective and also explore branding strategies that Kraft's marketing team can adopt in the future.

#### Reference Numbers

ICMR .....	MKTG 249
ECCH .....	510-048-1
Organization(s) .....	Kraft Foods Inc.
Countries .....	Australia
Industry .....	Consumer packaged goods
Pub/Rev Date .....	2010
Case Length .....	23 Pages
TN Length .....	4 Pages

### Burger King's 'Whopper Virgins' Viral Marketing Campaign

#### Abstract

This case is about US-based fast food giant Burger King Corporation's (Burger King) 'Whopper Virgins' campaign that was launched in December 2008. This was a viral integrated campaign that involved conducting a 'taste test' where participants were asked to select the best burger after having Burger King's flagship product, the Whopper, and the signature product of its competitor McDonald's, the BigMac. What made the campaign especially noteworthy was the fact that the respondents selected for this test were from the remotest parts of the world, and according to Burger King, they did not have any knowledge about burgers or other American food.

The viral campaign was backed by other promotional elements such as TV advertisements, print, and online ads. The campaign generated a lot of buzz in the blogosphere as well as other media and quickly spread through word-of-mouth marketing. While many experts commended the viral marketing campaign for having helped in brand recognition, many others criticized the campaign idea, describing it as offensive and culturally insensitive. Some ad experts also pointed out that due to errors regarding search engine optimization

techniques in the viral strategy adopted, the campaign had not been effective in garnering as much of a reaction as intended. Critics also raised questions about the authenticity of the taste test conducted by Burger King.

#### Issues

Understand the issues and challenges in launching a viral marketing campaign.

Analyze the 'Whopper Virgins' marketing campaign and understand why it was criticized for being culturally insensitive.

Discuss and debate the ethical considerations involved.

In the context of the case study, discuss the advantages and disadvantages of using a viral marketing campaign.

Understand the increasing importance of search engine optimization and search engine marketing plans in the context of viral marketing.

Explore ways in which the company could have made the 'Whopper Virgins' campaign more effective.

#### Reference Numbers

ICMR .....	MKTG 248
ECCH .....	510-050-1
Organization(s) .....	Burger King Corporation
Countries .....	US
Industry .....	Fast Food
Pub/Rev Date .....	2010
Case Length .....	22 Pages
TN Length .....	4 Pages

### Tata Indicom's 'Pay Per Call' Tariff Plan for Prepaid Cellular Subscribers

#### Abstract

As of 2009, the Indian telecom sector was growing rapidly in terms of subscriber additions, with more than 10 million new connections being purchased every month. There was fierce competition among companies in this sector to enhance their subscriber base. Besides, between the two competing technologies – GSM and CDMA, GSM was the dominant technology in the Indian mobile telephony market. To attract more subscribers to its network, Tata Indicom, a CDMA-technology based brand of Tata Teleservices Ltd, launched an innovative tariff plan in September 2009 for its prepaid cellular subscribers. Marketed as the Pay Per Call tariff plan, this plan extended the pulse duration for all outgoing calls made from the home network to 10 minutes. This case discusses the implications of this plan for the service provider as well as the consumer, and questions if (and how) Tata Indicom should take a relook at the plan.

#### Issues

The impact of the regulatory environment, industry competition, and consumer behavior on the revenues and profitability of companies in the Indian telecom sector.

The role of tariff plans as a key differentiator between prepaid cellular services of various telecom service providers.

Evaluate the potential impact of the Pay Per Call tariff plan (and competitors' response) on Tata Indicom's subscriber additions, revenues, and costs.

#### Reference Numbers

ICMR .....	MKTG 247
ECCH .....	510-085-1
Organization(s) .....	Tata Teleservices Ltd
Countries .....	India
Industry .....	Telecom
Pub/Rev Date .....	2010
Case Length .....	17 Pages
TN Length .....	4 Pages

### Unilever's Packaging Practices - Innovations and Insights

#### Abstract

The case examines how Anglo-Dutch retail giant Unilever Group used innovations in packaging to differentiate its products.

It explains how Unilever used packaging as a marketing tool to launch, relaunch, reposition and increase demand for its products and attract new customers.

Several instances where innovative packaging helped Unilever increase revenues of its products are discussed in the case. At the same time, Unilever tried to minimize the impact of its packaging on the environment by adopting recycled materials, introducing concentrated version of detergents and also by using fewer colors on its labels.

#### Issues

Understand how packaging can help a company differentiate its products.

Study how packaging can be used as a marketing tool.

Examine how the adverse impact of packaging on the environment can be reduced.

#### Reference Numbers

ICMR .....	MKTG 246
ECCH .....	510-045-1
Organization(s) .....	Unilever Group
Countries .....	India
Industry .....	FMCG
Pub/Rev Date .....	2010
Case Length .....	17 Pages
TN Length .....	4 Pages

## Droid: Challenger to the iPhone?

### Abstract

In late-2009, US-based telecommunications company, Motorola Inc. (Motorola) and US-based mobile telecommunications network operator, Verizon Wireless (Verizon) unveiled a smart phone branded as 'Droid' in the US. Droid was launched at a time when Motorola was experiencing disappointing sales and was planning to spin off its mobile phone division. Motorola planned to arrest the decline in sales with the launch of the Droid. Powered by Google's Android 2.0 operating system, Droid was pitched against consumer electronics major Apple Inc's iPhone. Droid was promoted heavily using Verizon's marketing muscle. Verizon and Motorola had launched a US\$ 100 million marketing campaign called 'iDon't' to promote Droid.

Some experts felt that the unique features of Droid could challenge iPhone. On the other hand, some analysts felt that Motorola had a long way to go to emerge as a challenger to iPhone created a strong position for itself in the lucrative smart phone market. The Droid was largely well-received and to some extent had revived Motorola's financial position. However, marketing experts were sharply divided on the positioning strategy adopted by Motorola and Verizon for droid. In view of its success, Motorola planned to revive its mobile phone division and planned to launch Droid in India, China, Japan, and Europe in 2010. The company also planned to launch Android-powered phones in low-end as well as smart phone versions.

### Issues

Analyze Motorola and Verizon's marketing strategy to launch Droid in the lucrative smart phone market.

Analyze the marketing campaign launched by Motorola and Verizon to promote Droid.

Understand and analyze the positioning strategy adopted by Motorola and Verizon for Droid.

Discuss and debate whether the Droid was an able challenger to the iPhone.

Explore ways in which the campaign could be made more effective and how the product should be marketed in other international markets.

### Reference Numbers

ICMR ..... MKTG 245  
 ECCH ..... 510-042-1  
 Organization(s) ..... Motorola Inc., Verizon Wireless  
 Countries ..... US  
 Industry ..... Consumer Electronics  
 Pub/Rev Date ..... 2010  
 Case Length ..... 30 Pages  
 TN Length ..... 5 Pages

## Volkswagen's Marketing Strategy in India

### Abstract

The case examines the marketing strategies of Volkswagen Group India, the Indian subsidiary of German automobile manufacturer, Volkswagen AG (Volkswagen). Volkswagen entered the Indian passenger car market in 2001 by launching its car brand – Skoda. In 2007, two of its other brands Audi and Volkswagen, were also launched in India. Volkswagen Group India emphasized on all aspects of marketing mix including product, price, place and promotion. The company offered three brands including Audi, Skoda and Volkswagen that together comprised of 15 different models as of late 2009. Volkswagen Group India mainly catered to the luxury segment of the Indian car market. The company had established presence in India through separate distribution channels for each of its brands. In its initial years, Volkswagen Group India primarily used the print media to promote its products. However, considering the growth potential of India's automobile market, the company started using electronic, digital and out of home media along with print media. In November 2009, the company launched an integrated marketing campaign to strengthen its brand image. The case describes the marketing campaign and ends with a discussion on the growth prospects of the company in future.

### Issues

Understand the dynamics of the Indian passenger car market.

Examine the growth strategies of Volkswagen Group India over the years.

Analyze the marketing strategies of Volkswagen Group India.

Study the future prospects of Volkswagen Group India.

### Reference Numbers

ICMR ..... MKTG 244  
 ECCH ..... 510-029-1  
 Organization(s) .. Volkswagen Group India  
 Countries ..... India  
 Industry ..... Automobile  
 Pub/Rev Date ..... 2010  
 Case Length ..... 15 Pages  
 TN Length ..... 4 Pages

## Amazon.com: Customer Service Champion

### Abstract

The case discusses the customer service at Amazon.com, Inc. (Amazon), a US-based e-tailer. Amazon evolved from being just an online bookstore into one of the largest e-

commerce platforms in the world where customers could find and discover anything they wanted to buy online in a more convenient way. Customer service, loyalty, and customer retention were the three important aspects of Amazon's service culture. Experts were of the opinion that over the years, the customer base of Amazon had increased significantly due to its high levels of customer service. In addition to consumer customers, Amazon offered marketing and promotional services for third-party retailers and web services for developers. It allowed third party vendors to sell their products on its website. The case outlines the customer-centric philosophies of Amazon and discusses the various customer programs undertaken by Amazon. The case discusses the importance of customer experience at Amazon and describes the focus of the company on three aspects – price, selection, and convenience. Jeff Bezos, CEO of Amazon, invested heavily in building advanced technological infrastructure to serve his customers. He spent huge sums of money on customer service programs, even though this affected the operating margins of the company. The case points out certain issues related to Amazon's customer service. The case concludes by discussing how Amazon had weathered the recession and performed better than other online retailers and also discusses how Amazon's acquisition of Zappos would affect the customer service of both the companies in the future.

### Issues

Understand the importance of customer service, particularly in the online retail industry.

Understand various concepts in customer service and customer relationship management.

Study the customer-centric philosophies of Amazon, the systems and processes, and how these have contributed to the success of the company.

Analyze the factors that contributed to a strong customer service culture at Amazon and how some of the negative aspects associated with its customer service can be improved upon.

Explore strategies that Amazon can adopt in the future to attract more customers

### Reference Numbers

ICMR ..... MKTG 243  
 ECCH ..... 510-023-1  
 Organization(s) ..... Amazon.com, Inc.  
 Countries ..... USA / Global  
 Industry ..... Online Retail Industry  
 Pub/Rev Date ..... 2010  
 Case Length ..... 25 Pages  
 TN Length ..... 4 Pages

[www.icmrindia.org](http://www.icmrindia.org)

## Tourism Kamloops

### Abstract

The case discusses the promotion of Kamloops city as a vacation destination and the initiatives taken by Tourism Kamloops to transform the city into a favorable tourist destination. Over the years, the tourism industry in Kamloops had been growing steadily and had played a major role in contributing to the local economy. The case discusses the growth of Kamloops as the 'Tournament capital of Canada'. Sport tourism is one of the fastest growing segments of the tourism sector in Kamloops and the city has actively developed and promoted sports facilities for tournaments and hosted some major sporting events. The case also discusses the marketing campaign with TV personality and meteorologist Mark Madryga as brand ambassador to promote Kamloops as a vacation destination. The case talks about some of the challenges faced by Tourism Kamloops and how they might affect the tourism sector in Kamloops in the future.

### Issues

Analyze the tourism industry in Kamloops and study the factors which contributed to the growth of the tourism industry in the region.

Understand the role played by marketing, particularly the promotional campaigns, in developing the tourism industry of a country.

Analyze the initiatives taken by Tourism Kamloops to promote the city of Kamloops as a vacation destination.

Explore the strategies that Tourism Kamloops could adopt to develop the tourist sector in the region.

### Reference Numbers

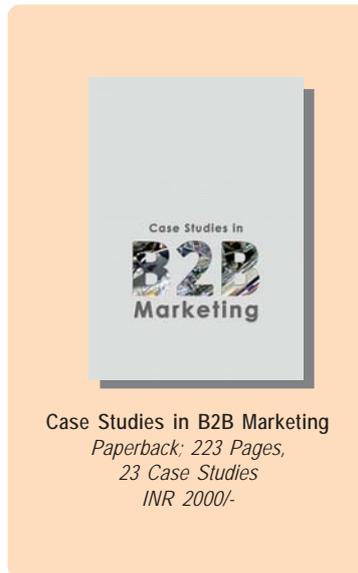
ICMR .....	MKTG 242
ECCH .....	510-027-1
Organization(s) .....	Null
Countries .....	Canada
Industry .....	Tourism Industry
Pub/Rev Date .....	2010
Case Length .....	14 Pages
TN Length .....	14 Pages

## Canadian Club: Repositioning a Dormant Brand

### Abstract

This case is about US-based premium spirits company, Beam Global Spirits & Wine's (Beam Global) award-winning 'Damn Right Your Dad Drank It' campaign to promote its Canadian Club brand of whisky in November 2007. The campaign was launched with the aim of reviving a 150-year-old brand, Canadian Club Whisky, which was perceived by the younger

generation in US as their dad's drink, and hence 'not cool'. The brand had witnessed a continuous decline in sales for 17 years from the 1990s as a result of a combination of factors like erosion of brand value, weakening of marketing efforts, change in cocktail culture toward vodka-based drinks, and the entry of competitors in the market. The 'Damn Right Your Dad Drank It' campaign adopted a strategy that turned the brand's primary criticism - 'your dad's drink' into its campaign's central theme. The retro-themed campaign featured a series of print ads depicting the 1960s and 1970s era that showed 'fathers' as a classic personification of unpretentious masculinity. The ads included provocative taglines that sought to remind consumers that their dads were masculine, stylish, and cool and that they embodied these traits through their choice of drink consisting of whisky cocktails made with CC. The campaign was a multilayered one including viral marketing elements. The campaign was backed by billboards, point-of-sale (POS) items, radio advertising, out-of-home advertising, in-market events, and experiential elements. The campaign not only rejuvenated the moribund brand but also turned its falling sales curve around. But some critics opined that the campaign ads were offensive and also contended that the campaign theme was sexist.



### Issues

Understand the issues and challenges of repositioning and reviving a dormant brand.

Analyze the marketing efforts for Canadian Club over the years and the new 'Damn Right Your Dad Drank It' advertising campaign.

Understand the consumer insights that prompted Beam to launch this ad campaign and how the company uncovered these through marketing research.

Study how the advertising campaign was executed and analyze the results.

Explore ways in which the company could have made the 'Damn Right Your Dad Drank It' campaign more effective and also explore branding strategies that the brand management team can adopt in the future.

### Reference Numbers

ICMR .....	MKTG 241
ECCH .....	510-026-1
Organization(s) .....	Beam Global Spirits & Wine
Countries .....	United States
Industry .....	Spirits
Pub/Rev Date .....	2010
Case Length .....	18 Pages
TN Length .....	3 Pages

## Selling Insurance Products in India: The Commission versus Fee Debate

### Abstract

The case discusses the commission versus fee debate related to the compensation structure of insurance agents in India. Though the issue was a long standing one, it sparked a fresh debate when the Swarup Committee on Investor Awareness and Protection in 2009 proposed scrapping of the agents' commission by 2011 stating that such a decision was necessary to protect the interests of investors.

The case discusses whether a fee-based model as suggested by the committee would be viable in the Indian insurance market or whether such a step was a premature one. The case points out the implications the reform may have on the Indian insurance sector and presents the views of regulators, investors, and agents on introducing a fee-based model for agents in the insurance sector. While the industry and insurance agents strongly opposed the move, investors and some regulatory bodies supported the change.

The case concludes by analyzing whether the government's decision to continue with the commission-based system in the interest of insurance industry and financial intermediaries overlooked the investor's viewpoint.

### Issues

Understand the issues and challenges in selling financial products such as insurance.

Understand the compensation structure of the insurance agents in India and analyze the ramifications of the Swarup Commission recommendations.

Analyze the advantages and disadvantages of a fee-based model as against the commission-based model.

Evaluate the need for a change in the remuneration structure of a financial intermediary in Indian insurance sector.

## Reference Numbers

ICMR .....	MKTG 240
ECCH .....	510-024-1
Organization(s) .....	Null
Countries .....	India
Industry .....	Insurance Industry
Pub/Rev Date .....	2010
Case Length .....	19 Pages
TN Length .....	3 Pages

### Burger King's 'Whopper Freakout' Marketing Campaign

#### Abstract

This case is about US-based fast food giant Burger King Corporation's (Burger King) 'Whopper Freakout' campaign that was launched to celebrate the Whopper's 50th anniversary at Burger King, in December 2007. This was also a bid to know whether the Whopper was America's favorite burger.

The campaign was launched with the aim of increasing Whopper sales and encouraging customers to consume the Whopper more often than they already did. The main part of the campaign was the viral marketing component. It was backed by other promotional elements such as TV advertisements, print, and online ads. The campaign generated a lot of buzz among the target consumers consisting of a young net savvy population and quickly spread through word-of-mouth marketing.

It was considered by experts as an iconic viral marketing campaign that helped Burger King increase the sales of its mature brand, the Whopper.

#### Issues

Understand the issues and challenges in launching a viral marketing campaign

Analyze the 'Whopper Freakout' marketing campaign

In the context of the case study, discuss the advantages and disadvantages of using a viral marketing campaign

Understand the increasing importance of viral marketing and word-of-mouth marketing in marketing a product

Explore ways in which the company could have made the 'Whopper Freakout' campaign more effective

## Reference Numbers

ICMR .....	MKTG 239
ECCH .....	510-028-1
Organization(s) ..	Burger King Corporation
Countries .....	US
Industry .....	Fast Food
Pub/Rev Date .....	2010
Case Length .....	18 Pages
TN Length .....	4 Pages

### i-Mint - An Innovative Coalition Loyalty and Consumer Rewards Program in India

#### Abstract

The case examines the marketing strategy of i-mint, India's largest multi-partner loyalty program. i-mint was designed by Loyalty Solutions and Research Limited (LSRL), an ICICI Venture firm. From an initial collaboration of six merchant partners in mid 2006, i-mint had developed an all-India merchant network of over 3000 partners covering industries including hospitality, travel, retail, telecom, media and consumables by late 2009. It had a membership base of 9 million. Multiple partnership reward programs like i-mint offered customers dual benefit of purchases across multiple product/service categories and earning rewards across several program partners. A consumer could earn loyalty points on the payments made for purchases at the outlets of i-mint partners and could also redeem these points at any of the i-mint merchant outlets. For retailers, this relationship between multiple brands and customer loyalty on a single platform helped to develop a customer database which could be used to establish a personalized dialogue with customers in order to design value added loyalty schemes and thereby increase profitability. The case also discusses the potential of coalition loyalty marketing programs in India.

#### Issues

Understand the benefits of a customer loyalty program in retail marketing.

Analyze the advantages and disadvantages of multiple partnership reward programs as compared to a single partner rewards program.

Examine the unique features of 'i-mint' consumer rewards program.

Study the effectiveness and financial feasibility of consumer loyalty programs in India.

## Reference Numbers

ICMR .....	MKTG 238
ECCH .....	510-025-1
Organization(s) .....	Loyalty Solutions and Research Limited, ICICI Venture
Countries .....	India
Industry .....	Retailing
Pub/Rev Date .....	2010
Case Length .....	14 Pages
TN Length .....	3 Pages

"Marketing takes a day to learn. Unfortunately it takes a lifetime to master."

– Philip Kotler

### Indian Premier League's Operating Model - Marketing Cricket to the World

#### Abstract

The case examines the operating model of Indian Premier League (IPL), a club based format of cricket, conceptualized in 2007 by the Board of Control for Cricket in India (BCCI). The operating model of IPL was based on eight teams representing eight major cities of India. The BCCI invited bids from franchises for owning these teams. The franchisees had to pay the franchise fee to BCCI over a few years period after which franchisees became the owner of the team for ever. After bidding from franchisees, bidding for players was also conducted. The BCCI sold the broadcasting rights to a consortium of SET and WSG for a period of ten years. The brand IPL was promoted by the BCCI as well as the broadcasters where as individual franchisees promoted their teams separately. The BCCI and broadcasters first promoted this new cricket format using creative ads and then promoted the concept of different city based teams. In a span of two years, the IPL enterprise had emerged as a formidable brand valued at over US\$ 2 billion. Individual teams were branded based on their revenue generating capabilities. The case examines the revenue model of IPL and its advertising and promotion strategies

#### Issues

Understand how to promote a sports brand effectively.

Examine the operating and revenue model of IPL.

Analyze the methodology in valuating a sports brand.

Study the T20 cricket format and the challenges it can face in the near future.

## Reference Numbers

ICMR .....	MKTG 237
ECCH .....	510-012-1
Organization(s) .....	Indian Premier League
Countries .....	India / South Africa
Industry .....	Entertainment
Pub/Rev Date .....	2010
Case Length .....	19 Pages
TN Length .....	4 Pages

### Apple's App Store: Strengthening the iPhone's Competitive Position

#### Abstract

The case discusses the role of Apple's App Store in increasing the demand for the iPhone. It begins with a brief overview of Apple's

history and the several innovative products it introduced into the market. Later, it describes the launch of the iPhone, the subsequent development of apps for the phone, and the creation of the App Store to distribute these apps. The case also discusses some of the reasons for the amazing success of the App Store and the role played by the apps in increasing the demand for the iPhone. It concludes with an overview of the competition being faced by the App Store and a brief discussion on its future prospects.

### Issues

Identify the forces driving change in the global cell phone industry.

Assess the role played by apps in increasing the sales of the iPhone.

Recognize the role of innovation in creating new markets.

### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 236</i>
<i>ECCH</i> .....	510-011-1
<i>Organization(s)</i> .....	<i>Apple Inc.</i>
<i>Countries</i> .....	<i>USA / Worldwide</i>
<i>Industry</i> .....	<i>Mobile phone</i>
<i>Pub/Rev Date</i> .....	<i>2010</i>
<i>Case Length</i> .....	<i>17 Pages</i>
<i>TN Length</i> .....	<i>4 Pages</i>

## Promoting 'Paranormal Activity'

### Abstract

On October 16, 2009, a low budget horror film 'Paranormal Activity' was released in the US. The film went on to become a huge hit after it opened to packed houses and grossed US\$ 22 million in one week. By the end of October 2009, the film had earned a staggering US\$ 65 million. According to experts, the film was one of the highest revenue earning low-budget films in Hollywood. The success of the film was widely attributed to the unique promotional strategies adopted by California-based film production and distribution company, Paramount Pictures Corporation (Paramount Pictures). The promotional strategies started with a buzz created by free midnight screenings in college towns and word-of-mouth marketing (WOM) through social media and other channels. The most significant part of its promotion strategy was the 'Demand It' campaign launched by Paramount Pictures on the movie's website, 'www.paranormalmovie.com'. The site included a 'Demand It' tab that required the user to click and demand the release of the film in their city.

### Issues

Analyze the promotional strategies for Paranormal Activity and understand the factors that led to its success.

Understand how Paramount Pictures managed to get huge publicity for the film.

Study how the promotions of films have changed with the emergence of new media channels such as the Internet.

### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 235</i>
<i>ECCH</i> .....	510-014-1
<i>Organization(s)</i> .....	<i>Paramount Pictures Corporation</i>
<i>Countries</i> .....	<i>US</i>
<i>Industry</i> .....	<i>Media &amp; Entertainment</i>
<i>Pub/Rev Date</i> .....	<i>2009</i>
<i>Case Length</i> .....	<i>17 Pages</i>
<i>TN Length</i> .....	<i>4 Pages</i>

## Turkey: Emerging as a Value-based Destination Amidst Economic Slowdown

### Abstract

The case discusses how Turkey is emerging as a value-based tourist destination at a time when many other tourist destinations, particularly those in Europe, are reeling under the impact of the economic slowdown. It examines the initiatives taken by the Turkish Ministry of Culture and Tourism (MoT) to transform Turkey into a favorable tourist destination.

The case provides detailed information on the growth of the tourism industry in Turkey. Over the years, the tourism sector in Turkey grew rapidly and constituted an important part of the economy of Turkish towns and cities.

In addition to sea-sand-sun tourism, Turkey offered alternative forms of tourism such as winter, highland and health tourism, as well as nature sports, making it one of the most preferred tourist destinations across the world.

In 2009, the MoT invested significantly in promoting Turkey as a tourist hotspot. This was in line with its long-term tourism strategy to become one of the five top destinations in the world by increasing the number of tourists and tourist receipts by 2023.

The case discusses the massive promotional campaign launched by MoT in different countries with the aim of attracting more visitors and strengthening Turkey's position as a global tourism brand.

As part of the campaign, MoT came out with a series of television commercials, destination films, and promotional events highlighting the best features of Turkey. How it handled the promotional activities in certain key markets are also discussed.

The case goes into the challenges faced by the Turkish tourism sector and how they might affect the growth of the sector in the future.

### Issues

Analyze the tourism industry in Turkey and study the factors which contributed to the growth of the tourism industry in the country.

Understand the role played by marketing, particularly the promotional campaigns, in developing the tourism industry of a country.

Analyze the initiatives taken by the Turkish Ministry of Culture and Tourism (MoT) to promote Turkey as a destination brand and how it handled the campaign in key markets around the world.

Examine the challenges faced by the tourism sector in Turkey and explore strategies that the MoT could adopt to overcome these challenges.

### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 234</i>
<i>ECCH</i> .....	509-102-1
<i>Organization(s)</i> .....	<i>Tourism Turkey</i>
<i>Countries</i> .....	<i>Turkey / Central Europe / Global</i>
<i>Industry</i> .....	<i>Tourism Industry</i>
<i>Pub/Rev Date</i> .....	<i>2009</i>
<i>Case Length</i> .....	<i>23 Pages</i>
<i>TN Length</i> .....	<i>5 Pages</i>

## Burger King's 'Subservient Chicken' Marketing Campaign

### Abstract

This case is about US-based fast food giant Burger King Corporation's (Burger King) 'Subservient Chicken' campaign that was launched to promote its TenderCrisp chicken sandwiches, in April 2004. The campaign was launched with the aim of arresting the company's decline in sales and regaining the market share that it had lost to competitors such as McDonald's Corporation and Wendy's International Inc. The main part of the campaign was the viral marketing component. It was backed by other promotional elements such as TV advertisements, print, online ads, and one time pay-per view program. The campaign generated a lot of buzz among the target consumers consisting of a young net savvy population and quickly spread through word-of-mouth marketing. It was considered by experts as an iconic viral marketing campaign that helped Burger King revive its brand image and resulted in an increase in the sales of its burgers. But some critics opined that though it was a very good viral marketing campaign, it did not link back to the Burger King brand and so failed to drive business for Burger King.

### Issues

Understand the issues and challenges in launching a viral marketing campaign.

Analyze the 'Subservient Chicken' marketing campaign.

In the context of the case study, discuss the advantages and disadvantages of using a viral marketing campaign.

Understand the increasing importance of viral marketing and word-of-mouth marketing in marketing a product.

Explore ways in which the company could have made the 'Subservient Chicken' campaign more effective.

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 233</i>
<i>ECCH</i> .....	509-097-1
<i>Organization(s)</i> ..	<i>Burger King Corporation</i>
<i>Countries</i> .....	<i>US</i>
<i>Industry</i> .....	<i>Fast Food</i>
<i>Pub/Rev Date</i> .....	<i>2009</i>
<i>Case Length</i> .....	<i>23 Pages</i>
<i>TN Length</i> .....	<i>4 Pages</i>

### Kraft Foods' Mobile Marketing Strategy

#### Abstract

This case is about US-based Consumer Packaged Goods (CPG) Company Kraft Foods' (Kraft) mobile marketing strategy. Due to a reduction in consumer spending on packaged goods, Kraft decided to tap the mobile channel to promote its products as this channel had the capacity to enable value-added marketing. The company's mobile marketing campaigns were designed to meet the needs of customers and to help them integrate the company's brands into their everyday lives.

The case discusses the mobile marketing campaigns launched by Kraft Foods and their objectives. In 2008, Kraft launched a mobile campaign in Germany to promote the launch of its new instant coffee brand called Jacobs 2in1. It was the first large-scale European product launch which used a mobile sampling campaign to enhance brand awareness. The campaign was integrated with traditional media and allowed customers to request samples and order products from their mobile phones. This was followed by the launch of a mobile cooking application for iPhone users called the iFood Assistant in December 2008. The application allowed customers to search for and download recipes, manage their shopping lists, and locate local stores thereby delivering value to the customer while at the same time promoting the company's products. The case also talks about the mobile website created by Kraft to facilitate consumer engagement on mobile devices, and how Kraft was taking its mobile marketing initiative further in countries such as Germany and the UK. The case discusses whether the campaigns were successful in enhancing brand awareness and

consumer involvement. It concludes by providing the reactions of analysts to Kraft Foods' mobile marketing campaigns. Analysts were of the view that the mobile marketing initiatives adopted by Kraft would serve the purpose of establishing a direct dialogue with customers as the mobile phone was a powerful communications device with respect to mobility, reach, and immediacy. Marketers should take advantage of the mobile medium and adopt it as part of their channel mix to gain a competitive edge, they said.

#### Issues

Study the mobile marketing strategy of Kraft Foods

Understand the issues and challenges in creating and rolling out a mobile advertising campaign.

Analyze the mobile marketing campaigns launched by Kraft Foods.

Discuss and debate whether the mobile marketing campaigns of Kraft Foods would be able to achieve their objectives.

Explore ways in which the company could make its mobile marketing campaigns more effective.

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 232</i>
<i>ECCH</i> .....	509-099-1
<i>Organization(s)</i> .....	<i>Kraft Foods, Inc.</i>
<i>Countries</i> .....	<i>Europe / USA</i>
<i>Industry</i> .....	<i>Consumer Packaged Goods</i>
<i>Pub/Rev Date</i> .....	<i>2009</i>
<i>Case Length</i> .....	<i>21 Pages</i>
<i>TN Length</i> .....	<i>4 Pages</i>

### Idea Cellular's Advertising and Promotion Strategies

#### Abstract

The case examines the advertising strategies of Idea Cellular, a leading telecom service provider in India. It explains how Idea promoted its services through several innovative ads via variety of media like TV, print, out-of-home, and radio. Idea had not hired any celebrity to promote its services till late 2007, in contrast to its competitors. However, when Idea expanded its geographical presence to cover several telecom circles in India, it hired film star Abhishek Bachchan to endorse its brand in October 2007. Idea's focus in its ads also changed from highlighting its tariff plans and network coverage to using mobile telephony to solve social issues. Idea also developed several websites to support its ads based on social issues. Idea also tied up with Indian Premier League (IPL) cricket team, Mumbai Indians, and popular players like Sachin Tendulkar and Zaheer Khan were used to promote the brand. Idea chose to promote its brand where as its

competitors focused on promoting their value added services and tariff plans.

#### Issues

Appreciate the importance of brand development for achieving longer term growth.

Study the usage of different media for advertising a brand.

Understand how contemporary social issues are highlighted to promote a brand.

Analyze the benefits of viral marketing for brand promotion.

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 231</i>
<i>ECCH</i> .....	509-098-1
<i>Organization(s)</i> .....	<i>Idea Cellular</i>
<i>Countries</i> .....	<i>India</i>
<i>Industry</i> .....	<i>Telecom</i>
<i>Pub/Rev Date</i> .....	<i>2009</i>
<i>Case Length</i> .....	<i>15 Pages</i>
<i>TN Length</i> .....	<i>4 Pages</i>

### Maruti Suzuki's Advertising Strategies

#### Abstract

The case examines the advertising strategies of Maruti Suzuki India Limited (Maruti), a subsidiary of Japan based automobile major Suzuki Motors. Maruti, India's leading passenger car manufacturer was founded in 1981. The liberalization of the Indian economy in 1991 resulted in the entry of several foreign automobile companies in the Indian passenger car market beginning from the mid 1990s. To prevent the continuous decline of its market share, Maruti started a restructuring exercise in the year 2001. As part of the restructuring exercise, Maruti also laid emphasis on its advertising strategy to help maintain its position as a market leader. The company launched several new products and their variants. The advertising campaigns of Maruti included TVCs, print and radio ads, outdoor promotions, point of sale and mobile promotions. The company also organized different promotional events to attract prospective consumers. Maruti also offered special schemes for specific professional and income groups. The ad campaigns of Maruti emphasized on various aspects of its cars, including fuel efficiency, space, looks etc, to strengthen its brand image, and to promote its widespread network and services. The case ends with a discussion on Maruti's future expansion plans.

#### Issues

Understand the dynamics of passenger car industry in India.

Study the growth strategies of Maruti over the years.

Analyze the advertising strategies of Maruti. Examine the future challenges for Maruti.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 230</i>
<i>ECCH</i> .....	509-101-1
<i>Organization(s)</i> .....	<i>Maruti Suzuki</i>
<i>Countries</i> .....	<i>India</i>
<i>Industry</i> .....	<i>Automobile</i>
<i>Pub/Rev Date</i> .....	2009
<i>Case Length</i> .....	15 Pages
<i>TN Length</i> .....	3 Pages

### Marketing Pristiq: The Advertising Challenge

**Abstract**

Pristiq was developed by Wyeth Pharmaceuticals (Wyeth) to tackle the patent expiry problems for its blockbuster drug, Effexor XR, which was also one of the top ten highest selling pharmaceutical products globally. Effexor XR was an anti-depressant that helped in treating major depression disorder (MDD) and anxiety disorders associated with depression like generalized anxiety disorder (GAD), social anxiety disorder (SAD), and panic disorder in adults. Effexor XR was set to expire in 2010 and cheaper generic versions of the drug were expected to be available in the market in June 2010; this was expected to make a huge dent in Effexor XR sales. Wyeth launched Pristiq in the US market in May 2009 and promoted it as an enhanced version of Effexor XR in a bid to shift existing prescriptions of Effexor XR to Pristiq. Towards this end, Wyeth initially marketed the drug to doctors. However, the sales of the drug between its launch and March 2009 was a paltry US\$ 115.8 million, far lower than initial projections. Later in June 2009, Wyeth launched an advertising campaign directed at consumers. While advertising a drug, pharmaceutical companies had to comply with stringent statutory and regulatory requirements. The problems were compounded in mid 2009 as the USFDA proposed some additional guidelines regarding risk disclosure. Some experts felt that these new guidelines left little room for marketers to get through their message in a creative way. The initial reaction of the industry observers regarding the ad campaign was mixed. Some felt that the ad campaign failed to comply with the new guidelines. They felt that advertising could be a differentiator in an overcrowded anti-depressant market; however getting it right was not easy considering the nature of the drug, side effects profile of the drug and existing regulations. The challenge before the Pristiq marketing team was to connect with the target audience with their ad campaigns while also complying with the stringent statutory and regulatory requirements for advertising prescription drugs. The case will help the students: 1) Understand the issues and challenges faced

by pharmaceutical companies in promoting their products in view of the stringent statutory and regulatory requirements for advertising prescription drugs; 2) Understand the issues and challenges in capturing market share for a 'me-too' product in an overcrowded market; 3) Understand how Wyeth built up Effexor XR as one of the top pharmaceutical products; 4) Analyze the marketing effort for Pristic including the advertising campaign launched by Wyeth for the product; 5) Understand the legal and ethical issues related to marketing and promotion of a drug, particularly an anti-depressant. The case is meant for MBA/MS students as a part of the Marketing Communication/ Strategic Marketing Management/ Product Management curriculum. The teaching note includes the abstract, teaching objectives and methodology, assignment questions, feedback of case discussion, and additional readings and references. The teaching note does not contain an analysis of the case.

**Issues**

Understand the issues and challenges faced by pharmaceutical companies in promoting their products in view of the stringent statutory and regulatory requirements for advertising prescription drugs.

Understand the issues and challenges in capturing market share for a 'me-too' product in an overcrowded market.

Understand how Wyeth built up Effexor XR as one of the top pharmaceutical products.

Analyze the marketing effort for Pristic including the advertising campaign launched by Wyeth for the product.

Understand the legal and ethical issues related to marketing and promotion of a drug, particularly an anti-depressant.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 229</i>
<i>ECCH</i> .....	509-100-1
<i>Organization(s)</i> .....	<i>Wyeth</i>
<i>Countries</i> .....	<i>US</i>
<i>Industry</i> .....	<i>Pharmaceuticals</i>
<i>Pub/Rev Date</i> .....	2009
<i>Case Length</i> .....	26 Pages
<i>TN Length</i> .....	6 Pages

### Coca-Cola "Open Happiness" Campaign

**Abstract**

The case is about Atlanta-based beverage giant Coca-Cola Company's (Coca-Cola Company) global integrated advertising campaign "Open Happiness". The campaign was launched in the first half of 2009 in markets around the world with the aim of increasing sales of sparkling beverages of the Coca-Cola Company. At a time when the weakened

economy was sapping soft drink sales, the "Open Happiness" campaign invited people around the world to refresh themselves with a Coke and continue to enjoy the simple pleasures of life. The case discusses the various campaigns launched by the Coca-Cola Company over the years and the role played by these campaigns in enhancing the brand image of Coca-Cola. The case also focuses on the "Coke Side of Life" launched in 2006 to revive sales of Coca-Cola. The "Coke Side of Life" campaign invited people to choose Coke and live positively. The objective of the campaign was to make Coke more relevant to customers by creating a multi-cultural platform in markets across the world. With the global economic recession and with consumers drifting towards non-carbonated drinks, the company was facing many difficulties. In order to boost its sales, the company decided to create a new campaign and roll it out globally. The case discusses in detail the objectives and various elements of the "Open Happiness" campaign which included new point of sale, promotions, outdoor and print advertising, digital and music components. The case details the launch of the campaign in various countries and how it was adapted in accordance with the tastes and preferences of the people in those countries. The case also discusses the initial reactions to the "Open Happiness" campaign. Some analysts felt that the campaign might be successful in achieving its objective as it was able to extend the reach of Coca-Cola to wider markets while others were apprehensive that it would not succeed. The case concludes with thoughts on how the global campaign could be made more effective so that it strikes the right chord with its consumers in different countries.

**Issues**

Study the branding strategies adopted by of Coca-Cola Company over the years and how the campaign has evolved over the years.

Understand the role played by its advertising campaigns in 'Coca-Cola' consistently maintaining its No.1 position among global brands.

Understand issues and challenges in creating and rolling out a global advertising campaign.

Analyze the "Coke Side of Life" and "Open Happiness" campaigns.

Discuss and debate whether the "Open Happiness" campaign would be able to achieve its objectives.

Explore ways in which the company could make its "Open Happiness" campaign more effective.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 228</i>
<i>ECCH</i> .....	509-091-1
<i>Organization(s)</i> .....	<i>The Coca-Cola Company</i>
<i>Countries</i> .....	<i>United States of America</i>

Industry ..... *Food and Beverage*  
 Pub/Rev Date ..... *2009*  
 Case Length ..... *23 Pages*  
 TN Length ..... *4 Pages*

## Intel Corporation's 'Sponsors of Tomorrow' Global Branding Campaign

### Abstract

This case is about the various branding initiatives adopted by the world's largest semiconductor company Intel Corporation (Intel) that contributed to its maintaining its position as one of the world's top global brands. While the case focuses on the 'Sponsors of Tomorrow' global branding campaign launched in May 2009, it also provides a background on all the successful campaigns launched by the company over the years. 'Sponsors of Tomorrow' was a multi-million dollar campaign that sought to promote the 'Intel' brand as opposed to its microprocessor chipsets. The campaign comprised TV commercials that included teaser promos featuring actors who played Intel's engineers. It was backed by print, online, and outdoor elements. Prior to launching this campaign, Intel aggressively marketed its microprocessors to consumers when they were unaware of what a microprocessor meant and its significance to their Personal Computer (PC). Intel launched several noteworthy branding campaigns, the most popular being the 'Intel Inside' campaign where it convinced consumers to buy PCs equipped with Intel's microprocessors, in 1991. After the unprecedented success of this campaign, Intel continued to launch several other branding campaigns that sought to promote its products such as the Bunny People ad campaign that featured Intel's engineers in bunny suits for marketing its Intel MMX technology, in 1997, followed by Blue Man Group ads for promoting its Pentium and Celeron processors, in 2001. Intel also used humor as an element for promoting its Centrino mobile technology platform, in 2005. The company also rebranded itself by launching the 'Leap Ahead' campaign in 2005 to signify the leap it had taken in technology, in education, manufacturing, and social responsibility. This was followed by the 'Multiply' campaign to promote its Core 2 Duo processors, in September 2006. Despite achieving unprecedented success through these campaigns, Intel went ahead with launching the 'Sponsors of Tomorrow' campaign that focused on promoting the 'Intel' brand. The 'Sponsors of Tomorrow' campaign received mixed reactions from experts. Some experts opined that for years, Intel had been focusing on its successful products; however, with this new campaign it had established an emotional connection with the customers. It also credited the engineers behind Intel's

technology. Moreover, they felt that the ad voiced optimism about the future in the backdrop of the global economic slowdown. On the other hand, some critics felt that the campaign would not strike a chord with the audience and would not help Intel's bottom line. They also added that the campaign had been launched to offset the € 1.06 billion fine imposed by the European Union for its alleged anti-trust business practices in the European microprocessors market.

### Issues

Understand the issues and challenges in launching a global branding campaign.

Understand the issues and challenges in branding a component or ingredient branding.

Analyze the earlier branding campaigns adopted by Intel that contributed to its becoming one of the top global brands.

Analyze the 'Sponsors of Tomorrow' branding campaign that sought to promote the 'Intel' brand as opposed to its products.

Explore further branding strategies that Intel could adopt to maintain and enhance its position among global brands.

### Reference Numbers

ICMR ..... *MKTG 227*  
 ECCH ..... *509-087-1*  
 Organization(s) ..... *Intel*  
 Countries ..... *United States of America / Worldwide*  
 Industry ..... *Information Technology and Related Services*  
 Pub/Rev Date ..... *2009*  
 Case Length ..... *28 Pages*  
 TN Length ..... *5 Pages*

## Kleenex 'Let It Out' Campaign: Increasing Consumer Involvement with a Low-involvement Product

### Abstract

This case is about the 'Let It Out' (LIO) campaign launched by consumer packaged goods major, Kimberly-Clark Corporation (K-C), for its tissue brand, Kleenex. Marketing experts considered Kleenex to be a super brand. The brand identity was so strong that it had become a generic term for tissue paper, requiring the company to use 'Kleenex brand' to refer to its product. However, with the sales for the category shrinking since 2001, K-C decided in 2006 to rejuvenate the Kleenex brand. In late 2006, the LIO campaign was launched and it tried to make an emotional connect with the target audience through the use of 'real people' in its ads. The case details how the campaign was initially launched and, later in 2008, how the theme of the campaign was extended in 2008 to cash in on the Olympic frenzy and the roll-out of new

Kleenex branded products. Many experts have considered the LIO campaign an innovative one and said that the campaign would go a long way in increasing the target audience's involvement with the brand. However, others were not impressed and criticized certain elements of the campaign. Some others felt that the real challenge facing Kleenex was the commoditization of the brand and they suggested that K-C had to come out with something more than the LIO campaign to address this issue.

### Issues

Understand issues and challenges in promoting a low-involvement product such as tissue, and how consumer involvement with the product can be increased.

Analyze the 'Let It Out' campaign and discuss and debate whether the campaign was able to achieve its objectives.

Understand the pros and cons of using 'real people' in the ads.

Understand the pros and cons of using various appeals (in this case, emotional appeal) in ads.

Understand the challenges faced by brands whose brand names have become synonymous with the generic term for the product.

Explore strategies that K-C could adopt in the future to address the issue of commoditization of its brand.

### Reference Numbers

ICMR ..... *MKTG 226*  
 ECCH ..... *509-088-1*  
 Organization(s) ..... *Kimberly-Clark Corporation*  
 Countries ..... *United States of America*  
 Industry ..... *FMCG*  
 Pub/Rev Date ..... *2009*  
 Case Length ..... *13 Pages*  
 TN Length ..... *3 Pages*

## Tata Sky's Marketing Strategies

### Abstract

The case discusses the marketing strategies of Tata Sky Limited (Tata Sky), India-based 'Direct to Home' (DTH) service provider. Tata Sky was formed as a joint venture between the Tata Group and the STAR Network in 2004. The company emphasized on all aspects of marketing mix including product, price, place and promotion. It offered more than 170 channels along with different interactive services. Tata Sky offered different channel packages so that consumers could choose their favorite channels and pay only for those they wanted to watch. The company had also built a wide distribution network to reach every household in India. It also entered

into agreements with ITC's e-Choupal, Godrej's Aadhar and Indian Oil Corporation to extend its reach to the rural consumers. Tata Sky had also set up sales and service dealers (SSDs) across semi-urban and rural markets of India. The company adopted aggressive promotional strategies including television commercials (TVCs), outdoor, radio and Internet advertising.

#### Issues

Understand the structure of Indian DTH industry.

Examine the growth strategies of Tata Sky over the years.

Analyze the marketing mix of Tata Sky.

Evaluate the promotional strategies of Tata Sky.

Identify the challenges that Tata Sky can face in the near future.

#### Reference Numbers

ICMR .....	MKTG 225
ECCH .....	509-086-1
Organization(s) .....	Tata Sky Limited
Countries .....	India
Industry .....	Media, Entertainment, and Gaming
Pub/Rev Date .....	2009
Case Length .....	19 Pages
TN Length .....	4 Pages

### Warner Brothers' Viral Marketing Strategy - The 'Dark Knight' Campaign

#### Abstract

The case focuses on the alternate reality game (ARG) 'Why So Serious? The Dark Knight', by Warner Brothers to promote the Batman film – The Dark Knight. The campaign was launched around 15 months prior to the release of the film and witnessed participation from millions of enthusiasts from across the world. The campaign revolved around 'The Joker' one of the characters of the movie, and was set in the fictional Gotham city. The underlying theme of the movie Good Vs Evil was very much evident all throughout the campaign. The campaign started with some teasers followed by campaign for the district attorney of Gotham City in which Harvey Dent was contesting. The introduction of The Joker followed quickly, and from then on, the participants were engaged in games and scavenger hunts through clues and were also rewarded from time to time, not only materially, but also in the form of posters, teaser trailers, memorabilia, participation in the events related to the movie, and finally tickets to the movie. These activities helped in sustaining the interest of the audience in the movie and also in the ARG. The ARG was

highly successful and helped in establishing connection between the previous Batman movie, Batman Begins and The Dark Knight. The campaign ended from where the film took off. The success of any ARG is measured through user content and the Dark Knight ARG resulted in thousands of blog posts, Google searches, websites and participants.

The success of ARG translated into the success of the film, and it went on to become one of the few films to gross over US\$ 1 billion in box office collections.

#### Issues

Understand the emerging trends in advertising in a web-enabled world.

Evaluate the use of ARG as a promotion and advertising tool.

Analyze the pros and cons of using ARG for marketing.

Examine how ARGs can be used as an audience engagement tool.

#### Reference Numbers

ICMR .....	MKTG 224
ECCH .....	509-085-1
Organization(s) .....	Warner Brothers
Countries .....	United States of America
Industry .....	Media, Entertainment, and Gaming
Pub/Rev Date .....	2009
Case Length .....	22 Pages
TN Length .....	4 Pages

### Woot.Com - Selling to Geeks

#### Abstract

The case discusses Woot.com (Woot)'s unique business model. Woot, an online retailer, established in 2004, had the tagline 'One Day, One Deal', and offered for sale just one product a day, at a very low price. The case describes the various aspects of the business, including its target market, the kind of products it offered, its distinctive style of communicating with customers, and the use of Web 2.0 to market the site, and provide customer support.

The case also provides some details about the spin-off websites created by Woot, which also followed the same basic business model. It ends with a brief discussion on the future outlook for the online retailer.

#### Issues

Understand the unique aspects of the 'One Day, One Deal' business model that helped Woot create a distinctive niche for itself in the crowded online retail environment.

Evaluate the extent to which these unique features provided Woot with distinctive competitive strengths that could not be easily emulated by competitors.

#### Reference Numbers

ICMR .....	MKTG 223
ECCH .....	509-089-1
Organization(s) .....	Woot, Inc.
Countries .....	United States of America
Industry .....	Retail / Consumer Electronics / Internet and e-Commerce
Pub/Rev Date .....	2009
Case Length .....	15 Pages
TN Length .....	3 Pages

### Hershey: Going through a Sweet Recession

#### Abstract

The case describes the efforts undertaken by The Hershey Company (Hershey) to grow its business. It begins with a brief history of the over 100-year old company and then discusses the various reasons for the company's flat sales starting from the early 2000s. Later, the case talks about the business strategy adopted by the company in 2004-05 to boost sales, which involved the introduction of new products and entry into new market segments. It then describes the restructuring initiatives undertaken by the company in 2007 in order to streamline production, and how these efforts failed to improve its financial situation. The case ends with a discussion on Hershey's new marketing strategy, developed and adopted after extensive consumer research in 2008, which finally managed to give a fillip to sales.

#### Issues

Finding ways to increase sales when faced with a mature market.

Expanding into international markets.

Consumer research in formulating the marketing strategy.

#### Reference Numbers

ICMR .....	MKTG 222
ECCH .....	509-067-1
Organization(s) .....	The Hershey Company
Countries .....	United States of America
Industry .....	Food and Beverage
Pub/Rev Date .....	2009
Case Length .....	17 Pages
TN Length .....	3 Pages

### Trader Joe's: A Unique Customer Experience

#### Abstract

The case describes the business practices of Trader Joe's (TJ), a chain of US retail stores with unique products, a distinctive organizational culture, and a quirky store ambience. It begins with a brief history of the

retail chain, and goes on to describe various aspects of the retailer's unique business practices which, among other things, involved offering a selection of exclusive, mostly private-label products, and quickly replacing poorly performing products with new ones. The case also discusses some of the important aspects of the retailer's organizational culture and HR policies, and how these contributed to a positive customer experience in its stores.

#### Issues

Understand the importance of organizational culture in providing good customer service in a retail store.

Appreciate the value of a unique ambience and organizational culture in creating a positive shopping experience for customers.

#### Reference Numbers

*ICMR* ..... *MKTG 221*  
*ECCH* ..... 509-068-1  
*Organization(s)* ..... *Trader Joe's Countries* ..... *United States of America Industry* ..... *Retail/Food and Beverage Pub/Rev Date* ..... 2009  
*Case Length* ..... 14 Pages  
*TN Length* ..... 3 Pages

### Vodafone Essar's Advertising Strategy - The 'Zoozoos' Campaign

#### Abstract

The case examines the advertising strategy of Vodafone Essar Limited (Vodafone Essar), the India-based subsidiary of the global mobile network operator, Vodafone. It focuses on the 'Zoozoos' advertising campaign that highlighted the different value added services (VAS) offered by the company. The campaign introduced new characters called Zoozoos. To convey a specific VAS offered by the company, each ad used a story which was enacted by the Zoozoos. The campaign created the buzz both in the traditional media as well as in social networking sites like Facebook and Twitter and video sharing website, YouTube. While advertising experts appreciated the creativity of the ad campaign, they were apprehensive whether the popularity of the campaign would actually help the company increase its revenues. The case details the making of the advertising campaign and the efforts by the company to popularize the ad campaign by launching a microsite and creating fan page on the Facebook. The case ends with a discussion on whether the popularity of Zoozoos would overshadow the Vodafone brand itself or not.

#### Issues

Study the making of Zoozoos advertising campaign.

Examine the factors that make an ad campaign successful.

Discuss the importance of using a brand endorser to convey the message of an ad.

Analyze the impact of a successful advertising campaign on the revenue growth of a company.

#### Reference Numbers

*ICMR* ..... *MKTG 220*  
*ECCH* ..... 509-066-1  
*Organization(s)* ... *Vodafone Essar Limited Countries* ..... *India Industry* ..... *Telecom and Broadband Pub/Rev Date* ..... 2009  
*Case Length* ..... 16 Pages  
*TN Length* ..... 3 Pages

### Hero Honda's Rural Marketing Initiatives in India

#### Abstract

The case discusses the rural marketing initiatives of Hero Honda Motors Limited (Hero Honda), a leading two wheeler company in India. Hero Honda, which was the result of a joint venture between Japan-based Honda Motor Company Limited (HMCL) and the India-based Hero Group, began its operations in 1984. In late 2007, Hero Honda started putting emphasis on the rural markets. In December 2007, the company started a separate 'rural vertical'. To strengthen its network in rural areas, the company started sales, servicing, and spare part outlets in several small towns and villages across the country. The company recruited local people as sales executives and trained them to market its products to rural consumers. In the fiscal year 2008-09, the sales of Hero Honda from the rural market amounted to 40 percent of the total sales compared to 35 percent during the fiscal year 2007-08. The case details the rural marketing strategies of Hero Honda and examines the potential of Indian rural market for two wheelers.

#### Issues

Discuss the growth strategies of Hero Honda over the years.

Analyze the rural marketing strategy of Hero Honda.

Examine the challenges faced by Hero Honda in the rural markets.

Study the potential of Indian rural market for two wheelers.

#### Reference Numbers

*ICMR* ..... *MKTG 219*  
*ECCH* ..... 509-061-1  
*Organization(s)* ..... *Hero Honda Countries* ..... *India / Japan*

*Industry* ..... *Auto and Ancillaries Pub/Rev Date* ..... 2009  
*Case Length* ..... 15 Pages  
*TN Length* ..... 4 Pages

### American Airlines' Rainbow TeAAm and its Strategy to Target the LGBT Segment

#### Abstract

American Airlines (AA), one of the world's leading airline carriers, attracted the attention of industry observers for its target marketing strategy for diverse segments. In particular, it was widely recognized for its initiatives at targeting the LGBT (lesbian, gay, bisexual, and transgender) segment. It was one of the first major companies to make a concerted effort to tap this segment. It started a dedicated Marketing and Sales team focused on the LGBT segment as far back as 1994. The team was later renamed 'Rainbow TeAAm'. The Rainbow TeAAm had over the years done some pioneering work in this area and firmly established AA as the preferred airline for the LGBT consumer. In addition to developing travel packages that would appeal to the segment and other outreach initiatives, the Rainbow TeAAm also helped develop web pages focused on the LGBT segment. The case discusses the initiatives taken by AA and its Rainbow TeAAm to tap the fast growing LGBT travel market. It also discusses the various issues and challenges in targeting the market. The case ends with the challenges faced by the company in maintaining and enhancing its brand position as the most popular airline of LGBT-choice at a time when more and more companies are trying to target this lucrative segment.

#### Issues

Understand the issues and challenges in market segmentation and targeting.

Understand the dynamics of the LGBT market with special emphasis on the LGBT travel market.

Analyze the strategies adopted by AA in tapping the LGBT segment.

Understand the critical success factors in effectively targeting the LGBT segment.

Explore strategies that AA could adopt in the future to tap the segment.

#### Reference Numbers

*ICMR* ..... *MKTG 218*  
*ECCH* ..... 509-038-1  
*Organization(s)* ..... *American Airlines Countries* ..... *United States of America Industry* ..... *Aviation Pub/Rev Date* ..... 2009  
*Case Length* ..... 24 Pages  
*TN Length* ..... 5 Pages

## IBM Corporation: Targeting the LGBT Segment

### Abstract

This case discusses about the target marketing strategies of New York-based information technology major IBM Corporation (IBM), directed toward the LGBT community. The company pitched its products to the LGBT customers by using advertisements targeted at them. The target marketing strategies included advertising in gay publications, online marketing, sponsoring events and conferences supporting LGBT people, etc. It also set up an LGBT sales team dedicated to serve the LGBT customers. The company extended its LGBT diversity initiatives to its suppliers by choosing to do business with vendors belonging to the LGBT community. Experts felt that with the increasing competition, mainstream marketers like IBM were targeting this niche segment since LGBT customers were affluent, educated, and had more disposable income than other customers. Moreover, they felt that the risk of alienating the existing mainstream customers outweighed since LGBT customers were more loyal toward a brand.

### Issues

Analyze the marketing strategies of IBM for targeting the LGBT segment.

Discuss the benefits in targeting a niche segment.

Examine the risks involved in targeting a niche segment.

Appreciate IBM's diversity initiatives directed toward its employees and its suppliers.

### Reference Numbers

ICMR .....	MKTG 217
ECCH .....	509-064-1
Organization(s) .....	IBM
Countries .....	United States of America
Industry .....	Information Technology and Related Services
Pub/Rev Date .....	2009
Case Length .....	26 Pages
TN Length .....	4 Pages

## Amylin Pharmaceuticals, Inc.'s Sales Force Strategy

### Abstract

The case study is about the sales force strategy of Amylin Pharmaceuticals, Inc., a San Diego, California-based biopharmaceutical company, that had developed and marketed two first-in-class drugs for diabetes - Symlin and Byetta - in the US. The company initially organized its sales force into a primary care sales force focused on primary care physicians, and a

comparatively smaller specialty sales force focused on endocrinologists and other physicians with predominant diabetes practices. One of the leading pharmaceutical companies, Eli Lilly and Company (Lilly), too co-promoted Byetta in the US, and had its own sales force to promote Byetta. In May 2009, Amylin merged the primary care and specialty sales force of the company into a single organization. The company hoped that the new sales force strategy with a leaner sales force would help reduce costs and also increase the effectiveness of its sales force effort. This decision came at a time when Amylin's board members were under considerable pressure to step down following the indifferent performance of the company. The company had come under severe criticism from activist investors who wanted their own nominees to be incorporated on Amylin's board. Amylin's sales force strategy was flayed as critics felt that it was flawed and that it was as a result of this that the company had not been able to realize the true potential of its first-in-class drugs, particularly Byetta.

### Issues

Understand the issues and challenges in managing an in-house sales force.

Understand issues and challenges related to different sales force organizations, sales force optimization, and sales force productivity.

Analyze the sales force strategy adopted by Amylin.

Discuss and debate whether the initial sales force strategy adopted by Amylin was flawed as claimed by its detractors.

Analyze the new sales force strategy and discuss whether the new strategy would help Amylin tap the potential of its products.

Explore strategies that Amylin could adopt to further improve its sales force effort.

### Reference Numbers

ICMR .....	MKTG 216
ECCH .....	509-065-1
Organization(s) .....	Amylin Pharmaceuticals, Inc.
Countries .....	United States of America
Industry .....	Pharma and Biotech
Pub/Rev Date .....	2009
Case Length .....	17 Pages
TN Length .....	4 Pages

## McDonald's Advertising Strategy - The 'Lost Ring' Campaign

### Abstract

The case focuses on the alternate reality game (ARG) named 'The Lost Ring' sponsored by the US-based fast food company McDonald's. McDonald's, as a part of its multi-pronged marketing campaign to

commemorate four decades of association with the Olympic Games, decided to be a part of the ARG, The Lost Ring. The ARG that began in March 2008 attracted gamers from all over the world. The game started with a series of clues that led to hidden artifacts across the world, and finally to solving the mystery that involved finding the sixth Olympic ring. The story was woven around amnesiac athletes from parallel worlds, lost Olympic sport, Greek mythology, labyrinths, Esperanto language etc. To solve the mysteries, the participants had to search for clues both online and offline. Over three million people from 100 countries across the world participated actively in solving the mysteries. The associated websites received millions of blog and media impressions. Though McDonald's was involved in the game right from the beginning, the fact that it was sponsoring the ARG was revealed much later. All through the ARG, no reference was made either to McDonald's or its products, which left analysts wondering how McDonald's could have benefited from its involvement in the whole event. Some of analysts termed it as 'Dark Marketing,' as the presence of McDonald's was barely felt through the entire event.

### Issues

Understand the emerging trends in advertising in a web-enabled world.

Evaluate using ARG as a promotion and advertising tool.

Analyze the pros and cons of using ARG for marketing.

Examine how ARGs can be used as an audience engagement tool.

### Reference Numbers

ICMR .....	MKTG 215
ECCH .....	509-060-1
Organization(s) .....	McDonald's
Countries .....	United States of America
Industry .....	Food and Beverage
Pub/Rev Date .....	2009
Case Length .....	15 Pages
TN Length .....	4 Pages

## L'Oréal in China

### Abstract

France based L'Oréal entered China in 1996 after the government relaxed the norms for foreign investment in the country. It formed a subsidiary named L'Oréal China and began its operations in 1997. The case details how the products of L'Oréal China gained popularity in the country. Encouraged with its early success, the company introduced more international brands in China in order to gain market share. The case also highlights other strategies adopted by L'Oréal China to increase market share like investing in

research to develop new products that suited the Chinese hair and skin type, recruiting local employees and capturing the mass market segment through acquisition of local brands etc. The case also includes a note on the cosmetics market in China and presents the challenges faced by the company in the country.

#### Issues

Analyze the opportunities and challenges presented by an emerging, fast growing market for cosmetic products like China.

Understand the entry and expansion strategies of L'Oréal in China.

Study the unique characteristics of a rapidly growing cosmetics market like China.

Examine the benefits and challenges of managing a multi-branded cosmetics business in a developing country.

#### Reference Numbers

ICMR .....	MKTG 214
ECCH .....	309-191-1
Organization(s) .....	L'Oréal
Countries .....	China
Industry .....	FMCG
Pub/Rev Date .....	2009
Case Length .....	16 Pages
TN Length .....	4 Pages

### Marketing Ghajini: Bollywood's Biggest Blockbuster

#### Abstract

On December 25, 2008, the much-awaited Hindi film, 'Ghajini' (a revenge drama) was released and it went on to become an instant hit. It opened to packed houses and grossed Rs. 320 million in one day worldwide. Its first week collections amounted to Rs. 1 billion in India. According to trade observers, it had broken all records set by earlier Bollywood films. The success of the film was widely attributed to aggressive promotional strategies adopted by the film maker (Geetha Arts) in conjunction with the lead actor of the film, Aamir Khan (Aamir), one of the top actors in the Hindi film industry, who played a vital role in the promotion of the film. The promotional strategies included viral marketing, ambush marketing, television advertising, multiplex promotion, tie-ups with several well-known brands, and merchandising. In addition to this, a 3D PC game based on the film was also launched. The distribution strategy was also unique. Experts felt that the makers of Ghajini had raised the bar for film promotion in India.

They felt that the rules of film promotion have changed as film makers were becoming more and more aggressive in their marketing strategies in their bid to ensure that the movie was viewed by the maximum number of people.

#### Issues

Analyze the promotional campaign for Ghajini and understand the factors that led to its success.

Understand how the company managed to get huge publicity for the film.

Study how the promotions of films had changed with the emergence of new media channels such as the Internet.

Study the Indian film industry and explore strategies that film promoters could adopt to ensure good openings and longer shelf life for their films.

#### Reference Numbers

ICMR .....	MKTG 213
ECCH .....	509-063-1
Organization(s) .....	Geetha Arts
Countries .....	India
Industry .....	Media, Entertainment, and Gaming
Pub/Rev Date .....	2009
Case Length .....	25 Pages
TN Length .....	5 Pages

### Catch-22 for Kellogg's?

#### Abstract

This case is about the celebrity endorsement controversy cereal and snack manufacturer Kellogg Company (Kellogg) got embroiled in early 2009. The case discusses the fallout of an endorsement deal between Kellogg Company and 2008 Olympic swimming champion Michael Fred Phelps (Phelps) after the latter was photographed smoking marijuana from a bong. In August 2008, Kellogg entered into a deal with Phelps to endorse its Corn Flakes and Frosted Flakes. As part of the deal, Phelps became the spokesperson of the company and his images appeared on boxes of Kellogg's Corn Flakes and Frosted Flakes. In February 2009, a British newspaper News of the World published a photograph of Phelps smoking marijuana at a private party. The day after the photograph was published, Kellogg announced that it would not renew its advertising contract with the ace swimmer as his 'most recent behavior is not consistent with the image of Kellogg'. The case discusses the consequences of Kellogg's decision to drop Phelps and how Kellogg, which had earned a name for itself in recent years as a company with high ethical standards, faced a major backlash and calls for boycott of its products. While some consumers felt that Kellogg's decision to drop Phelps was right, there were others who were unhappy with the judgmental approach adopted by the company. They felt that Phelps, who had won laurels to the US, did not deserve such treatment. Moreover, the sizable number of people who supported the use of marijuana

and were fighting for a change in the marijuana law in the country, too criticized the company. Critics felt that Kellogg had no right to judge Phelps when its own products, which were marketed as a complete breakfast foods for children, were laden with high sugar and were detrimental to health. The case talks about how the entire episode affected the brand image of Kellogg as analysts felt that by breaking its relationship with Phelps and by being harsh and judgmental in its approach, Kellogg had risked its own reputation. The case concludes by discussing Kellogg's predicament as an example of how the roles of PR had changed with the emergence of the new media channels.

#### Issues

Analyze the advantages and disadvantages of celebrity endorsement deals.

Understand the effects of celebrity endorsements on the image of a company.

Examine the role of Public Relations (PR) in the era of the Internet and social media.

Study the ethical issues underlying celebrity endorsement deals.

#### Reference Numbers

ICMR .....	MKTG 212
ECCH .....	509-062-1
Organization(s) .....	Kellogg Company
Countries .....	United States of America
Industry .....	Food and Beverage
Pub/Rev Date .....	2009
Case Length .....	24 Pages
TN Length .....	4 Pages

### Barack Obama's Integrated Marketing Communications Strategy

#### Abstract

This case is about Barack Obama, the 44th President of the US, and how he used integrated marketing communications (IMC) to win the 2008 US Presidential elections. For the first time in the history of the US Presidential Elections, the Internet was used widely and effectively for both campaigning and fund raising purposes. Obama also used the traditional methods of marketing which accounted for 50% of his fund raising.

The case shows how Obama carefully tailored his campaign by targeting people of different age groups, communities, and professionals systematically to achieve success in the elections. Obama tapped the growing community of people who preferred the Internet and mobile phones to television. Other G7 countries had in the past tried to use the Internet as a tool for campaigning but it was not used as effectively and consistently in the past, according to experts.

**Issues**

Analyze how Barack Obama used the new media effectively in his election campaign

Understand how integrated marketing communications can be used effectively

Appreciate how new media such as the Internet and social media can be used effectively and economically

Understand the issues and challenges in segmenting the market and targeting them effectively

**Reference Numbers**

<i>ICMR</i> .....	<i>MKTG 211</i>
<i>ECCH</i> .....	509-048-1
<i>Organization(s)</i> .....	<i>N/A</i>
<i>Countries</i> .....	<i>United States of America</i>
<i>Industry</i> .....	<i>N/A</i>
<i>Pub/Rev Date</i> .....	2009
<i>Case Length</i> .....	19 Pages
<i>TN Length</i> .....	5 Pages

### Marriott International Inc.'s 'Sales Force One': New Sales Force Strategy for Competitive Advantage

**Abstract**

This case is about Marriott International, Inc., the leading lodging development, management, and franchising company based in Bethesda, Maryland, USA. In 2007, the company was faced with tough market conditions and a need to improve its sales force effectiveness. David Marriott, who was then the Sr. Vice President Global Sales, decided to launch a new sales force strategy. The initiative, named Sales Force One (SFO), was an effort to centralize its sales organization structure - it aimed at placing the sales associate where the customer was, rather than at individual Marriott properties.

The case describes the challenges before Marriott which led to the conceptualization of SFO. It gives an account of the implementation of the SFO strategy and describes the basic structure of the SFO organization. The case goes on to examine the responses that SFO received from various quarters in the hospitality industry. It ends with a look at Marriott's position in early 2009 and the challenges faced by Stephanie Coleman Linnartz, who succeeded David Marriott as the Sr. Vice President Global Sales, in carrying forward the initiative and rolling it out through out US and later globally.

**Issues**

Understand the various issues and challenges in revamping a sales force strategy.

Understand the issues which led to the implementation of the Sales Force One strategy by Marriott in 2007.

Appraise the SFO strategy and its significance in increasing sales force effectiveness.

Critically analyze the various facets of the SFO strategy and the effects it had on the various stakeholders

Assess the challenge that Marriott faced in 2009 given the prevailing declining economic scenario and the scope which SFO had in helping Marriott keep abreast of the situation.

Explore how the SFO initiative can be rolled out effectively at more locations.

**Reference Numbers**

<i>ICMR</i> .....	<i>MKTG 210</i>
<i>ECCH</i> .....	509-052-1
<i>Organization(s)</i> .....	<i>Marriott International</i>
<i>Countries</i> .....	<i>United States of America</i>
<i>Industry</i> .....	<i>Hotels and Hospitality</i>
<i>Pub/Rev Date</i> .....	2009
<i>Case Length</i> .....	14 Pages
<i>TN Length</i> .....	3 Pages

### Complan Vs Horlicks: Comparative Advertising and the Question of Ethics

**Abstract**

This case is about the advertising war between two popular health drink brands Horlicks and Complan in India. The war for supremacy between these two brands started as early as in 1960s and had continued ever since. Over the years, the brands were involved in aggressive comparative advertising in print and television over attributes such as ingredients, protein content, growth, and flavors. However, in late 2008, the makers of Horlicks, GlaxoSmithKline Consumer Healthcare (GSK), and the makers of Complan, Heinz India (Heinz), came out with advertisements that directly compared the brands using the competitor brand's trademarks. Industry observers felt that in their bid to outdo each other, the two companies had ended up denigrating the competitor brand. Usually issues related to disparaging ads by rival companies were resolved by the Advertising Standards Council of India (ASCI). But with constant mudslinging at each other, the two companies decided to solve the issue in courts. In September 2008, Heinz moved the Bombay High Court objecting to the Horlicks ad, while in December 2008, GSK approached the Delhi High Court against the Complan ad. Experts felt that the latest tiff between GSK and Heinz had brought to the fore the issues and challenges involved in comparative advertising and the legal/ethical issues involved in such kind of advertising.

**Issues**

Analyze the advertising strategies adopted by Complan and Horlicks over the years.

Understand the issues and challenges faced by companies while using comparative advertising.

Examine the efficacy of comparative advertising in enhancing brand image and sales.

Study the implications of the advertising war between Complan and Horlicks.

Discuss and debate the legal/ethical issues involved in the case.

**Reference Numbers**

<i>ICMR</i> .....	<i>MKTG 209</i>
<i>ECCH</i> .....	509-051-1
<i>Organization(s)</i> .....	<i>GlaxoSmithKline / Heinz India</i>
<i>Countries</i> .....	<i>India / UK / USA</i>
<i>Industry</i> .....	<i>Food and Beverage</i>
<i>Pub/Rev Date</i> .....	2009
<i>Case Length</i> .....	18 Pages
<i>TN Length</i> .....	3 Pages

### Rolls-Royce: A Manufacturer at Your Service

**Abstract**

The case discusses how, over the years, after-sales service has grown to be an important component of the business portfolio of Rolls-Royce plc (Rolls-Royce), a leading manufacturer of aero engines. It begins with the early history of the company and describes its foray into automobiles and aerospace. The case also discusses the company's bankruptcy in the early 1970s and its subsequent turnaround. It describes the various after-sales services offered by the company, and mentions the benefits and disadvantages of giving so much importance to after-sales service, as a source of revenues as well as a differentiator for its products. The case concludes with a brief discussion on the challenges faced by the company and its future outlook.

**Issues**

Understand the importance of after-sales service, both as a source of differentiation, and as a steady source of revenue.

Identify the advantages and pitfalls of being heavily dependant on after-sales service to drive sales and earn additional revenues.

**Reference Numbers**

<i>ICMR</i> .....	<i>MKTG 208</i>
<i>ECCH</i> .....	509-055-1
<i>Organization(s)</i> .....	<i>Rolls-Royce plc.</i>
<i>Countries</i> .....	<i>United Kingdom</i>
<i>Industry</i> .....	<i>Aviation</i>
<i>Pub/Rev Date</i> .....	2009
<i>Case Length</i> .....	21 Pages
<i>TN Length</i> .....	4 Pages

## Zappos.Com: Focus on Customer Service

### Abstract

The case discusses of the growth of Zappos.com (Zappos) into a major online shoe company, with particular focus on the steps the company took to integrate customer service into its culture. It also details the various initiatives which Zappos took to improve its customer service. The case also describes Zappos' use of employee generated media and social media to increase brand awareness and customer advocacy. The case ends with a discussion on some of the challenges facing the company, as the economic situation in the United States deteriorates.

### Issues

Understand the importance of customer service in building a brand.

Recognize the importance of culture in providing exceptional customer service.

Understand the role that social media tools like blogs can play in marketing.

#### Reference Numbers

ICMR .....	MKTG 207
ECCH .....	509-046-1
Organization(s) .....	Zappos.com, Inc.
Countries .....	United States of America
Industry .....	Retail
Pub/Rev Date .....	2009
Case Length .....	17 Pages
TN Length .....	3 Pages

## iRobot's Roomba: Bringing Robots into Homes

### Abstract

The case describes the efforts of iRobot Corp. (iRobot) to develop and market an innovative product – the iRobot Roomba, a floor-cleaning robot. The case begins with the efforts undertaken by the founders of the company to develop robots for use in research, military and commercial environments. Later, the focus shifted to developing a commercial robot that was eventually named the Roomba. The case describes how the company marketed the product, and its decision to release a later version of the Roomba as an open hardware platform for further robotic development. The case also discusses the factors that prevented the Roomba from becoming a mainstream product.

### Issues

Understand the challenges faced by companies in new product development.

Study the marketing strategies that can be adopted by companies when introducing a new product in the market.

Appreciate the need for innovation in developing and growing new markets and industries.

Appreciate the difficulties in transforming a niche product into a mainstream product.

#### Reference Numbers

ICMR .....	MKTG 206
ECCH .....	509-044-1
Organization(s) .....	iRobot Corporation
Countries .....	United States of America
Industry .....	Consumer Electronics / Robotics
Pub/Rev Date .....	2009
Case Length .....	18 Pages
TN Length .....	6 Pages

## Google and its TV Ads Program

### Abstract

This case deals with the efforts made by Google Inc. (Google) to enter a new media domain - TV advertising - with its Google TV Ads program. The case describes the tools and other services, which Google provided to advertisers to help them deliver better-targeted ads on TV. The case also talks about the benefits, which Google claimed were derived by both advertisers and TV networks through this program, and discusses the various challenges faced by Google, including the competitive scenario in the TV Ad market.

### Issues

Evaluate the efforts of a market leader in one media domain, to use its expertise to replicate the business model in another media domain.

Understand the challenges that are faced by companies, which enter well-established markets with new services/products.

#### Reference Numbers

ICMR .....	MKTG 205
ECCH .....	509-045-1
Organization(s) .....	Google
Countries .....	United States of America
Industry .....	Internet and e-Commerce
Pub/Rev Date .....	2009
Case Length .....	15 Pages
TN Length .....	4 Pages

## Marketing Sunsilk: How Unilever Launched its Global Hair Care Brand in the US

### Abstract

This case is about the promotional strategies adopted by Unilever to promote one of its leading hair care brand, Sunsilk in US. Sunsilk debuted in the US market in 2006. The goal of

Unilever was to position Sunsilk as a brand that provides solutions to hair problems faced by women. The brand was advertised through different media including television, print and online. The case provides a detailed description of innovative campaigns such as 'Hairapy' and 'Life Can't Wait' launched by Unilever to attract women towards the brand. The case concludes with a brief account of the steps to be taken by Unilever to sustain Sunsilk's presence in the US market.

### Issues

Understand the issues and challenges in launching a brand in an international market.

Study the hair care market in the US and examine how Unilever launched Sunsilk in the country.

Analyze the promotional strategies adopted by Unilever to promote the Sunsilk brand in US, particularly the 'Hairapy' and the global 'Life Can't Wait' campaign.

Analyze the future prospects of Sunsilk brand in US and explore strategies that the company can adopt.

#### Reference Numbers

ICMR .....	MKTG 204
ECCH .....	509-043-1
Organization(s) .....	Unilever
Countries .....	United Kingdom / United States of America / The Netherlands
Industry .....	FMCG
Pub/Rev Date .....	2009
Case Length .....	17 Pages
TN Length .....	3 Pages

## Alcohol Advisory Council of New Zealand: Social Marketing to Change Binge Drinking Culture

### Abstract

This case is about the various initiatives adopted by the Alcohol Advisory Council of New Zealand (ALAC) to initiate a behavior change in the binge drinking culture of New Zealand. Binge drinking was a huge problem in New Zealand and its harmful consequences led to the country incurring costs to the tune of around NZ\$ 4 billion a year. ALAC's several marketing communications initiatives coupled with various community outreach initiatives aimed at influencing the people to adopt a healthy lifestyle and curb their excessive drinking habits. Realizing that its 'It's not the drinking. It's how we're drinking' marketing communication campaign (March 2005-March 2008) -- though successful in creating awareness about the harmful consequences excessive alcohol consumption - had largely failed to initiate a behavior change among the people, ALAC launched the 'brutally honest' campaign in April 2008. In contrast to ALAC's earlier campaign, the 'brutally honest'

campaign was hard-hitting and focused on stark realities associated with binge drinking. While the initial response to the campaign was somewhat positive with the target audience recalling the message and a significant section considering curbing their alcohol consumption, the campaign also attracted a lot of criticism for its graphic content. Some viewers found the advertisements disturbing, especially for children.

#### Issues

Appreciate the initiatives taken by ALAC to bring about a change in the prevalent drinking culture of New Zealand.

Understand the evolution of ALAC's marketing campaign to change the behavior of New Zealanders to prevent binge drinking.

Analyze the 'It's not the drinking. It's how we're drinking' campaign and the reasons for its failure in curbing excessive levels of alcohol consumption in New Zealand.

Analyze the 'brutally honest' campaign and its success in initiating a behavior change in the drinking habits of New Zealanders.

Understand the issues and challenges faced in bringing about a change in binge drinking behavior in New Zealand.

#### Reference Numbers

ICMR .....	MKTG 203
ECCH .....	509-042-1
Organization(s) .	Alcohol Advisory Council of New Zealand
Countries .....	New Zealand
Industry .....	Social Sector
Pub/Rev Date .....	2009
Case Length .....	16 Pages
TN Length .....	4 Pages

### UGG Boots: Australian Generic Product to Global Luxury Brand

#### Abstract

The case discusses how Deckers Outdoor Corporation (Deckers) made Ugg boots a global luxury footwear brand. It also details the promotion and distribution strategies adopted by Deckers to make the Ugg brand popular in the US and Europe. The popularity of Uggs, which were in existence for several years and was a generic term for sheepskin boots in Australia, grew after Deckers acquired Ugg Holdings, Inc. (which was set up in the US by an Australian surfer in the 1990s) in the 1990s. Ugg product line successfully evolved from just being sheepskin boots to a diverse collection of luxury and comfort styles, mainly due to some unique marketing strategies adopted by Deckers to popularize Uggs. Uggs were patronized by several celebrities, which helped in raising their popularity further. Though some experts had dismissed the success of the brand as a fad

that would pass, the brand has experienced steady growth over the years with the introduction of new designs and the luxury/fashion element associated with it. The case also discusses some of the challenges Deckers could face in maintaining the popularity of Uggs.

#### Issues

Study how Deckers made Ugg boots a global luxury brand.

Analyze the marketing strategies Deckers used to popularize Ugg boots in the US and Europe.

Study celebrity seeding as a marketing strategy.

Understand the issues and challenges in growing a luxury brand.

Explore ways in which Deckers can protect the sales of Ugg boots from the onslaught of cheap me-too products.

#### Reference Numbers

ICMR .....	MKTG 202
ECCH .....	508-118-1
Organization(s) .....	Deckers Outdoor Corporation
Countries .....	Australia / Worldwide
Industry .....	Textile, Apparel, and Accessories
Pub/Rev Date .....	2008
Case Length .....	14 Pages
TN Length .....	4 Pages

### Apple Inc.'s iPhone: Can iPhone Maintain its Initial Momentum?

#### Abstract

This case is about Apple Inc.'s (Apple) entry into the mobile phone market by launching the iPhone. The launch of the much hyped iPhone was hailed as the most successful launch of a brand ever by some analysts. The case also discusses the various challenges faced by Apple shortly after its launch including the pricing controversy in the US and the challenges in marketing the iPhone in Europe. Apple raised many eyebrows by reducing the price of its much hyped iPhone by one-third within 10 weeks of the launch. While some analysts felt that adoption of such market skimming strategies and subsequent price cuts by companies selling technological devices was nothing new, others felt that Apple's decision to reduce the price so drastically just a few weeks after the launch was nothing short of a public relations fiasco. In November, 2007, Apple launched the iPhone in three European markets, Germany, France, and the UK. Analysts opined that despite Apple being a late entrant in the highly competitive mobile

phone market, it emerged as a successful player. However, a few analysts were of the view that it remained to be seen whether iPhone would be able to maintain its initial momentum considering that the challenges in marketing the iPhone in the European countries were stiffer. Then there was the challenge of cracking the Asian market. In August 2008, Apple launched the iPhone in India. The company planned to launch its iPhone in other Asian markets like Japan, South Korea, and China by the end of 2008.

#### Issues

Understand the rationale behind Apple's entry into the intensely competitive mobile phone market.

Understand the challenges faced by Apple while entering a new market with a new product like the iPhone.

Understand the issues and challenges faced by Apple while launching the iPhone in Europe and Asia.

Analyze Apple's strategy of slashing the price of its iPhone so soon after the launch.

Understand the issues and challenges in pricing a product or service (pricing decisions, premium pricing, market skimming, etc).

Understand how pricing could affect product adoption and diffusion.

#### Reference Numbers

ICMR .....	MKTG 201
ECCH .....	508-117-1
Organization(s) .....	Apple Inc.
Countries .....	United States of America
Industry .....	Consumer Electronics
Pub/Rev Date .....	2008
Case Length .....	18 Pages
TN Length .....	4 Pages

### Improving Sales Force Effectiveness: Bayer's Experiment with New Technology

#### Abstract

This case is about Bayer HealthCare Pharmaceuticals Inc. (Bayer HealthCare), the US-based pharmaceuticals unit of one of the world's leading pharmaceutical companies, the Germany-based Bayer AG. It discusses the initiatives taken by the marketing and sales team to increase the sales of Multiple Sclerosis (MS) drug Betaseron in 2007. Betaseron, which was marketed as Betaferon in markets such as Europe and Japan, was a mature brand for the company. However, since the mid-1990s it had been unable to capture market share in the US. With the drug getting approval for marketing in a new indication, the company geared up to take advantage of the situation. New marketing communication was created and the sales force was trained through an

online data-driven simulation video game sales tool, Rep Race - The Battle for Office Supremacy (Rep Race). In addition to its educational and motivating value, various metrics related to individual and collective performance of the sales reps on the game could be captured through this gaming platform. The subsequent success of the brand was largely attributed to the Rep Race gaming platform which also won the coveted 2007 Rx Club Gold award for the 'best use of interactive media'. According to the company, Rep Race helped improve sales force effectiveness of the Betaseron sales team at a time when the industry was struggling to increase sales force productivity due to various constraints in the pharma selling environment.

### Issues

Understand issues and challenges in improving sales force effectiveness.

Understand issues and challenges in training and motivating the sales force.

Analyze the pharma selling environment in the 21st century and the implications for the sales force and the organization.

Understand how the role of the pharma sales force had changed in the 21st century.

Understand how new technologies could be used to improve sales force effectiveness

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 200</i>
<i>ECCH</i> .....	508-114-1
<i>Organization(s)</i> .....	<i>Bayer HealthCare Pharmaceuticals Inc.</i>
<i>Countries</i> .....	<i>United States of America</i>
<i>Industry</i> .....	<i>Pharma and Biotech</i>
<i>Pub/Rev Date</i> .....	2008
<i>Case Length</i> .....	16 Pages
<i>TN Length</i> .....	3 Pages

## Exubera Fiasco: What Went Wrong?

### Abstract

In late 2007, the world's leading pharmaceutical company, Pfizer, Inc. (Pfizer), announced that it was withdrawing its inhaled insulin brand Exubera. Exubera was a powdered form of recombinant human insulin (insulin human [rDNA origin]) delivered through an inhaler directly into the patients' lungs where it would be absorbed. Touted as a major innovation in the treatment of diabetes when it was launched in 2006, the brand was expected to become a blockbuster in the coming years. However with very few patients taking it and its sales were abysmally low compared to initial forecasts the company decided the pull it off its product portfolio. The case discusses the strategy followed by Pfizer for Exubera and the events leading up to its withdrawal. Some analysts felt that Exubera's

withdrawal coming as it did within such a short time of its introduction, had dented Pfizer's reputation as the company was well known for its marketing prowess. However, others were of the view that it made sense for Pfizer to withdraw the drug and so cut its losses as it had become clear to the company that Exubera was a 'dog' in its product portfolio.

### Issues

Analyze the strategy adopted by Pfizer of Exubera and the reasons for the product not being readily accepted by the target population.

Explore marketing strategies that can be adopted at various stages of the product life cycle (question mark, star, cash cow, dog).

In particular, explore the strategies for 'dog' products.

Analyze the implications of the Exubera debacle for Pfizer and the industry.

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 199</i>
<i>ECCH</i> .....	508-115-1
<i>Organization(s)</i> .....	<i>Pfizer</i>
<i>Countries</i> .....	<i>United States of America</i>
<i>Industry</i> .....	<i>Pharma and Biotech</i>
<i>Pub/Rev Date</i> .....	2008
<i>Case Length</i> .....	18 Pages
<i>TN Length</i> .....	4 Pages

## Kleenex: The Saga of a Super Brand

### Abstract

Consumer packaged goods major, Kimberly-Clark Corporation (Kimberly), had, over the years, made Kleenex a super brand. The brand identity was so strong that it had become a generic term for tissue paper, requiring the company to use 'Kleenex brand' to refer to its product. With the sales for the category shrinking since 2001, Kimberly decided in 2006 to rejuvenate the Kleenex brand. In late 2006, the 'Let it Out' campaign was launched. The case discusses the 'Let it Out' campaign in detail. It also discusses the criticisms against Kimberly by environmental activist organizations who accuse it of greenwashing. Greenpeace spoofed the 'Let It Out' campaign and in 2007, some Greenpeace activists also highjacked an advertising shoot of the campaign.

### Issues

Understand how Kimberly succeeded in establishing Kleenex as a super brand and made it synonymous for facial tissue products.

Understand the challenges faced by brands whose brand names have become synonymous with the generic term for the product.

Analyze the 'Let It Out' advertising campaign that sought to rejuvenate the Kleenex brand.

Understand the criticism faced by Kimberly regarding the environmental impact of its products such as Kleenex and the dilemma faced by Kimberly in balancing the product quality and minimizing environmental impact.

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 198</i>
<i>ECCH</i> .....	508-091-1
<i>Organization(s)</i> .....	<i>Kimberly-Clark Corporation</i>
<i>Countries</i> .....	<i>United States of America</i>
<i>Industry</i> .....	<i>FMCG</i>
<i>Pub/Rev Date</i> .....	2008
<i>Case Length</i> .....	17 Pages
<i>TN Length</i> .....	3 Pages

## Destination Marketing: Tourism Australia's Controversial Campaign

### Abstract

This case is about an advertising campaign started by Tourism Australia in 2006, the controversies it created, and its eventual withdrawal. The case revolves around the 'So Where the Bloody Hell are You?' campaign that was withdrawn in early 2008. Australian tourism had been facing the unique problem where the interest shown by the people in visiting the country was not translating into actual tourist inflows. The campaign was intended to solve this problem by translating the huge interest shown by the people to visit Australia into actual tourist inflows. The theme of the campaign was to invite the people to visit Australia and enjoy the diverse range of experiences available there. The campaign was launched through multiple media channels and Australian model Lara Bingle was the face of the campaign. The campaign was developed after extensive marketing research and strove to target 'Experience Seekers' -- early adopters who played a major role in influencing the purchasing behavior of other people. The campaign became controversial right from the time it was launched and was even initially banned in some countries such as UK and Canada. The campaign attracted the wrath of the regulators in these countries because of the use of swear words such as 'Bloody' and 'Hell'. These words were part of the Australian slang but their use in the ad campaign was perceived as offensive in some of the target markets. Tourism Australia was criticized for not taking the cultural aspects into account before developing an advertising campaign for the international markets. In addition to being controversial, the campaign failed to show any significant results though the experts were divided on the effectiveness of the

campaign. Faced with increased criticism from various quarters, Tourism Australia withdrew the campaign in February 2008. Tourism Australia said that a new advertising campaign would be released in the place of the withdrawn campaign and all precautions would be taken to avoid any controversies in its future campaigns.

#### Issues

Understand the issues in Tourism (destination) development and marketing and how Tourism Australia addressed these issues

Understand the issues and challenges in destination branding

Understand how Tourism Australia planned an implemented a bold advertising campaign to promote Australia as a destination brand

Appreciate the importance of taking into account cultural issues in target markets while developing a global marketing communication

Understand the challenges faced by a public sector organization/governmental organization in sustaining an innovative program

#### Reference Numbers

ICMR .....	MKTG 197
ECCH .....	508-089-1
Organization(s) .....	Tourism Australia
Countries .....	Australia
Industry .....	Travel and Tourism
Pub/Rev Date .....	2008
Case Length .....	21 Pages
TN Length .....	5 Pages

### Johnson & Johnson's 'Camp Baby': Great Customer Relationship Management or Public Relations Fiasco?

#### Abstract

The case discusses in detail, 'Camp Baby,' an event organized by Johnson & Johnson (J&J), one of the largest healthcare companies in the world that has over the years built up a reputation as a marketing-savvy company. The company organized the event in order to build relationships with mommy bloggers by interacting with them on a common platform. The three day event, held at J&J's headquarters in News Brunswick, New Jersey was not used as a platform to hard sell any of the J&J products but to connect to a core group of customers, i.e. mothers. The case details the organization of the camp, the events held during the camp and the benefits the participants and the company derived from it. It also discusses the criticism the company received for organizing the event. While some analysts appreciated J&J's initiative to build better relationships with its target segment by harnessing new media channels, others felt that it was nothing short of a public relations

fiasco for the company and that the case highlighted the challenge in building relationships with customers in the digital age.

#### Issues

Study the promotional strategies of Johnson & Johnson and the reasons for organizing the 'Camp Baby' event.

Analyze whether Camp Baby was able to achieve its objectives.

Understand the issues and challenges in trying to build relationships with customers in the digital age.

Understand the changing media preferences in the digital age.

#### Reference Numbers

ICMR .....	MKTG 196
ECCH .....	508-088-1
Organization(s) .....	Johnson & Johnson
Countries .....	United States of America
Industry .....	FMCG
Pub/Rev Date .....	2008
Case Length .....	13 Pages
TN Length .....	3 Pages

### Qube: Market Development for Digital Cinema

#### Abstract

Real Image Media Technologies, a company based in Chennai, India, launched its Qube Hi-definition (HD) Digital Cinema System (Qube) in 2003. Qube provided an end-to-end solution, from digital mastering of films to their exhibition.

The case discusses Real Image's effort to develop the market for Qube in India and abroad. The case also describes some of the advantages of Qube. Qube was expected to reduce the cost of film prints for producers, and help reduce piracy. Qube also incorporated features such as multiple digital surround sound tracks and multi-lingual subtitling.

However, even with these advantages, the company faced some challenges. The case discusses some of these challenges in brief. It ends with a short discussion on the future prospects for the company and its product

#### Issues

The teaching objectives of this case are to:

Learn about digital cinema technology

Understand the efforts made by a company to develop the market for digital cinema

Analyze the challenges associated with marketing digital cinema technology in India

Assess the market prospects for digital cinema

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

#### Reference Numbers

ICMR .....	MKTG 195
ECCH .....	308-280-1
Organization(s) .....	Real Image Media Technologies
Countries .....	India
Industry .....	Media, Entertainment, and Gaming
Pub/Rev Date .....	2008
Case Length .....	12 Pages
TN Length .....	4 Pages

### Public Relations at Microsoft

#### Abstract

Microsoft Corporation is widely regarded as a highly PR-savvy company, consistently topping the Cision Index that ranks companies on the basis of positive coverage in the media. The case discusses Microsoft's approach to public relations (PR) over the years and describes some of the successful and unsuccessful PR campaigns that the company carried out in the past. The case ends with a discussion on Microsoft's new PR campaign for one of its latest products, Windows Vista Ultimate.

#### Issues

The teaching objectives of this case are to:

Appreciate the importance of PR in marketing

Learn about some PR campaigns carried out by Microsoft

Assess how a company can use PR to strengthen its competitive position

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

#### Reference Numbers

ICMR .....	MKTG 194
ECCH .....	508-090-1
Organization(s) .....	Microsoft
Countries .....	United States of America
Industry .....	Information Technology and Related Services
Pub/Rev Date .....	2008
Case Length .....	12 Pages
TN Length .....	3 Pages

### 'The Computer is Personal Again': A Global Integrated Marketing Communications Campaign

#### Abstract

The case discusses Hewlett-Packard Company's (HP's) innovative advertisement campaign, 'The Computer is Personal Again.' It describes the reasons why HP decided to go in for a global advertising campaign of this

nature, and details the components of the campaign. Some of the criticisms against the campaign and the impact of the campaign are also touched upon briefly.

### Issues

The teaching objectives of this case are to:

Appreciate the importance of branding and advertising in the PC market

Learn about the components of a marketing communications campaign

Assess the impact of an integrated marketing communications campaign

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

### Reference Numbers

ICMR .....	MKTG 193
ECCH .....	508-068-1
Organization(s) .....	Hewlett-Packard
Countries .....	United States of America / Worldwide
Industry .....	Information Technology and Related Services
Pub/Rev Date .....	2008
Case Length .....	15 Pages
TN Length .....	4 Pages

## Coaching A Sales Team

### Abstract

This case (based on generalized experience) is about a mid-sized pharmaceutical company in India, DrugPharmz. Barun Sinha (Barun), was a successful first-line manager in the company who had developed a very good team that was high on team spirit and also very productive. But success brought along with it complacency. A discussion that Barun had with one of the senior members of his team made him realize that, of late, he had done precious little to take care of the developmental needs of his team members. Barun now had to develop individual development plans for each of his team members and also work out how he would go about providing coaching to them on an ongoing basis.

### Issues

The case will help the students to:

Understand the issues and challenges in training the sales force

Understand the concepts, of On-the-job training, particularly coaching, and how it could be used to develop the sales force

Understand the issues and challenges in preparing individual development plans and explore ways in which sales coaching can be made more effective

Understand the issues and challenges in keeping a sales force motivated and also

explore control mechanisms that can be put in place to ensure that the sales force get optimum results out of the coaching program

This case is intended for use in MBA/MS level programs as part of a course on Sales Force Management/Human Resource Development/Organizational Behavior.

### Reference Numbers

ICMR .....	MKTG 192
ECCH .....	508-069-1
Organization(s) .....	N/A
Countries .....	General
Industry .....	Fictitious
Pub/Rev Date .....	2008
Case Length .....	6 Pages
TN Length .....	3 Pages

## Pfizer Inc.'s Lipitor: The Celebrity Endorsement Controversy

### Abstract

In 2006, Pfizer, Inc., the world's largest pharmaceutical company, was facing a big challenge in sustaining the sales of its cash cow Lipitor. Though the marketing of Lipitor had attracted criticism and many lawsuits, Pfizer's marketing muscle had ensured that Lipitor was the highest selling drug in history with sales of US\$12.19 in 2005. However, the problem for Lipitor in 2006 was sustaining the high sales of the brand and fuel further growth as it faced intensified generic competition as two of its main competitor drugs went off patent. Among other initiatives, Pfizer banked heavily on its strategic move of getting Robert Jarvik (a medical scientist who is better known as the inventor of the artificial heart) as its brand ambassador.

### Issues

Understand the issues and challenges in sustaining the sales of a cash cow

Understand the pros and cons of using celebrities to endorse a brand in general, and specifically with regard to prescription drug

Understand the challenges in ethical marketing and promotional practices for pharmaceutical companies, and explore ways in which pharmaceutical companies could achieve a balance between commercial interests and ethical considerations

Understand the reasons behind the controversy over the Lipitor ad campaign involving Jarvik and the reasons that prompted Pfizer to pull back the campaign

This case is meant for MBA/MS students as a part of the Product Management/ Marketing Management curriculum.

### Reference Numbers

ICMR .....	MKTG 191
ECCH .....	508-067-1

Organization(s) .....	Pfizer
Countries .....	United States of America
Industry .....	Pharma and Biotech
Pub/Rev Date .....	2008
Case Length .....	23 Pages
TN Length .....	4 Pages

## Perfetti Van Melle: Marketing Mentos in India

### Abstract

When Perfetti Van Melle (India) Pvt. Ltd. (PVM), the wholly-owned subsidiary of the world's third largest confectionery company Perfetti Van Melle S.p.A. (PVM), launched Mentos in India it realized that the global positioning of the brand was not cutting much ice with the Indian audience. Globally, Mentos was PVM's biggest brand and the world's second largest confectionery brand. It was marketed on the 'freshness' platform with the pay-off line 'The Freshmaker'. In India, after initially extending the global positioning of the brand, the company adapted the communication strategy to position Mentos as a fun brand with advertisements (ads) created by Ogilvy & Mather India Ltd. (O&M) in 2003.

Some very creative ad campaigns followed, which, along with other online initiatives such as the award-winning Mentos Helpline, helped make Mentos a strong brand in the low-value, low-margin, fragmented sugar confectionery market in India.

### Issues

Understand how the European confectionery major Perfetti Van Melle made Mentos a big brand in the Indian sugar confectionery market.

Understand the pros and cons of extending the global communication strategy of a brand to new markets vis-à-vis adapting the communication strategy to suit local preferences.

Understand the issues and challenges in devising a communication strategy for a low involvement product.

Understand the pros and cons of using different appeals in advertising and in using different ad formats.

Appreciate the importance of advertising in influencing consumer behavior especially in products that are bought on impulse.

### Reference Numbers

ICMR .....	MKTG 190
ECCH .....	508-066-1
Organization(s) .....	Perfetti Van Melle
Countries .....	India
Industry .....	Food and Beverage
Pub/Rev Date .....	2008
Case Length .....	19 Pages
TN Length .....	4 Pages

### Pabst Brewing Company: The Classic Revival of the 'Pabst Blue Ribbon' Brand

#### Abstract

This case is about the dramatic brand revival of Pabst Blue Ribbon (PBR), one of the classic American beer brands marketed by Pabst Brewing Company's (PBC). The case revolves around how the sales of PBR increased despite any high-decibel promotional efforts from PBC's marketing team after declining consistently for more than two decades (from 1978 to 2001). The sales of PBR suddenly increased from the year 2001 onwards and continued to grow at a healthy pace till 2007. The revival of the brand was attributed to the marketing team who adopted unique strategies to create buzz around the brand. While other beer brands concentrated on positioning and repositioning their brands through multi-million dollar promotional campaigns, PBC concentrated on enhancing their relationships with the sub-cultures that were driving the sales of PBR. According to experts, the brand appealed to a section of the consumers who were distrustful of any kind of marketing communication and did not want to be manipulated by advertising campaigns. As of 2008, the challenge before PBC's marketing team was to drive growth further without compromising its cultural positioning.

#### Issues

Study the factors that had led to the revival of the PBR brand.

Understand the issues and challenges in reviving an old brand like PBR.

Understand how PBR was revived by gaining vital insights into consumer behavior and working with the sub-cultures that were driving the sales of PBR.

Understand how to market a product to the section of the consumers who distrust marketing communication.

Understand the importance of word of mouth marketing in promoting a product.

#### Reference Numbers

ICMR ..... MKTG 189  
ECCH ..... 508-030-1  
Organization(s) ..... Pabst Brewing Company  
Countries ..... United States of America  
Industry ..... Food and Beverage  
Pub/Rev Date ..... 2008  
Case Length ..... 15 Pages  
TN Length ..... 14 Pages

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### Nokia Corporation: Reversing the Decline in Brand Value

#### Abstract

This case is about Nokia Corporation's (Nokia) strategies to revive the 'Nokia' brand. Despite being the market leader in the mobile phone market since 1998, the company saw a decline in its brand value since the early 2000s. The year 2004, in particular, saw major erosion in Nokia's brand value as well as its market share.

Since 2005, the company started taking various initiatives that went a long way in reviving the 'Nokia' brand. In addition to focusing on innovative products, it decided to move beyond umbrella branding and introduced sub brands. The 'Nseries' sub brand was used for the high end multimedia phones which had features such as high powered digital cameras and portable digital music players. Nseries was targeted at the young and tech-savvy customers. Another sub brand, Eseries, was targeted at business users. In 2007, Nokia entered the Internet services market with the launch of another sub brand 'Ovi'. Ovi was an umbrella brand for a range of Internet services such as online music store, a navigation system, and a gaming service called 'N-Gage Arena'. Analysts felt that the company did this in order to compete with Apple Inc. that had entered the mobile phone market with the launch of the iPhone.

Analysts felt that the sub brands, Nseries in particular, went a long way in reviving the mother brand and also brought back the younger buyers who were moving away from 'Nokia' in favour of its rivals such as Samsung and Sony Ericsson.

#### Issues

Understand the issues and challenges faced by a mature brand.

Understand the reasons for the decline in Nokia's brand value in the early 2000s and how Nokia revived the brand.

Understand the advantage and disadvantages of umbrella branding.

Understand the importance of branding for a consumer electronics company.

Understand the issues and challenges faced by companies to defend their market leadership position.

#### Reference Numbers

ICMR ..... MKTG 188  
ECCH ..... 508-031-1  
Organization(s) ..... Nokia  
Countries ..... Finland  
Industry ..... Consumer Electronics  
Pub/Rev Date ..... 2008  
Case Length ..... 23 Pages  
TN Length ..... 4 Pages

### Pricing it Right: Three Caselets in Pricing

#### Abstract

This is a collection of three caselets that would help highlight the issues involved in pricing a product or service. The first caselet is about Priceline.com (Priceline) and its revolutionary 'Name Your Own Price' pricing system. Some analysts had raised concerns that a business model based on the path-breaking NYOP system might not be sustainable. Priceline had since moved beyond the NYOP system by providing customers with the option of choosing from a list of published prices for its travel products and services as well. In a bold move in end2007, the company permanently eliminated all booking fees on published airfares taking the analysts and competitors by surprise. The second caselet is about Apple Inc.'s (Apple) pricing of iPhone in the US. In 2007, Apple raised many eyebrows by reducing the price of its much hyped iPhone by one-third within 10 weeks of the launch. While some analysts felt that adoption of such market skimming strategies and subsequent price cuts by companies selling technological devices was nothing new, others felt that Apple's decision to reduce the price so drastically just a few weeks after the launch was a public relations fiasco. The third caselet is about F. Hoffman-La Roche's (Roche) pricing strategy for its path-breaking anti-AIDS drug, Fuzeon. Despite being a major innovation Fuzeon has consistently failed to match up to the initial sales expectation since it was launched in 2003. Some analysts felt that Roche's strategy of launching Fuzeon at a premium price, almost twice the price of the next high priced anti-AIDS drug, was partly responsible for the company's woes. The company had also faced a lot of social criticism for setting such a high price for the drug, taking it out of reach of people who needed it the most.

#### Issues

Understand the issues and challenges in Pricing a product or service (pricing decisions, premium pricing, market skimming, etc).

Analyze dynamic pricing systems such as the Name Your Own Price (NYOP) pricing system.

Understand how pricing could affect product adoption and diffusion.

#### Reference Numbers

ICMR ..... MKTG 187  
ECCH ..... 508-032-1  
Organization(s) ..... N/A  
Countries ..... Switzerland / United States of America  
Industry ..... Miscellaneous  
Pub/Rev Date ..... 2008  
Case Length ..... 13 Pages  
TN Length ..... 6 Pages

## Treading on that Fine Line?: Caselets in Marketing Ethics

### Abstract

This is a series of three caselets featuring some specific incidents in three companies that had led to some ethical concerns being raised against them. While in the case of Emami Ltd. (Emami) and Pfizer Inc. (Pfizer) ethical concerns were raised regarding the marketing of their products 'Fair and Handsome' and Lipitor respectively, Facebook was in the eye of the storm due to its new ad revenue model that provided other online advertisers with a new social media to market their products to Facebook users. The first caselet discusses the long standing debate on the ethics of marketing and promoting skin-lightening products with reference to the launch and advertising of Emami's 'Fair and Handsome', a fairness cream for men, and the decision of the company to rope in Bollywood actor Shahrukh Khan to endorse the product. Both the company and the actor were heavily criticized for promoting a product that allegedly strengthened harmful stereotypes and age-old prejudices that equated fair skin with good looks. The second caselet is regarding the world's largest pharmaceutical company's marketing of the world's largest selling drug Lipitor. Critics contended that Pfizer resorted to off-label promotion (which was illegal and unethical) to drive up the sales of Lipitor to such gigantic levels. The third caselet discusses the ethical and privacy concerns pertaining to Facebook's new ad system.

### Issues

Understand the ethical issues involved in marketing, advertising and promotion of products and services.

Identify the need for establishing standards in marketing and promoting products and services.

Understand the growing social criticisms and the need for awareness in promoting/ advertising a product.

Understand the ethical issues in using celebrity endorsements to promote a product and commercializing of social networking sites.

### Reference Numbers

ICMR .....	MKTG 186
ECCH .....	508-016-1
Organization(s) .....	N/A
Countries .....	India / United States of America
Industry .....	Miscellaneous
Pub/Rev Date .....	2008
Case Length .....	13 Pages
TN Length .....	5 Pages

## Launching iPhone: Apple's Entry into the Mobile Phone Market

### Abstract

This case is about one of the leading consumer electronics company, Apple Inc.'s (Apple) entry into the mobile phone market. The case discusses the launch of the much hyped iPhone, which was hailed by some analysts as the most successful launch of a brand ever. While many analysts hailed the innovative marketing strategy followed by Apple and also considered the iPhone to be a category-defying product, others felt that iPhone was over hyped and said that it was never good to over hype any products. Some analysts felt that Apple had a long way to go to realize its ambition of becoming a major player in the mobile phone market considering that the market had some very dominant competitors who had decades of experience behind them. Some analysts also viewed Apple's foray into this market as a defensive strategy necessitated by the introduction of music phones by some well-known mobile phone companies.

### Issues

The case will help the students to:

Understand the reasons behind Apple's entry into the highly competitive mobile phone market

Understand the issues and constraints in entering a new market with a new product, and in this context understand how Apple successfully launched iPhone

Understand how the companies can adopt word-of-mouth marketing to launch a product

Understand the importance of product innovations in the marketing of technological products.

### Reference Numbers

ICMR .....	MKTG 185
ECCH .....	508-014-1
Organization(s) .....	Apple Inc.
Countries .....	United States of America
Industry .....	Consumer Electronics
Pub/Rev Date .....	2008
Case Length .....	19 Pages
TN Length .....	5 Pages

## What's in a Name? Lessons from Three Rebranding Exercises in India

### Abstract

This is a series of three caselets that would help highlight the issues involved in rebranding, especially a corporate rebranding exercise. The first caselet is about the

rebranding of India's leading fast moving consumer goods company Hindustan Lever Ltd. (HLL) to Hindustan Unilever Ltd. (HUL) in an effort to benefit from the global brand positioning of its parent Unilever Plc. without compromising on its local heritage. The second caselet is about the rebranding of one of India's top private sector banks, UTI Bank, to Axis Bank. Rather than paying royalty for the use of the brand name 'UTI' that was also used by some unrelated entities, the company decided to go for a brand name that was culture neutral and had a global appeal. The third caselet is about the rebranding of the popular Indian telecom brand 'Hutch' to 'Vodafone' after the world's leading telecom company by revenue Vodafone Plc. (Vodafone) acquired a controlling stake in one of the top telecom companies in India Hutchison Essar Ltd.

While HUL's marketing communication campaign was comparatively low-key with the company just showing the name and logo of HLL morphing into the new name and logo after each product ad, Axis Bank and Vodafone launched two of the most memorable and high-decibel campaigns to communicate their respective name changes. Axis Bank's campaign sought to reassure the bank's customers that nothing had really changed in the bank except its name, while Vodafone campaigns tried to leverage on some of the most popular earlier ads of Hutch to introduce the relatively unknown Vodafone brand (in India).

### Issues

Understand the issues and challenges in rebranding a well established brand, especially in the banking sector in India.

Understand the rationale behind the marketing communication campaign and how the campaign was executed by the ad agency.

Understand the issues that could lead to the decision of a company to rebrand.

Understand how a rebranding exercise for a company in a particular industry differ from that in another industry

### Reference Numbers

ICMR .....	MKTG 184
ECCH .....	508-015-1
Organization(s) .....	N/A
Countries .....	India
Industry .....	Miscellaneous
Pub/Rev Date .....	2008
Case Length .....	14 Pages
TN Length .....	4 Pages

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### UTI Bank to AXIS Bank: A Corporate Rebranding Exercise

#### Abstract

The case is about the corporate rebranding of the erstwhile UTI Bank, a leading private sector bank in India, to Axis Bank. It discusses the circumstances which led to the decision of the bank to forego its well known brand name that ranked among the top 50 brands in India, in favor of a new name. The case further discusses how the company arrived at the new name, and how the company launched a mass media campaign to communicate the new corporate identity. The simple but high-decibel integrated marketing communication campaign, created by Ogilvy & Mather, sought to reassure the bank's customers that nothing had really changed in the bank except its name. And the customers could expect the same level of service from the bank as earlier. In addition to this, the bank also had to prevent its customers from falling victim to phishers who could take the advantage of any confusion arising out of the rebranding.

#### Issues

Understand the issues and challenges in rebranding a well established brand, especially in the banking sector in India.

Understand the issues that led to the decision of UTI Bank to rebrand as Axis Bank.

Understand the rationale behind the marketing communication campaign and how the campaign was executed by the ad agency.

#### Reference Numbers

ICMR .....	MKTG 183
ECCH .....	508-003-1
Organization(s) .....	Axis Bank
Countries .....	India
Industry .....	Banking and Financial Services
Pub/Rev Date .....	2008
Case Length .....	19 Pages
TN Length .....	4 Pages

### Crisis Management: Dealing with a Product Crisis

#### Abstract

This is a collection of three caselets discussing the product crises faced by Nokia, Baush & Lomb (B&L) and Mattel, and how these companies responded in the respective crisis situation. In 2007, some concerns regarding the safety of Nokia's BL-5C batteries arose. Though the company was quick to issue a product advisory, the situation flared up in India due to what some critics said was a 'communication gap' on Nokia's part. In the

case of B&L the company did not seem to have recovered from a product crisis related to its brand ReNu with MoistureLoc. The brand was linked to a fungal infection of the eye and was later withdrawn from the market. While some analysts felt that B&L's handling of the crisis situation left a lot to be desired others felt that the situation faced by B&L was trickier than what pharmaceutical company, Johnson & Johnson, faced during the infamous Tylenol crisis in 1982. In the case of Mattel, the company had to win back the trust of its customers after the massive recall of toys in 2007 due to safety-related issues. Here too, the industry watchers are divided over whether the leading toy maker was able to handle the crisis situation in an effective manner.

#### Issues

Understand the issues and challenges faced by companies in managing a product crisis

Understand the importance of clear and effective communication with customers in the event of a controversy/crisis

Understand short term and long term implication for a well known brand if the crisis is not managed properly

#### Reference Numbers

ICMR .....	MKTG 182
ECCH .....	508-002-1
Organization(s) .....	N/A
Countries .....	Finland / United States of America
Industry .....	Miscellaneous
Pub/Rev Date .....	2008
Case Length .....	11 Pages
TN Length .....	4 Pages

### Body Shop Brand: Repositioning to Target the 'Masstige' Segment and Impact of its Acquisition by L'Oréal

#### Abstract

The case discusses the evolution of 'The Body Shop' brand since its inception - its rapid growth in the 1980s; decline in the 1990s; repositioning to target the 'masstige' segment; acquisition by L'Oréal; and, impact of the acquisition. Since its inception in 1976, The Body Shop International Plc (TBS) had caught the imagination of its customers as well as the world through its ethical stance and social activism of its founder Dame Anita Roddick (Roddick). The brand, considered an example of the societal marketing concept, grew rapidly for more than a decade till it faced some serious problems in the 1990s and the early 2000s. It suffered due to a combination of factors - quality issues related to its products; emergence of many other 'me-too' brands; and, targeted by critics who alleged that TBS

was not as ethical as it projected itself. This was the time the management of TBS decided to reposition the brand to target the 'masstige' segment. It took various initiatives to reinforce the positioning and by the mid2000s, TBS was well on its path to recovery. In 2006, TBS's management agreed to be acquired by multinational cosmetics giant L'Oréal. This decision led to a spate of criticisms against TBS and Roddick as the critics alleged that L'Oréal did not share the values of TBS. Some felt that the 'The Body Shop' brand was irrevocably damaged through its association with L'Oréal. However, TBS sales seemed to be unaffected by the criticisms and consumer backlash that followed the acquisition, at least in the short term.

#### Issues

Understand the issues and challenges in building up a brand through the societal marketing concept

Understand the issues and challenges in repositioning a brand, particularly to the 'masstige' segment of the consumers

Understand the reasons for the consumer backlash against TBS after it agreed to be acquired by L'Oréal and the effect social criticism/consumer backlash has on a brand

#### Reference Numbers

ICMR .....	MKTG 181
ECCH .....	508-001-1
Organization(s) .....	The Body Shop International Plc
Countries .....	United Kingdom / France
Industry .....	FMCG
Pub/Rev Date .....	2008
Case Length .....	25 Pages
TN Length .....	4 Pages

### 'Atithi Devo Bhavah': Indian Tourism Ministry's Social Awareness Program to Boost Tourism

#### Abstract

This case study discusses the innovative Atithi Devo Bhavah (ADB) program initiated by the Ministry of Tourism (MoT) in India. This program was launched in 2005 with the objective of developing tourism in India as part of MoT's 'Incredible India!' campaign. Though the 'Incredible India!' campaign was successful in increasing the number of tourists, the experience of tourists in India left much to be desired due to the inconvenience caused by various touts, guides, and tour operators. The ADB program was targeted at various stakeholders such as taxi drivers, tourist guides, small tourist operators, and the general public. It aimed to change their attitude and behavior toward foreign tourists by stressing on the aspect that a guest has been held in

high esteem in India since ancient times. This case study discusses the key components of the ADB program and the steps taken by the MoT to roll out the ADB program. The case study also covers the mass media social awareness campaigns that were initiated by the MoT as part of the ADB program.

### Issues

This case will help the learner to:

Understand the issues and constraints faced by a public sector organization/governmental organization in planning and implementing an innovative program

Understand the issues in Tourism (destination) development and marketing and how the Indian Tourism ministry addressed these issues

Understand the issues in social marketing and how the Indian Tourism ministry formulated and implemented an innovative social awareness program

Understand the challenges faced by a public sector organization/governmental organization in sustaining an innovative program

This case is intended for use in Master in Public Sector Management (MPSM) level programs as part of the Public Sector Innovation course. This case can also be effectively used as part of the Services Marketing, Tourism Marketing and Social Marketing, Marketing Communication courses. The case can also be effectively used in Faculty Development Programs and 'Train the Trainer' programs.

### Reference Numbers

ICMR .....	MKTG 180
ECCH .....	507-148-1
Organization(s) .....	Ministry of Tourism
Countries .....	India
Industry .....	Travel and Tourism
Pub/Rev Date .....	2007
Case Length .....	16 Pages
TN Length .....	18 Pages

## Apple iPod's Promotional and Positioning Strategies

### Abstract

The case discusses the promotional and positioning strategies of iPod by the US based Apple Inc. In January 2001, Apple introduced its 'Digital Hub' strategy where it decided to make its computers, a hub for commonly used digital commodities like digital cameras; camcorders etc. iPod was a product of this strategy. Since iPod was launched just a month after the 9/11 terrorist attacks, the launch was kept a low key affair. However, just to launch it as a surprise product, it was not pre-announced. This strategy was used by Apple for launching all the generations of iPod. Extensive advertising and marketing was

undertaken for the iPod. A series of innovative advertising campaigns via television commercials, print ads, posters in public places, wrap advertising etc were used. The case also describes how Apple created an iconic image for iPod that attracted the young and the old alike. It was positioned as a 'cool' product for the present generation.

### Issues

Understand how iPod was promoted by Apple using partnership, podcasting and co-branding strategies.

Study various forms of advertising used by Apple including wrap advertising, lifestyle advertising and other traditional advertising methods.

Critically examine how iPod was positioned as a 'cool' product.

### Reference Numbers

ICMR .....	MKTG 179
ECCH .....	507-152-1
Organization(s) .....	Apple Inc.
Countries .....	United States of America
Industry .....	Consumer Electronics
Pub/Rev Date .....	2007
Case Length .....	14 Pages
TN Length .....	4 Pages

## Tourism Malaysia: Creating 'Brand Malaysia'

### Abstract

This case discusses the efforts of the Malaysian government in positioning Malaysia as a favored tourist destination. It talks about the successful 'Truly Asia' campaign launched in 1999, as well as the other promotional initiatives taken by the government, including the Visit Malaysia Year 2007 which coincided with the country's 50th year of independence and statehood. The case also discusses the government's efforts towards promoting alternative avenues of tourism, such as MICE activities. The case concludes with a discussion of the successes and shortcomings of Malaysia as a tourism brand and the outlook for the tourism sector of the country

### Issues

Understand the importance of tourism as a source of revenue for a country and to examine the efforts that go into making a country a sought after tourist destination

Analyze the factors that promote and hinder a country's tourism potential, and to study how the country in focus rates on these parameters

Study the creation and implementation of a successful marketing campaign that has helped a country create a unique image and distinct identity for itself in the global tourism market

Analyze the scope of alternative avenues of tourism, and whether governments would be justified in increasing their investments in promoting these avenues in future

### Reference Numbers

ICMR .....	MKTG 178
ECCH .....	507-149-1
Organization(s) .....	Malaysia Tourism Promotion Board
Countries .....	Malaysia
Industry .....	Travel and Tourism
Pub/Rev Date .....	2007
Case Length .....	19 Pages
TN Length .....	4 Pages

## Tata Indica V2 Xeta: Competing in the Indian Small Car Market

### Abstract

This case is about the marketing strategy undertaken by Tata Motors Limited, (the market leader in commercial vehicles in India, and one of the major players in the passenger vehicles segment), in 2006 to sustain and enhance its market share in the burgeoning passenger car market. In January 2006 the company launched the Indica V2 Xeta Petrol (Xeta) car as a refurbished version of its existing petrol car Indica V2 Petrol MPFI. According to the company, Xeta was to benefit the customer by better meeting their needs compared to existing options in the market - specifically by rendering better fuel efficiency at a competitive price. Indica was an umbrella brand under which Tata Motors had developed both diesel and petrol cars. Though the diesel driven Indica was performing well, its petrol counterpart - Indica V2 Petrol MPFI, had not reaped the intended results. Through Xeta, the company intended to create a unique brand identity in the customer's mind for the petrol variant of Indica. Immediately after the launch of Xeta in January 2006, the passenger car business unit of Tata Motors reported a growth of 15 percent over January 2005 by selling the highest number of passenger cars till then. The Indica brand grew by 18.7 percent which was attributed mainly to the launch of Xeta. This success also coincided with the growing attractiveness of India as a global hub for small cars. The entry of Tata Motors' immediate rivals like Maruti Udyog Limited and Hyundai Motor India Limited into the diesel segment of the small car market was also expected to pose a strong challenge for the company. This case discusses the rationale behind the development and launch of the Xeta. It also examines the product, pricing, distribution, and promotional strategies undertaken in this regard and the challenges faced by the company in sustaining its market share in the Indian passenger car market.

**Issues**

Understand the strategy adopted by Tata Motors to sustain the Indica brand in the highly competitive small car market in India

Understand the rationale behind the launch of Indica V2 Xeta as an extension of the Indica umbrella brand

Analyze the various marketing aspects that Tata Motors had to focus on in order to establish the Xeta in the Indian small car market

*Reference Numbers*

ICMR .....	MKTG 177
ECCH .....	507-136-1
Organization(s) .....	Tata Motors
Countries .....	India
Industry .....	Auto and Ancillaries
Pub/Rev Date .....	2007
Case Length .....	27 Pages
TN Length .....	9 Pages

### Merck's New Product Development and Launch Strategy for Januvia

**Abstract**

This case is about how Merck & Co, Inc. (Merck) successfully developed and launched Januvia, its drug for Type 2 diabetes. Merck was in urgent need of a new blockbuster drug as it had been reeling under the numerous product liability lawsuits related to its pain relief drug Vioxx, the expiry of its blockbuster cholesterol drug, Zocor, and the imminent expiry of three more blockbuster drugs. The success of Januvia in the market was significant in the sense that if Merck had adopted the traditional drug development timeline, the drug would not have reached the market before 2010. Merck was a late starter and had joined the race for the new class of diabetic drug (DPP-4 inhibitors) almost five years after the pharmaceutical giant Novartis had initiated its own research and development efforts. However, Merck managed to reach the market first. This was done by shaving off time from the traditional drug development timeline by conducting some phases of its clinical trials in parallel rather than sequentially. Even in the launch of Januvia, Merck showed a lot of urgency and was able to take the brand to the market almost immediately after gaining approval for marketing the drug. As part of its new commercial model (that moved away from the traditional commercial model in the pharmaceutical industry), Merck focused on more targeted communication to doctors through its reps, e-detailing and video detailing. It made extensive use of new media such as the Internet. Experts hailed Merck's marketing acumen and said that more companies were expected to follow a similar model in the future.

**Issues**

Appreciate the issues, challenges and opportunities in new product development, particularly in the pharmaceutical industry

Understand how Merck successfully launched Januvia using a new commercial model as part of its new corporate strategy

Appreciate the importance of another 'P', 'Pace', in the marketing mix in addition to the 4Ps (product, price, place and promotion)

*Reference Numbers*

ICMR .....	MKTG 176
ECCH .....	507-135-1
Organization(s) .....	Merck
Countries .....	United States of America
Industry .....	Pharma and Biotech
Pub/Rev Date .....	2007
Case Length .....	19 Pages
TN Length .....	5 Pages

### 'Sunsilk Gang of Girls': Hindustan Lever Limited's Online Social Networking Initiative in India

**Abstract**

This case discusses the online community-building initiatives of Indian FMCG major Hindustan Lever Ltd (HLL, now, Hindustan Unilever Ltd) for its beauty shampoo brand, Sunsilk. HLL was one of the largest spenders in the traditional advertising media. With the growing popularity of new and emerging media like the Internet, especially among the Indian youth, HLL identified new marketing communication programs that could capitalize on this trend. To keep the Sunsilk brand relevant to its target group (young girls), HLL started an online social network and community called the Sunsilk Gang of Girls (GoG). It was the first all-girl online community in India and quickly caught the attention of the target group (TG) as it was promoted by HLL with a 360-degree media communication blitz. HLL continuously updated the content and added new features to GoG to keep it relevant to the TG. It also took this online initiative to the ground with mall activation programs and participation in college youth festival events. Experts felt that HLL was rewarded for taking the risk of starting an online social networking site as it got good brand recognition and could connect with the target group. The case also discusses the issues and constraints faced by companies and marketers who want to target the youth in a rapidly changing market environment like India. It also highlights the various opportunities and challenges for media planners and advertisers in this changing environment.

**Issues**

Appreciate the importance of new and emerging media in view of the change in

environment, and media consumption behavior of the target audience

Understand the issues and constraints in targeting the youth population in India in view of the changing marketing dynamics

Understand the significance of using online communities in brand building and market development

Understand how online communities around a brand can be built and sustained over time

*Reference Numbers*

ICMR .....	MKTG 175
ECCH .....	507-092-1
Organization(s) .....	Hindustan Lever Limited
Countries .....	India / United Kingdom / The Netherlands
Industry .....	FMCG
Pub/Rev Date .....	2007
Case Length .....	24 Pages
TN Length .....	5 Pages

### Marketing Strategies of Harley-Davidson

**Abstract**

The case discusses the marketing strategies of the US-based motorcycle manufacturer Harley-Davidson Motor Company (H-D). It details the marketing mix elements of H-D including product, price, distribution and promotion strategies of the company. Notwithstanding the success of H-D's marketing strategies, some critics were of the opinion that H-D was not focusing on its core competency, i.e. motorcycles, and said that by putting its logo on several products, the company was diluting its brand. Analysts also criticized H-D's dealers, saying they still had a long way to go in maintaining good relationships with the company's customers.

**Issues**

Understand the various marketing mix elements of H-D

Critically analyze H-D's move to license several of its products and whether this will lead to its brand dilution or not

Appreciate the importance of channel partners in maintaining good relationship with the customers

*Reference Numbers*

ICMR .....	MKTG 174
ECCH .....	507-083-1
Organization(s) .....	Harley-Davidson
Countries .....	United States of America
Industry .....	Auto and Ancillaries
Pub/Rev Date .....	2007
Case Length .....	19 Pages
TN Length .....	4 Pages

## Glaxosmithkline's Marketing Strategy for Requip: A Case Study in Product Lifecycle Management

### Abstract

This case is about the innovative marketing strategy adopted by GlaxoSmithKline Plc. (GSK) for Requip, its drug for Parkinson's disease (PD). The case discusses how GSK created a new market for Requip by targetting the drug at a previously lesser known disorder, the 'restless legs syndrome' (RLS). GSK, the world's second largest pharmaceutical company, made good use of public relations and its marketing muscle to make promote awareness among doctors and patients about 'restless legs syndrome'. After gaining approval for marketing the drug as a treatment for RLS, the brand experienced strong growth. In the process, the company created a 'blue ocean' that it was expected to own for a long time. However, GSK's effort at marketing Requip for RLS had drawn criticism from various quarters. Critics felt that RLS was a "concocted" disorder, and that GSK had resorted to disease mongering to promote the sales of the drug. They also contended that GSK's marketing of RLS had many conflicts of interests as it was allegedly using patient advocacy groups and key opinion leaders to further its marketing agenda.

### Issues

Understand the issues and challenges faced by companies in managing the product lifecycle of a drug

Understand how GSK created a new market for its drug Requip

Understand the ethical issues related to marketing of Requip

### Reference Numbers

ICMR .....	MKTG 173
ECCH .....	507-093-1
Organization(s) .....	GlaxoSmithKline
Countries .....	United Kingdom
Industry .....	Pharma and Biotech
Pub/Rev Date .....	2007
Case Length .....	23 Pages
TN Length .....	5 Pages

## Pfizer's Torcetrapib Failure: The Risks of New Drug Development

### Abstract

This case is about the failure of Torcetrapib, a high profile drug for lowering cholesterol that was being developed by Pfizer Inc. (Pfizer). Pfizer, the world's largest pharmaceutical company, was the leader in the cholesterol drug market due to its blockbuster drug, Lipitor.

Its dependence on Lipitor was high as the brand accounted for around 25 percent of the total revenues of Pfizer. There were great expectations from Torcetrapib as Pfizer hoped that it would compensate for the potential decrease in Lipitor's revenues when its patent expired in 2010. Because of its novel mechanism of action, experts believed that Torcetrapib would become a bestselling drug within a few years of its launch. Pfizer planned for one of the biggest ever clinical trials (in terms of the number of patients under trial) for Torcetrapib, ignoring warnings about some safety related issues with the drug. It had also planned to launch the drug only in combination with Lipitor in an effort to protect the sales of Lipitor post 2010. Due to intense criticism from doctors and patient groups, Pfizer later decided to offer Torcetrapib as a stand alone pill that could be used in combination with any cholesterol lowering drug. But Torcetrapib's development had to be stopped as it was linked to some deaths in the test population. This unfortunate development had left Pfizer with no key developmental drug in its pipeline that could compensate for the drop in Lipitor's sales post 2010. This case discusses the impact of the failure of Torcetrapib on Pfizer and the reactions of various stakeholders (doctors, investors, etc.). It also outlines the risks of new drug development in the pharmaceutical industry.

### Issues

Understand the issues and challenges faced by large pharmaceutical companies with regard to new product (drug) development

Appreciate the need for better decision making in drug research and development in the pharmaceutical industry

### Reference Numbers

ICMR .....	MKTG 172
ECCH .....	507-091-1
Organization(s) .....	Pfizer
Countries .....	United States of America
Pub/Rev Date .....	Pharma and Biotech
Case Length .....	2007
TN Length .....	26 Pages
	6 Pages

## Crisis Management at Bausch & Lomb (B): The 'Renu with Moistureloc' Debacle

### Abstract

This case discusses how Bausch & Lomb (B&L), a leading eye care company, dealt with a product crisis related to its brand, ReNu with MoistureLoc (MoistureLoc). In May 2006, B&L withdrew its MoistureLoc brand globally after the product was linked to a rare but potentially blinding fungal infection of the eye, Fusarium keratitis. There was a controversy

regarding the company's handling of the situation. B&L had initially desisted from withdrawing the brand as there was no scientific evidence to prove that MoistureLoc was responsible for the infections. However, some experts felt that by not being proactive, B&L had put its whole lens care business in jeopardy. Even though B&L recalled the MoistureLoc brand, despite there being no conclusive evidence, the damage to its sales had already been done. The company had lost its market leadership in the lens care business in the US market and its contact lens business also suffered. The company also had to deal with numerous product liability lawsuits. B&L believed that the marketing efforts it had initiated after the crisis would help it to revive its business post 2007. An unrelated product scare, this time with ReNu MultiPlus, in early 2007 also made the company's efforts to rebuild the 'ReNu' brand even more difficult. This case discusses the reactions of analysts and crisis management experts to B&L's handling of the MoistureLoc crisis. It also highlights the issues and challenges faced by large companies in dealing effectively with a product crisis.

### Issues

Understand the issues and challenges faced by companies in managing a product crisis

Understand the importance of clear and effective communication with customers in the event of a controversy/crisis

Understand the short term and long term implications for a well known product/brand affected by a safety crisis

### Reference Numbers

ICMR .....	MKTG 171
ECCH .....	507-090-1
Organization(s) .....	Bausch & Lomb
Countries .....	United States of America
Industry .....	FMCG
Pub/Rev Date .....	2007
Case Length .....	19 Pages
TN Length .....	6 Pages

## Bud.TV: Logging Troubles

### Abstract

The case discusses the launch of Bud.TV and the reasons behind its inability to retain the initial number of unique online visitors on its site. Bud.TV promoted by Anheuser-Busch, was launched with fanfare after the Super Bowl and was eagerly awaited for its direct-to-consumer approach to marketing. Bud.TV had seven online channels each featuring a different genre of programs. The content was provided by some of the well known media companies and companies owned by Hollywood celebrities. In the first month of its launch, Comscore Media Metrix

reported that Bud.TV was able to attract only around 253,000 visitors. Industry experts felt that Bud.TV's cumbersome registration process and excessive product placement were said to be the cause of low turnout at its site.

#### Issues

Critically analyze Anheuser-Busch's direct-to-consumer approach

Understand Bud.TV's pre-launch marketing strategies

Examine the reasons for the low turnout of unique online visitors on Bud.TV site

#### Reference Numbers

ICMR ..... MKTG 170  
 ECCH .....  
 Organization(s) *Anheuser-Busch / Bud.TV*  
 Countries ..... *United States of America*  
 Industry ..... *Internet and e-Commerce*  
 Pub/Rev Date ..... 2007  
 Case Length ..... 16 Pages  
 TN Length ..... 3 Pages

### Natureworks: Market Development for Bioplastics

#### Abstract

NatureWorks is a major producer of PLA (polylactic acid), a bioplastic made from corn. The case describes the origin and growth of NatureWorks. It recounts the initial obstacles that the company encountered, the efforts made to promote the product, the criticisms and challenges faced, and the solutions that the company came up with. The case ends with a discussion on some recent developments concerning bioplastics and the future prospects for the company as well as for the product.

#### Issues

Gain insights into the market expansion and development activities that can be undertaken by a company introducing an unconventional, new product

Understand the factors that affect the demand for such a product

Know more about the challenges facing a manufacturer of eco-friendly products and the measures that the company took to address these challenges

Analyze the future prospects of PLA and NatureWorks

#### Reference Numbers

ICMR ..... MKTG 169  
 ECCH ..... 507-084-1  
 Organization(s) ..... *NatureWorks*  
 Countries ..... *United States of America / Japan*

Industry ..... *Petroleum and Petrochemicals*  
 Pub/Rev Date ..... 2007  
 Case Length ..... 23 Pages  
 TN Length ..... 4 Pages

### Microsoft's Strategy for Small Businesses (B): Marketing MS Office Live

#### Abstract

This case is about the marketing and promotional strategy adopted by Microsoft Corporation (Microsoft) to support the launch of its Internet-based services package, Microsoft Office Live (Office Live). With Office Live, Microsoft sought to help small and medium businesses (SMBs) harness the power of the Internet to grow their business. Microsoft used Rovion Inc.'s proprietary and patent-pending InPerson technology for the online advertisement campaign of Office Live. The case discusses the reactions of analysts and marketing experts to the advertisement campaign and the pros and cons regarding the use of InPerson technology. The case also looks at the market for Web-based services and Internet-enabled software for SMBs as well as the competitive landscape in this segment. The case also looks at the reasons for Microsoft's strategic shift toward providing Internet-based software and services and its growing competition with Internet-based firms such as Google, Inc., and Yahoo!, Inc.

#### Issues

Understand the issues and challenges faced by IT companies in targeting the small and medium businesses market

Understand the need for innovative marketing strategies to attract the attention of customers spread across different industry verticals and geographic regions

Discuss the pros and cons regarding the use of Rovion's InPerson technology for the online marketing campaign of Office Live

Understand the issues and challenges faced by a mature business organization to keep itself abreast of the changes in a dynamic and competitive business environment

#### Reference Numbers

ICMR ..... MKTG 168  
 ECCH ..... 507-088-1  
 Organization(s) ..... *Microsoft*  
 Countries ..... *United States of America*  
 Industry ..... *Information Technology and Related Services*  
 Pub/Rev Date ..... 2007  
 Case Length ..... 18 Pages  
 TN Length ..... 4 Pages

### Microsoft's Strategy for Small Businesses (A): The Innovative PR Campaign for MS Office Accounting 2007

#### Abstract

This case is about the innovative public relations campaign initiated by Microsoft Corporation (Microsoft) for its MS Office Accounting Express software - MS Office Accounting Express 2007 (OAE 2007) and MS Office Accounting Professional 2007 (OAP 2007), which were targeted at small and medium businesses (SMBs). As part of its pull strategy, Microsoft organized a contest called 'IdeaWins - The Ultimate Challenge' targeted at entrepreneurs and small business owners in the US. Microsoft attracted its target customers to the contest website IdeaWins.com, where in the contestants could submit their innovative business idea. The winner of the campaign would receive a US\$100,000 cash prize as start-up capital and other related support from Microsoft and its partners to implement the winning business idea. Microsoft also gave away OAE 2007 as a free download on the IdeaWins.com website. The campaign generated a lot of buzz among the target audience and succeeded in the publicity of OAE 2007 and OAP 2007. The case discusses the accounting software market for SMBs as well as the competitive landscape in this segment. The case also looks at the reasons for Microsoft's strategic shift toward providing Internet-based software and services and its growing competition with Internet-based firms such as Google, Inc., and Yahoo!, Inc.

#### Issues

Understand the issues and challenges faced by IT companies in targeting the small and medium businesses market

Understand the need for innovative marketing strategies to attract the attention of customers spread across different industry verticals and geographic regions

Appreciate the role of PR campaigns in creating credibility for the launch of a new product

Understand the issues and challenges faced by a mature business organization to keep itself abreast of the changes in a dynamic and competitive business environment

#### Reference Numbers

ICMR ..... MKTG 167  
 ECCH ..... 507-087-1  
 Organization(s) ..... *Microsoft*  
 Countries ..... *United States of America*  
 Industry ..... *Information Technology and Related Services*  
 Pub/Rev Date ..... 2007  
 Case Length ..... 20 Pages  
 TN Length ..... 5 Pages

## Glacéau: Marketing Vitaminwater

### Abstract

The case highlights the marketing strategies of US based Energy Brands Inc., maker of the Glacéau range of 'enhanced water' products. Glacéau's Vitaminwater was highly successful and in some markets in the US, it outsold Dasani and Aquafina. Vitaminwater was different from other products, in several aspects including packaging, appearance, labels and ingredients; it was a category creator. Vitaminwater was promoted through Vehicle Marketing Program, Retail Sampling Program, banners & posters, and 'Campus Ambassadors,' a college outreach program. By 2006, several famous celebrities from sports and entertainment arena endorsed Glacéau products. The case also describes Glacéau's unique distribution strategies. Notwithstanding the success of Vitaminwater, industry experts felt that the product may face stiff competition from the established players in the industry like Coca-Cola and Pepsi, which were launching their own line of 'enhanced water' products owing to their growing popularity.

### Issues

Understand the marketing mix adopted by Glacéau for Vitaminwater

Critically examine the promotion and distribution strategies for Vitaminwater

Analyze the factors that helped Glacéau carve a niche for itself in a saturated beverages market in the US

Examine the challenges Glacéau may face from established players

### Reference Numbers

ICMR .....	MKTG 166
ECCH .....	507-082-1
Organization(s) .....	Energy Brands Inc.
Countries .....	United States of America
Industry .....	Food and Beverage
Pub/Rev Date .....	2007
Case Length .....	18 Pages
TN Length .....	4 Pages

## Rovion's InPerson Technology: Changing the Face of Online Advertising

### Abstract

This case is about Rovion Inc. (Rovion), a technology firm based in the US and its proprietary InPerson technology. InPerson technology enabled streaming videos of spokespersons who could pop up seamlessly on top of the contents of a web page and directly interact with the customer. Unlike other streaming videos, the characters in the

InPerson ad format were not inside a box. In the process, this technology had the potential to cut through the growing clutter of online advertising, attract the interest of the target audience, and generate higher-than-average click through rates (CTR). This technology had also been used by over 100 companies. The case discusses the experiences of some companies such as Microsoft Corporation's use of this technology for the launch of its Office Live platform. While most of Rovion's customers were satisfied with the effectiveness of this new online ad format, some analysts were concerned that the technology could be considered intrusive once the novelty had worn off. But, by and large, analysts felt that Rovion had literally changed the face of online advertising with its InPerson technology.

### Issues

Understand the issues and challenges faced by companies and advertisers with regard to online advertising

Understand how online advertisers can attract the attention, generate interest, create desire, and prompt the target audience to take action by using new technologies and advertisement formats

Analyze the pros and cons of using new online ad formats such as Rovion's InPerson ads

### Reference Numbers

ICMR .....	MKTG 165
ECCH .....	507-086-1
Organization(s) .....	Rovion, Inc.
Countries .....	United States of America
Industry .....	Information Technology and Related Services
Pub/Rev Date .....	2007
Case Length .....	16 Pages
TN Length .....	4 Pages

## Harnessing the Power of Online Social Communities for Branding and Market Development

### Abstract

This is a collection of three caselets that explore how three well-known companies (across three different industries) harnessed the power of online communities in brand building and market development. The first caselet deals with athletic footwear giant Nike Inc., which created an online community as part of its Joga Bonita campaign for the FIFA World Cup 2006. This campaign helped it to ambush market its products in the high profile sporting event even though it was shut out of most of the traditional media by the official sponsor Adidas. The second caselet deals with the two online word-of-mouth (WOM)

marketing programs of consumer goods giant P&G. While Tremors was an online community for teenagers, Vocalpoint was an online community for moms. Though these were controversial, both the online communities were very effective in increasing the sales of P&G's products. The third caselet deals with broadcaster ABC's integrated marketing campaign (IMC) for its TV drama series, *Lost*. The IMC comprised of traditional and emerging medias, such as, mobile marketing, web-based alternative reality games, etc. The buzz generated due to *Lost* helped to create a number of online communities which brought in a wider audience for the series.

### Issues

Appreciate the importance of new and emerging media in view of the change in environment, and media consumption behavior of the target audience

Understand the pros and cons of using online communities in brand building and market development

Understand how online communities can be built and sustained over time

### Reference Numbers

ICMR .....	MKTG 164
ECCH .....	507-089-1
Organization(s) Kaiser Family Foundation	
Countries .....	United States of America
Industry .....	Miscellaneous
Pub/Rev Date .....	2007
Case Length .....	20 Pages
TN Length .....	4 Pages

## Philips: Making Sense of Simplicity

### Abstract

Royal Philips N.V was a major Dutch company with a significant presence in the lighting, healthcare, and consumer electronics markets worldwide. The case describes the company's 'Sense and Simplicity' initiative. It discusses the rationale behind the initiative and provides details on how the company incorporated the essence of simplicity in its processes and products. It then talks about the novel ways in which the company attempted to communicate its new brand promise to potential customers. The case ends with a brief discussion on whether the new initiative would strengthen the company's competitiveness and its future prospects.

### Issues

Understand a company's brand positioning and communication initiatives

Gain insights into the concept of simplicity and its significance in the design of consumer electronics products

Analyze a company's efforts to gain a competitive advantage using design as a differentiator

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 163</i>
<i>ECCH</i> .....	507-085-1
<i>Organization(s)</i> .....	<i>Phillips</i>
<i>Countries</i> .....	<i>The Netherlands</i>
<i>Industry</i> .....	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i> .....	2007
<i>Case Length</i> .....	19 Pages
<i>TN Length</i> .....	3 Pages

### Sony's Battery Recall Fiasco

#### Abstract

This case is about the worldwide recall of lithium-ion batteries manufactured by Sony Energy Devices Corporation, a subsidiary of Sony Corporation (Sony). In September 2006, Sony had announced a recall of its notebook batteries after leading notebook manufacturers like Apple, Inc. and Dell Computers had recalled a large number of the Sony-manufactured batteries used in their notebooks due to reports that some of these batteries had caught fire. The case discusses the impact of this recall on the company's image and the criticism leveled by analysts that Sony was slow to respond to the problem.

#### Issues

Analyze the issues and challenges faced by large multinational corporations with regard to handling a product safety crisis

Understand the importance of clear and effective communication with customers in the event of a controversy/crisis

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 162</i>
<i>ECCH</i> .....	507-073-1
<i>Organization(s)</i> .....	<i>Sony Corporation</i>
<i>Countries</i> .....	<i>Japan</i>
<i>Industry</i> .....	<i>Conglomerate</i>
<i>Pub/Rev Date</i> .....	2007
<i>Case Length</i> .....	11 Pages
<i>TN Length</i> .....	5 Pages

### Bose Corp.: Better Sound through Research or Better Sales through Marketing?

#### Abstract

Bose Inc. is a privately-owned company that manufactures and markets home audio products. The case describes the company's unique marketing strategies including its product, pricing, distribution and promotion strategies. It attempts to understand the

reasons for the company's success, and also details some of the criticisms leveled against the company. The case ends with a brief discussion on the company's prospects.

#### Issues

Understand the unique features of a company's marketing strategy; Analyze the reasons for the company's success, especially in an intensely competitive market

Gain insights into the US home audio market.

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 161</i>
<i>ECCH</i> .....	507-074-1
<i>Organization(s)</i> .....	<i>Bose Corp.</i>
<i>Countries</i> .....	<i>United States of America</i>
<i>Industry</i> .....	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i> .....	2007
<i>Case Length</i> .....	16 Pages
<i>TN Length</i> .....	3 Pages

### Innovative Marketing Strategies of Lush Fresh Handmade Cosmetics

#### Abstract

This case is about the innovative marketing strategies and product development approach adopted by Lush Fresh Handmade Cosmetics (Lush), a UK-based producer and marketer of ethical beauty products. Lush was co-founded by Mark Constantine (Constantine) in 1995. The company had a flat management structure with the directors, including Constantine himself, actively involved in the operations of the firm right from new product development to personally training the employees. The company also did not have a traditional marketing department and relied more on unconventional products, wacky product names, in-store advertising, word-of-mouth advocacy, and public relations. Constantine was also one of the pioneers who championed the cause against animal testing in the cosmetics and beauty care industry. Lush had developed an evangelical customer base, which included many celebrities. Experts felt that Lush was a cult brand that differentiated itself from other retailers of beauty products due to its innovative products, superior customer service, and unconventional marketing approach. The case also discusses the views of some analysts who felt that the absence of a regular marketing department might prove counterproductive for the company. With the competition in the ethical cosmetics market expected to increase, some experts also felt that Lush, which had thus far remained an independent, private firm, could find it tough to stay competitive in the long run if it did not go public.

#### Issues

Understand the innovative marketing strategies and new product development

approach adopted by Lush Fresh Handmade Cosmetics

Identify the benefits and challenges faced by a privately held company with regard to managing its business growth and sustaining its values.

#### Reference Numbers

<i>ICMR</i> .....	<i>MKTG 160</i>
<i>ECCH</i> .....	507-072-1
<i>Organization(s)</i> .....	<i>Lush Fresh Handmade Cosmetics</i>
<i>Countries</i> .....	<i>United Kingdom</i>
<i>Industry</i> .....	<i>FMCG</i>
<i>Pub/Rev Date</i> .....	2007
<i>Case Length</i> .....	21 Pages
<i>TN Length</i> .....	3 Pages

### The loveLife Brand (B): Evolving the Campaign's Communication Strategy for HIV Prevention in South African Youth

#### Abstract

This case is the second part of a two-case series about loveLife, a multi-million dollar HIV prevention program that was launched in South Africa in 1999 with the stated aim of reducing the rate of HIV infection among youth by 50 percent within five years. loveLife's integrated marketing communications initiatives and various community outreach initiatives aimed at influencing the South African youth to adopt a healthy lifestyle and perceive safe sex as 'cool' and 'hip'. In 2004, loveLife changed its communication strategy to reposition its image and keep it relevant to the target audience. The use of sexual imagery that was the hallmark of the previous campaigns was not visible anymore; instead the messages appealed to the aspirations of the target audience to make them focused on their future. However, many critics maintained that the campaigns were still incomprehensible. The most serious debate was regarding the effectiveness of the program as loveLife had failed to achieve its original target of reducing the number of HIV infected youths to half by 2004. In December 2006, this argument gained greater credence when the Global Fund to Fight AIDS, Tuberculosis & Malaria (Global Fund), a major provider of funds to loveLife, decided to discontinue funding for the program as it felt that it was becoming difficult to ascertain the effectiveness of the program. The case further discusses the strategies adopted by loveLife to reposition itself and some of the criticisms leveled against the campaign.

#### Issues

Understand the evolution of loveLife's marketing campaign to change the behavior of South African youth to prevent HIV

Appreciate the steps taken by loveLife to reposition itself among the target audience  
Understand the issues and challenges faced in bringing about a change in sexual behavior among the South African youth

#### Reference Numbers

*ICMR* ..... *MKTG 159*  
*ECCH* ..... 507-048-1  
*Organization(s)* *Kaiser Family Foundation*  
*Countries* ..... *South Africa / United States of America*  
*Industry* ..... *N/A*  
*Pub/Rev Date* ..... *2007*  
*Case Length* ..... *37 Pages*  
*TN Length* ..... *3 Pages*

### Eurail Group GIE: Marketing Rail Travel in Europe

#### Abstract

Eurail was incorporated in 2001 to promote travel on the networks of its constituent national railways. The case describes the various products introduced by Eurail and its predecessor the Eurail Community. It also discusses the marketing, distribution, and promotion activities of Eurail. The case ends with a brief discussion on the growth of Eurail over the years and its future prospects.

#### Issues

Understand the nuances of promoting a service to an international audience  
Discuss the benefits of adopting a pan-national, consortium approach to promoting a service  
Assess the marketing activities undertake

#### Reference Numbers

*ICMR* ..... *MKTG 158*  
*ECCH* .....  
*Organization(s)* ..... *Eurail Group GIE*  
*Countries* ..... *Europe / The Netherlands*  
*Industry* ..... *Travel and Tourism*  
*Pub/Rev Date* ..... *2007*  
*Case Length* ..... *14 Pages*  
*TN Length* ..... *3 Pages*

### The loveLife Brand (A): Initiating a Behavior Change in South African Youth to Prevent HIV

#### Abstract

This case is the first part of a two-case series about loveLife was a multi-million dollar HIV prevention program that was launched in South Africa in 1999 with the stated aim of reducing the rate of HIV infection among youth by 50 percent within five years. loveLife launched an innovative marketing campaign that was

different from the existing HIV prevention programs. It used various branding techniques to position loveLife as a lifestyle brand. Its initial teaser campaigns in outdoor media and promotion of healthy lifestyle values in later campaigns were aimed at influencing the South African youth to adopt a healthy lifestyle and perceive safe sex as 'cool' and 'hip'. loveLife's integrated marketing initiative also consisted of a media campaign and various community outreach initiatives. The case discusses the strategies adopted by loveLife and some of the criticisms leveled against the campaign.

#### Issues

Understand the marketing campaign adopted by loveLife to change the behavior of South African youth to prevent HIV  
Appreciate the steps taken by loveLife to position itself as a lifestyle brand  
Understand the issues and challenges faced in bringing about a change in sexual behavior among South African youth

#### Reference Numbers

*ICMR* ..... *MKTG 157*  
*ECCH* ..... 507-047-1  
*Organization(s)* ..... *N/A*  
*Countries* ..... *South Africa*  
*Industry* ..... *N/A*  
*Pub/Rev Date* ..... *2006*  
*Case Length* ..... *27 Pages*  
*TN Length* ..... *6 Pages*

### Marketing the 'Lost' TV Drama Series: ABC's Integrated Marketing Strategy

#### Abstract

This case is about the integrated marketing strategy adopted by ABC Entertainment for its hit TV drama series 'Lost', which went on to develop a cult-like following. ABC developed a campaign that included various media channels - official and unofficial websites, fan message boards, online communities, websites that provided details about the characters, podcasts, text-message updates, print magazines, newsletters, Video-on-demand, etc. ABC also resorted to publicity stunts and TV and print ads that gave a real feel to the show. A key component of ABC's strategy was the launch of 'The Lost Experience', a web-based alternative reality game. ABC's marketing efforts further provided ample incentive to the viewers not to skip through the ads, as vital clues to the game were provided in the commercial breaks or during the show. However, despite being appreciated by many media experts for raising the bar with regard to marketing TV shows, ABC was criticized by some for blurring the line between reality and fiction through the use of fictitious ads in different media.

#### Issues

Understand the integrated marketing campaign adopted by ABC Entertainment for its hit TV drama series 'Lost'  
Understand the impact of technological advancements and change in consumer behavior with regard to the TV broadcasting and entertainment industry in the US

#### Reference Numbers

*ICMR* ..... *MKTG 156*  
*ECCH* ..... 507-045-1  
*Organization(s)* ..... *ABC Entertainment*  
*Countries* ..... *United States of America*  
*Industry* ..... *Media, Entertainment, and Gaming*  
*Pub/Rev Date* ..... *2006*  
*Case Length* ..... *15 Pages*  
*TN Length* ..... *5 Pages*

### Unilever's "Real Beauty" Campaign for Dove

#### Abstract

This case is about Unilever's "Campaign for Real Beauty" (CFRB) marketing campaign for its leading personal care brand 'Dove'. CFRB was a multi-faceted campaign that sought to challenge the stereotypes set by the beauty industry.

This campaign featured regular women (non-models) who were beautiful in their own way and did not fit in with the idealized images of models, super-models, and celebrities. Unilever developed the CFRB campaign based on a global study on the perceptions and attitudes of women with regard to their personal beauty and well-being.

This campaign was a huge success as it was appreciated by many consumers and resulted in increased sales of Dove products. It also generated plenty of buzz and wide media coverage for the Dove brand.

However, critics felt that this campaign could prove counter-productive as marketing messages in the beauty industry were largely aspirational and Dove could be perceived as a brand for fat and ugly girls.

Some critics also felt that CFRB was a contradictory as it strived to sell Dove Firming Range of products in the guise of debunking beauty stereotypes.

#### Issues

Understand the factors that contributed to the success of Unilever's "Campaign for Real Beauty" for Dove  
Appreciate the importance of market research and application of consumer behavior insights in the development of a marketing strategy  
Understand the issues and challenges faced in the implementation of a cause-related (Societal) marketing campaign

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 155</i>
<i>ECCH</i> .....	507-044-1
<i>Organization(s)</i> .....	<i>Unilever</i>
<i>Countries</i> .....	<i>United Kingdom</i>
<i>Industry</i> .....	<i>FMCG</i>
<i>Pub/Rev Date</i> .....	2006
<i>Case Length</i> .....	27 Pages
<i>TN Length</i> .....	8 Pages

### Race-Specific Drug 'BiDil': NitroMed's Marketing Challenge

**Abstract**

This case is about BiDil, the first race-specific drug approved by the US Food and Drug Administration for the treatment of heart failure in self-identified African Americans in the US. BiDil was marketed by NitroMed Inc., a small pharmaceutical company in the US. The decision to approve BiDil as a race-specific drug was a controversial one. While some experts hailed this as the first step toward personalized medicines, critics felt that marketing a race-specific drug could promote racial stereotyping and create a misconception that people of different races differed on a biological level. There were also many others who felt that marketing BiDil as a race-specific drug was motivated by commercial interests alone as NitroMed could extend the patent for BiDil. Marketing the drug posed a tougher challenge as despite a grassroots marketing effort, strategic partnership with African American organizations, and various rounds of sales force optimizations, the sales of BiDil were below expectations. Many experts felt that NitroMed did not have the desired marketing and financial strength to sustain a highly targeted marketing effort in a multicultural setting. Others felt that NitroMed was on the learning curve and that its new direct-to-consumer (DTC) advertising effort could help change things for the better.

**Issues**

Understand the issues and challenges faced by a US-based pharmaceutical company in marketing a race-specific drug in a multicultural environment

Understand the scientific, commercial, and ethical issues with regard to personalized medicine and race-specific drugs in particular

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 154</i>
<i>ECCH</i> .....	507-046-1
<i>Organization(s)</i> .....	<i>NitroMed Inc.</i>
<i>Countries</i> .....	<i>United States of America</i>
<i>Industry</i> .....	<i>Pharma and Biotech</i>
<i>Pub/Rev Date</i> .....	2006
<i>Case Length</i> .....	29 Pages
<i>TN Length</i> .....	11 Pages

### Volkswagen's Iroc Concept: Reviving the Scirocco to Target A Niche Market

**Abstract**

In August 2006, Europe's largest automaker Volkswagen AG (Volkswagen), unveiled the Iroc concept (Iroc) at a special event in Berlin, Germany. The Iroc was a prototype of the third generation model of the Scirocco, a sports coupé launched by Volkswagen in the 1970s that became a cult car in the US and Europe. The Iroc, which was expected to hit the market in 2008, was seen as an attempt by Volkswagen to fill the gap in its product line and target a niche market of Scirocco enthusiasts. Analysts opined that the Iroc would help bolster the image of Volkswagen, which had of late been catering predominantly to the mass market, and had few niche products. They also felt that Volkswagen had few emotional brands targeted at customers in the US, and the new Scirocco would help fill that void.

**Issues**

Understand the rationale behind the development of the Iroc by Volkswagen

Appreciate the importance of niche markets and emotional brands for automobile manufacturers in the US and Europe

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 153</i>
<i>ECCH</i> .....	.....
<i>Organization(s)</i> .....	<i>Volkswagen</i>
<i>Countries</i> .....	<i>Germany</i>
<i>Industry</i> .....	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i> .....	2006
<i>Case Length</i> .....	16 Pages
<i>TN Length</i> .....	3 Pages

### Dell's Customer Contact Center Operations in India

**Abstract**

The case describes the customer contact center operations of Dell India; a subsidiary of the US based Dell Inc., the leading PC retailer in the world. It examines how Dell Inc. offshored its global customer service operations to Dell India. The case highlights the problems faced by Dell India during expansion of its customer contact center operations and explains the corrective measures taken by the company to solve these problems. The case also discusses the present challenges faced by Dell India and its future growth and expansion plans in the country.

**Issues**

Examine the need for outsourcing/offshoring customer service operations

Provide insights into the operating processes of Dell India's customer contact centers

Study the problems experienced by customer contact centers and examine the possible solutions

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 152</i>
<i>ECCH</i> .....	.....
<i>Organization(s)</i> .....	<i>Dell</i>
<i>Countries</i> .....	<i>India / United States of America</i>
<i>Industry</i> .....	<i>Information Technology and Related Services</i>
<i>Pub/Rev Date</i> .....	2006
<i>Case Length</i> .....	12 Pages
<i>TN Length</i> .....	3 Pages

### Vertu Mobile Phones: Luxury Redefined

**Abstract**

Vertu, a subsidiary of Nokia, is a maker of luxury mobile phones. The case traces the beginnings of the company and its growth. It describes the new product launches of the company, its target markets, and the threats that the company faces. The case ends with a brief discussion on the future prospects of the company.

**Issues**

Understand the importance of identifying or creating new niches in a mature market

Understand different approaches to product differentiation

Analyze the prospects for highly priced phones in global markets

Gain insights into the nature of the market for luxury products

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 151</i>
<i>ECCH</i> .....	.....
<i>Organization(s)</i> .....	<i>Vertu</i>
<i>Countries</i> .....	<i>United Kingdom</i>
<i>Industry</i> .....	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i> .....	2006
<i>Case Length</i> .....	11 Pages
<i>TN Length</i> .....	3 Pages

### Nike's "Joga Bonito" Marketing Campaign

**Abstract**

This case is about Nike's "Joga Bonito" campaign for the 2006 FIFA World Cup that was held in Germany from June 09, 2006 to July 09, 2006. Through its Joga Bonito (Play Beautiful) campaign, Nike sought to promote

the beautiful aspects of the game of football such as creative play, professionalism, courage, and team spirit. It was a multi-pronged campaign, which comprised of a series of advertisements (ads) that featured a number of football superstars, an online TV channel dedicated to football called Joga TV, a social-networking website, Joga.com, and a Joga3 futsal tournament. The case discusses the reasons that made Nike develop and launch this campaign and the competition it faced from Adidas. The case also discusses the reactions of fans and media analysts to the campaign.

#### Issues

Understand the advertising and marketing strategies adopted by global athletic footwear giants like Nike and Adidas to cash in on the popularity of the FIFA World Cup

Critically analyze the pros and cons of Nike's Joga Bonito campaign for the 2006 FIFA World Cup

Understand the increasing importance of online social communities and digital media as a cost effective tool for marketing communication

#### Reference Numbers

ICMR .....	MKTG 150
ECCH .....	
Organization(s) .....	Nike
Countries .....	United States of America
Industry .....	Sports and Sporting Goods Equipment
Pub/Rev Date .....	2006
Case Length .....	27 Pages
TN Length .....	3 Pages

### Naming a Pharmaceutical Brand: A Product Manager's Dilemma

#### Abstract

The case is about the dilemma faced by Ramesh Nayar (Ramesh), a product manager of a medium sized pharmaceutical company in India. X-Neuro, a vitamin supplement used in the treatment of certain neurological disorders as an adjunct to standard therapy was a key brand in his portfolio. The drug was popular with its target segment comprising of neurologists and physicians. However, when the company launched a brand extension of the drug, called as X-Neuro Plus, by adding two more vitamins to the existing composition, the new product did not make any headway with its target segment, the gynecologists. The case describes the issues with regard to the name of the brand extension of the drug, which led to the product's failure in the market. The case also looks at the various options before Ramesh and the likely pros and cons of each course of action. This case is based on generalized experience of the authors.

#### Issues

Understand the issues and constraints faced by marketers with regard to deciding on a suitable brand name or any brand extension for a pharmaceutical drug.

Appreciate the importance of customer interaction and understanding the behavior of the target customer segment.

Understand the issues and constraints faced by a product manager in re-naming or withdrawing a pharmaceutical product from the market.

#### Reference Numbers

ICMR .....	MKTG 149
ECCH .....	
Organization(s) .....	N/A
Countries .....	General
Industry .....	Pharma and Biotech
Pub/Rev Date .....	2006
Case Length .....	5 Pages
TN Length .....	3 Pages

### Snapple's Marketing - An Unconventional Brand's Claim to Fame

#### Abstract

Snapple was a popular beverage brand in the USA and several other parts of the world. The brand was launched by the Unadulterated Food Company in New York, in 1972. Over the years, Snapple came to be known for its unconventional promotional efforts which earned the brand a substantial fan following. The Snapple Beverage Corporation became one of the first companies to enter the 'New Age Beverages' market, which included non-carbonated drinks like tea and juices in the late 1980s. Snapple changed hands several times over the years. However, barring a few bad years, the brand remained very popular among consumers. This case discusses the growth of the Snapple brand under the management of the various companies that owned it at different times. It also talks about Snapple's sales decline under the management of Quaker Oats, and how Triarc, which took over the brand subsequently, managed to revive Snapple's image before selling it to Cadbury Schweppes. The case concludes with a commentary on Snapple's inability to become a leading beverage brand despite its strong fan following.

#### Issues

Understand how unconventional marketing can transform an ordinary product to a popular brand.

Examine how an unconventional brand managed to tackle competition from brands from other corporate entities that followed more professional (and conventional) marketing practices.

#### Reference Numbers

ICMR .....	MKTG 148
ECCH .....	
Organization(s) .....	Snapple Beverage Corporation / Cadbury Schweppes Plc.
Countries .....	United States of America
Industry .....	Food and Beverage
Pub/Rev Date .....	2006
Case Length .....	23 Pages
TN Length .....	3 Pages

### Lifebuoy "Swasthya Chetna": Unilever's Social Marketing Campaign

#### Abstract

Lifebuoy's "Swasthya Chetna" (LSC) was a five-year health and hygiene education program initiated by Hindustan Lever Limited (HLL), the Indian arm of the fast moving consumer goods (FMCG) major, Unilever. The program was formally launched in 2002, in eight states across India. The objective of this program was to educate around 200 million people in rural and urban areas about the importance of adopting good 'health and hygiene' practices. The program spread awareness about germs and their adverse effects on health, and how proper 'health and hygiene' practices, such as bathing and washing hands with soap could prevent diseases like diarrhea. According to HLL, LSC was not a philanthropic activity, but a marketing program with a social benefit. HLL sought to grow the Lifebuoy brand in India by attracting those consumers who never used soap. In the process, the company sought to bring about a behavioral change by convincing people to use soaps more frequently, thus creating more users for its brand. This program was also seen as a successful case for public-private partnership.

#### Issues

Understand the rationale behind the Lifebuoy "Swasthya Chetna" initiative by Hindustan Lever Limited (HLL) in India.

Understand the issues related to brand management and repositioning in the personal wash soap segment in the fast moving consumer goods (FMCG) industry in India.

Appreciate the role of public-private partnerships as a win-win situation for private entities, governments, and individual consumers.

#### Reference Numbers

ICMR .....	MKTG 147
ECCH .....	
Organization(s) .....	Hindustan Lever Limited / Unilever
Countries .....	India / United Kingdom
Industry .....	FMCG

*Pub/Rev Date* ..... 2006  
*Case Length* ..... 21 Pages  
*TN Length* ..... 3 Pages

### Hidesign: Marketing Leather Products

#### Abstract

Hidesign is an Indian high fashion leather house. It started operations in the late 1970s as a small workshop in Auroville. The case study traces Hidesign's journey from an export house to a firm operating exclusive brand outlets (EBO), and also compares the firm's distribution strategies in foreign markets and in India. It describes the partnerships and tie-ups that Hidesign entered into in order to expand its market presence in foreign countries, and briefly discusses the challenges facing the firm. The case study ends with a discussion on the firm's future prospects.

#### Issues

Gain insights into the distribution strategies adopted by a firm.

Learn more about the branded leather industry.

Compare a firm's distribution strategies in India with its strategies in developed markets.

Describe the challenges and future prospects for a leather marketer.

#### Reference Numbers

*ICMR* ..... MKTG 146  
*ECCH* ..... 506-203-1  
*Organization(s)* ..... Hidesign  
*Countries* ..... India  
*Industry* ..... Textile, Apparel, and Accessories  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 17 Pages  
*TN Length* ..... 3 Pages

### Haagen-Dazs: Repositioning a Cult Brand

#### Abstract

Haagen-Dazs is a super-premium ice cream brand from the US. The case discusses the marketing communications of the brand from its initial days. It analyzes how the company positioned the brand as an object of desire through its sensuous ad campaigns. It also examines how the company used the product and packaging, pricing, and distribution to establish the image of a premium brand. The case describes some of the challenges that the brand faced in its communication efforts, and also provides an insight into how the brand modified its image in tune with changing market trends. It ends with a brief discussion on the future prospects for the brand.

#### Issues

Understand the positioning of a brand.

Analyze the communication strategy of a brand over a period of time.

Understand the challenges faced in the marketing of premium products.

Realize the importance of pricing, product & packaging, and distribution in the marketing of luxury products.

#### Reference Numbers

*ICMR* ..... MKTG 145  
*ECCH* ..... 506-202-1  
*Organization(s)* ..... Haagen-Dazs  
*Countries* ..... United States of America  
*Industry* ..... Food and Beverage  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 17 Pages  
*TN Length* ..... 3 Pages

### The Maggi Brand in India: Brand Extension and Repositioning

#### Abstract

Nestlé India Ltd. (NIL), the Indian subsidiary of the global FMCG major, Nestlé SA, introduced the Maggi brand in India in 1982, with its launch of Maggi 2 Minute Noodles, an instant noodles product. With the launch of Maggi noodles, NIL created an entirely new food category - instant noodles - in the Indian packaged food market. Because of its first-mover advantage, NIL successfully managed to retain its leadership in the instant noodles category even until the early 2000s. Over the years, NIL extended the Maggi brand to a variety of culinary products like soups, sauces and ketchups, and cooking aids among others. However, these product extensions were not as successful as the instant noodles. In 2005, NIL started offering a range of new 'healthy' products under the Maggi brand, in a bid to attract health-conscious consumers. This case looks at the various phases in the product life cycle of Maggi noodles in India. It talks about the various measures taken by NIL to keep the Maggi brand fresh in the minds of Indian consumers. The case also talks about the various extensions of the Maggi brand and tries to analyze why only the sauces and ketchups category, among all the other product extensions, managed to succeed. It further discusses the measures taken by NIL to reposition Maggi as a 'health product'. The case ends with a discussion whether NIL would be successful in sustaining this new image for Maggi in the market.

#### Issues

Understand the strategies undertaken by a major FMCG company to create and establish a new product category.

Understand the issues involved in sustaining the image of a popular brand.

Study the issues involved in brand extensions

Understand the strategies adopted by an FMCG major in repositioning a popular brand.

#### Reference Numbers

*ICMR* ..... MKTG 144  
*ECCH* ..... 506-206-1  
*Organization(s)* ..... Nestlé  
*Countries* ..... Switzerland / India  
*Industry* ..... Food and Beverage  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 16 Pages  
*TN Length* ..... 3 Pages

### Hello Kitty: A Japanese Superbrand

#### Abstract

Hello Kitty was the name of a cartoon cat developed in 1974 by Sanrio Co. Ltd. (Sanrio), a Japanese company that sold character-branded goods in Japan and other parts of the world. Sanrio initially used the character to adorn petty merchandise like coin purses and pencil boxes targeted at small girls. However, after Hello Kitty became hugely popular, Sanrio extended the brand to a variety of other products. By the early 2000s, Hello Kitty featured on products ranging from vacuum cleaners to DVD players, toilet paper to cars, and computers to candy, and was thought to be one of the most powerful brands in the world. This case discusses the reasons for the popularity of Hello Kitty, and tries to analyze the unique features of the brand. It also talks about the various steps Sanrio took over the years to revive and reinvent Hello Kitty when sales showed signs of flagging. The role of celebrity endorsements in creating brand value is also discussed. The case concludes with a commentary on Sanrio's efforts to convert Hello Kitty into a luxury brand.

#### Issues

Trace the evolution and growth of a hugely popular global brand.

Understand the strategies companies adopt to revive and reinvent brands.

Examine the role of celebrity endorsements in creating brand value.

Analyze the role of licensing in extending a brand; Study the role of co-branding in branded-goods market.

Examine the pitfalls involved in over-extending a brand, and to analyze whether a brand with a primarily juvenile image can be extended successfully to luxury products.

#### Reference Numbers

*ICMR* ..... MKTG 143  
*ECCH* ..... 506-192-1  
*Organization(s)* ..... Sanrio Co. Ltd.

*Countries* ..... Japan  
*Industry* ..... Media, Entertainment,  
 and Gaming  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 18 Pages  
*TN Length* ..... 3 Pages

### Lakme Fashion Week and Wills Lifestyle India Fashion Week: Fission in Indian Fashion

#### Abstract

The case discusses the beginnings and growth of the India Fashion Week, an event organized to showcase the best of Indian fashion. It then describes the break-up between the proprietor and the title sponsor of the fashion event and the after-effects of the split. The case then goes on to describe the two new fashion events that were launched by the two parties to represent Indian fashion. The case ends with a brief discussion on the future of the Indian fashion industry.

#### Issues

Understand the importance of events like fashion weeks in promoting the growth of the fashion industry.

Examine the reasons behind the split between the proprietors and the title sponsors of the India Fashion Week and the fallout of the split.

Evaluate the future prospects for Indian fashion, in view of the trends towards corporatization in the industry.

#### Reference Numbers

*ICMR* ..... MKTG 142  
*ECCH* ..... 506-193-1  
*Organization(s)* ..... FDCI / Lakme Ltd /  
 ITC / Hindustan Lever Limited  
*Countries* ..... India  
*Industry* ..... Textile, Apparel, and  
 Accessories  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 17 Pages  
*TN Length* ..... 3 Pages

### Red Bull's Innovative Marketing-Transforming a Humdrum Product into a Happening Brand

#### Abstract

The Red Bull energy drink was launched in Austria in 1987, by Dietrich Mateschitz. He claimed to have experienced the invigorating properties of a popular Thai energy drink, Krating Daeng, on a trip to Thailand. Realizing that a similar product could have good potential in Western markets, Mateschitz obtained the license to manufacture a carbonated version

of Krating Daeng from its Thai owners. Obtaining permission to sell Red Bull in Europe was not easy, as it contained several ingredients whose effects on the human body were untested. However, permissions were eventually obtained, and Red Bull became exceptionally successful in all the markets in which it was launched. It was generally acknowledged that Red Bull's success was the product of the company's innovative marketing efforts. This case study discusses the marketing strategy adopted by Red Bull GmbH, including the company's effective employment of buzz marketing in new markets, and its sponsorship of sporting activities, especially extreme alternative sports, to enhance its image. The case also talks about Red Bull's target markets, and its pricing and differentiation strategies. It includes a section on the various controversies surrounding Red Bull, and the effects of these on its brand image. The competitive situation in the energy drinks market and Red Bull's position vis-à-vis competitors, is also discussed. The case concludes with a commentary on Red Bull's attempts at brand extension, and the company's future prospects in the light of its excessive dependence on a single product.

#### Issues

Understand how savvy marketing can transform an ordinary product into a powerful brand.

Study the use of buzz marketing in establishing a product in new markets.

Appreciate the importance of identifying suitable target markets, and designing marketing activities to reach them effectively.

Examine the role of sports sponsorships in establishing brand image.

Study the effect of controversies on brands and how, in certain circumstances, controversies can actually help in the growth of a brand.

Analyze the potential effects of a large number of competitors on a powerful brand and the sources of differentiation in a crowded market.

Understand the importance of brand extension and the pitfalls of being associated with a single product.

#### Reference Numbers

*ICMR* ..... MKTG 141  
*ECCH* ..... 506-190-1  
*Organization(s)* ..... Red Bull GmbH  
*Countries* ..... Austria  
*Industry* ..... Food and Beverage  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 21 Pages  
*TN Length* ..... 3 Pages

[www.icmr.icfai.org](http://www.icmr.icfai.org)

### Lipitor: How far should Pfizer push the Pill?

#### Abstract

The case is about Pfizer's blockbuster anti-cholesterol reducing drug, Lipitor, the largest selling pharmaceutical brand in the world. Despite Lipitor being a late entrant in the statin market, it managed to become the market leader due to the aggressive marketing strategy adopted by Pfizer. However, Pfizer's marketing of Lipitor came under intense scrutiny, when in March 2006 some labor unions in the US sued Pfizer for alleged off-label marketing of Lipitor. Pfizer also faced a class action lawsuit from some consumer advocacy groups regarding its promotional activities that were targeted at women and the elderly. Pfizer was also accused of withholding information about the potential side-effects of Lipitor. Lipitor was also the subject of controversy regarding its allegedly over-zealous direct-to-consumer (DTC) advertising. In addition to this, the case also discusses the concerns regarding the slowing down of Lipitor sales, the delay in launch of the Torcetrapib/Lipitor combination, the ongoing patent litigations with generic manufacturers like Ranbaxy Laboratories Ltd. over Lipitor, and the expected generic competition from substitutes like Pravachol and Zocor, which had gone off-patent.

#### Issues

Understand the nature of the global market for statin drugs and the major players.

Understand the issues and concerns with regard to Pfizer's marketing of Lipitor.

Understand the legal and business challenges faced by research based global pharmaceutical companies.

#### Reference Numbers

*ICMR* ..... MKTG 140  
*ECCH* ..... 506-204-1  
*Organization(s)* ..... Pfizer  
*Countries* ..... United States of America  
*Industry* ..... Pharma and Biotech  
*Pub/Rev Date* ..... 2006  
*Case Length* ..... 28 Pages  
*TN Length* ..... 3 Pages

### Tata Motors: Serving an 'Ace' for Success

#### Abstract

This case is about the development of 'Tata Ace (Ace)', a mini truck introduced by Tata Motors Ltd. (Tata Motors), India's largest automobile company, in 2005. The case describes how Tata Motors developed this vehicle using their in-house expertise. Tata Motors decided to develop Ace, after a market

study it conducted found that customers wanted a last mile distribution vehicle that had low maintenance costs, higher driver safety, and better driving comfort. Ace created a completely new market segment and became a huge success in the Indian market. The case also discusses about the nature of competition in the Light Commercial Vehicle and the three-wheeler cargo vehicle segment in India and the impact of the success of Ace on the players operating in these segments.

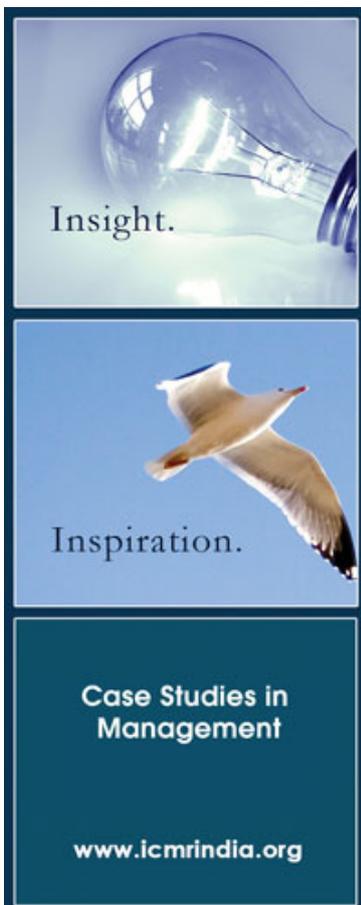
#### Issues

Understand the aspects related to the new product development process in the Indian Light Commercial Vehicles (LCV) segment of the Indian automobile industry.

Understand the impact of Tata Ace on the three wheeler cargo vehicle/ very light commercial vehicle market segment in India.

#### Reference Numbers

ICMR .....	MKTG 139
ECCH .....	506-205-1
Organization(s) .....	Tata Motors
Countries .....	India
Industry .....	Auto and Ancillaries
Pub/Rev Date .....	2006
Case Length .....	21 Pages
TN Length .....	3 Pages



## dBrowser Wars: The Release of IE 7 (Beta 2)

#### Abstract

This case is about Microsoft Corporation's (Microsoft) release of a new version of its Internet Explorer (IE) web browser, IE 7 Beta 2 (IE 7) in April 2006. Though Microsoft was a late entrant in the web browser market, it used its dominance in the Operating System (OS) market to gain a 96% market share in the web browser market by June 2004. However, the release of Firefox, an open-source browser, and the security concerns regarding the IE6 browser led to a decline in IE's market share. The case examines the rationale behind Microsoft's release of the new version IE browser. The case also highlights the competition between Microsoft and Google Inc. for the search-based online advertising market.

#### Issues

Understand the nature of competition in the global web browser market; Understand the challenges faced by a market leader with regard to the threat of new entrants.

#### Reference Numbers

ICMR .....	MKTG 138
ECCH .....	.....
Organization(s) .....	Microsoft Corporation
Countries .....	Global
Industry .....	Computers, IT & ITeS
Pub/Rev Date .....	2006
Case Length .....	15 Pages
TN Length .....	N/A

## BMW's "Company of Ideas" Campaign

#### Abstract

The case discusses about the "company of ideas" advertising campaign of BMW of North America LLC (BMW LLC). The communication in these ads were different from its communications in the past as the new ads downplayed BMW's performance and strived to project its design prowess and independence of ideas - promoting BMW as a "company of ideas." The case highlights the rationale behind the company's new advertising campaign and the initial reactions it received from analysts, marketing experts, and consumers.

#### Issues

Understand the rationale behind the "company of ideas" advertising campaign of BMW of North America LLC; Understand the marketing communication strategies adopted by a car manufacturer when targeting a new customer segment.

#### Reference Numbers

ICMR .....	MKTG 137
ECCH .....	.....
Organization(s) .....	BMW of North America LLC
Countries .....	USA
Industry .....	Auto and Ancillaries
Pub/Rev Date .....	2006
Case Length .....	14 Pages
TN Length .....	N/A

## P&G's Vocalpoint: Using Moms for Mom

#### Abstract

The case discusses about the word-of-mouth marketing initiatives of Procter & Gamble Company (P&G), a leading manufacturer and marketer of consumer products. In 2001, P&G had recruited many teenagers to create buzz about new products through its division Tremor. Subsequently, in December 2005, large scale recruitment for influential moms, also called as Tremor Moms, was started under the new name Vocalpoint. By May 2006, P&G had enlisted 225,000 teenagers in Tremor and another 600,000 moms in Vocalpoint. Analysts opined that this strategy proved to be effective as research showed an increase in sale of products promoted through this network of people. The case also highlights the ethical aspects of using people to market products through word-of-mouth recommendations.

#### Issues

Understand the importance of word-of-mouth marketing in the promotion of consumer products; Understand the ethical aspects of using people to market products through word-of-mouth recommendations.

#### Reference Numbers

ICMR .....	MKTG 136
ECCH .....	.....
Organization(s) .....	Procter & Gamble Company
Countries .....	USA
Industry .....	FMCG
Pub/Rev Date .....	2006
Case Length .....	20 Pages
TN Length .....	N/A

## ITC Foods' Growth and Future Prospects

#### Abstract

ITC Foods, a division of ITC Ltd., a major Indian conglomerate, started operations in 2001. The case traces ITC Foods' entry into

several categories like ready-to-eat, confectionary, staples, and biscuits in the branded and packaged food business. It examines the synergies that ITC Foods derived from the other businesses of the group. The case also describes some of the marketing and promotional campaigns employed by the company, and discusses the challenges that the division faces and its future prospects.

#### Issues

To gain insights into the Indian branded and packaged foods industry; To understand the possible sources of synergy between a company's various businesses; To understand the challenges of developing a nascent market, and the possible marketing and promotional strategies, challenges, and outcomes.

#### Reference Numbers

ICMR .....	MKTG 135
ECCH .....	
Organization(s) ..	Foods division, ITC Ltd.
Countries .....	India
Industry .....	Food
Pub/Rev Date .....	2006
Case Length .....	20 Pages
TN Length .....	N/A

### Marketing 'The Da Vinci Code'

#### Abstract

The case is about the marketing of 'The Da Vinci Code', the international bestselling novel by Dan Brown. The novel was later made into a motion picture, which generated a lot of controversy with various Christian groups protesting against it. The case describes how word of mouth publicity resulted in the huge success of both the book and the movie. It also discusses the ethical issue of using controversy as a promotional tool.

#### Issues

Understand the importance of word of mouth / viral marketing in the promotion of a book or a motion picture; Appreciate the increased use of viral marketing as an effective promotional tool with the advent of the communications revolution

#### Reference Numbers

ICMR .....	MKTG 134
ECCH .....	
Organization(s) .....	
Countries .....	USA, Europe
Industry .....	Media and Entertainment
Pub/Rev Date .....	2006
Case Length .....	11 Pages
TN Length .....	4 Pages

### Rebuilding the 'Martha Stewart' Brand

#### Abstract

Martha Stewart was the founder of Martha Stewart Living Omnimedia (MSO), a diversified media conglomerate with interests in publishing, radio, television and merchandise. MSO's main brand was 'Martha Stewart' and all the businesses were centered around Stewart. Therefore, when Stewart became embroiled in controversy for the suspicious sale of her Imclone Systems Incorporated shares in 2000, her image took a beating, thus adversely affecting her business.

The case discusses Stewart's and MSO's efforts to revive the "Martha Stewart" brand after Stewart was released from jail in 2005. It talks about the steps taken by the company to improve Stewart's image in public, thus having a positive impact on the brand. The case concludes with a commentary on how Stewart's hits and misses were affecting MSO's business and whether the brand could be restored to its past glory by the company.

#### Issues

To study the rise and fall of a major lifestyle brand in the US; To understand the inherent dangers in closely associating a business or brand with its founder; To analyze the issues involved in reviving a brand, especially one associated with a controversial person; To highlight the importance of goodwill and brand equity

#### Reference Numbers

ICMR .....	MKTG 133
ECCH .....	
Organization(s) .....	Martha Stewart Living Omnimedia
Countries .....	USA
Industry .....	Media and Entertainment
Pub/Rev Date .....	2006
Case Length .....	16 Pages
TN Length .....	N/A

### Lacoste's Marketing Strategies in the US

#### Abstract

The case study discusses the marketing strategies undertaken by Lacoste SA (Lacoste), a French clothing company to enhance its image in the US market. It shows how Lacoste which was a premium menswear brand in the US in the early 1950s lost its appeal in the market after it was taken over by General Mills, a popular FMCG company in the US. It then talks how Lacoste bought back the US rights to the Lacoste brand

with a view to restoring the brands image in that market. The case shows how under the management of Robert Siegel, who joined as Lacoste USA's CEO in 2001, revived the brand and re-established it as a high-end fashion label in the US.

#### Issues

The importance of brand image for the success of apparel companies; The marketing strategies of an apparel company to revive the image of its clothing brand

#### Reference Numbers

ICMR .....	MKTG 132
ECCH .....	
Organization(s) .....	Lacoste SA
Countries .....	USA
Industry .....	Apparel
Pub/Rev Date .....	2006
Case Length .....	12 Pages
TN Length .....	N/A

### Kingfisher Airlines: The 'Funliner Experience'

#### Abstract

The case discusses the strategy of Kingfisher Airlines (KFA), which launched its domestic air service operations in May 2005. KFA was promoted by the UB Group and positioned as a budget carrier that offered a single class- "Kingfisher Class". KFA successfully leveraged the youthful and vibrant image of its Kingfisher Beer brand and called its airlines as 'Funliners' to emphasize the fun-filled experience. Within the first six months of its launch, KFA managed to corner a 6% market share in the domestic air travel market. KFA also had plans to operate on international routes. However, the increasing popularity of low cost airlines like Air Deccan, launch of new low cost carriers like SpiceJet and GoAir, and Jet Airways' acquisition of Air Sahara, further intensified the competition in the Indian aviation sector. In an effort to make KFA profitable at the earliest, KFA modified its 'single class' approach and began to offer an upgraded business class service- 'Kingfisher First'.

#### Issues

Understand the marketing and branding strategies adopted by Kingfisher Airlines; Understand the opportunities and challenges for a newly established airline in the Indian aviation industry.

#### Reference Numbers

ICMR .....	MKTG 131
ECCH .....	
Organization(s) .....	Kingfisher Airlines
Countries .....	India

Industry ..... Aviation  
 Pub/Rev Date ..... 2006  
 Case Length ..... 15 Pages  
 TN Length ..... N/A

### Marketing Viagra in India

#### Abstract

This case is about Pfizer's launch of its popular drug, Viagra, in India. Viagra was first launched in the US, in 1998, with an extensive public relations campaign. Pfizer's promotional efforts also included celebrity endorsements and Direct-to-Consumer (DTC) advertisements. Though Viagra was a huge success for Pfizer initially, after seven years since its launch, the worldwide sales of Viagra had become stagnant. Pfizer introduced Viagra in India with a view to improve the sales of the drug. The market dynamics in India were very different from that of the US. Viagra had to face competition from other low-priced generic versions of the drug. Moreover, brand-specific DTC advertisements were not allowed in India. The case discusses Pfizer's marketing strategy when it launched Viagra in India.

#### Issues

Understand the critical success factors for a pharmaceutical company to make a successful entry in a new therapeutic segment; Understand the issues and constraints faced by pharmaceutical company in launching a globally successful brand in a new market; Understand the challenges faced by a company when launching its product in a price competitive environment.

#### Reference Numbers

ICMR ..... MKTG 130  
 ECCH .....  
 Organization(s) ..... Pfizer Inc.  
 Countries ..... India, USA  
 Industry ..... Pharmaceutical and  
 Healthcare  
 Pub/Rev Date ..... 2006  
 Case Length ..... 26 Pages  
 TN Length ..... 6 Pages

*"Authentic marketing is not the art of selling what you make but knowing what to make. It is the art of identifying and understanding customer needs and creating solutions that deliver satisfaction to the customers, profits to the producers and benefits for the stakeholders."*

– Philip Kotler

### Crisis Management at Bausch & Lomb: The 'ReNu Moistureloc' Controversy

#### Abstract

This case is about the crisis faced by Bausch & Lomb (B&L), a leading eye care company, in the wake of reports linking its contact lens cleaner, ReNu with MoistureLoc (ReNu MoistureLoc), to a fungal infection of the eye called Fusarium keratitis. B&L decided to suspend the US shipments of this product and asked US retailers to temporarily remove ReNu MoistureLoc from their shelves. The case discusses the views of some marketing and branding experts who highlighted the inadequate action taken by B&L when the initial reports of the infection came out in Asia. The company's critics felt that B&L had not handled the crisis well and was likely to pay the price for it in terms of loss of sales, loss of image, and lawsuits. However, there were others who pointed out that B&L was not all to blame because there was no clear link established between B&L's product and the infection.

#### Issues

Understand the challenges faced by a company in managing a product crisis; Understand the importance of clear and effective communication with customers in the event of a controversy/crisis.

#### Reference Numbers

ICMR ..... MKTG 129  
 ECCH .....  
 Organization(s) ..... Bausch & Lomb  
 Countries ..... USA, Asia  
 Industry ..... Eye Care  
 Pub/Rev Date ..... 2006  
 Case Length ..... 21 Pages  
 TN Length ..... N/A

### Grove Fresh Ltd.: Marketing Organic Juices

#### Abstract

Grove Fresh Ltd is a major player in the UK organic juice market. The case describes the origin and growth of the company. The case also describes the product, pricing, distribution, and promotion policies of the company. It ends with a brief discussion on the challenges and future prospects for the company.

#### Issues

To gain insights into the organic juice market in the UK; To understand the product, pricing, distribution, and promotion policies of a company; To analyze the opportunities and challenges in the organic juice market.

#### Reference Numbers

ICMR ..... MKTG 128  
 ECCH .....  
 Organization(s) ..... Grove Fresh Ltd  
 Countries ..... UK  
 Industry ..... Organic Foods  
 (Fruit Juices)  
 Pub/Rev Date ..... 2006  
 Case Length ..... 11 Pages  
 TN Length ..... N/A

### PVR Ltd.'s Growth and Future Prospects

#### Abstract

PVR Ltd. was the first to introduce the concept of multiplexes in India. With 51 screens as of February 2006, it was also the largest multiplex operator in India. The case delineates the origin of PVR and its growth into a leader in the Indian film exhibition industry. It throws light on the company's innovative marketing and promotional strategies and its new business initiatives. The case discusses the threats that the company faces in the form of increasing competition. It ends with a discussion on the future prospects of PVR in the entertainment business.

#### Issues

To appreciate the innovative marketing strategies adopted by the company in the film exhibition industry; To understand the market dynamics and unique characteristics of the Indian exhibition industry; To understand the effect of government policies on the company; To analyze the challenges and future prospects of the company.

#### Reference Numbers

ICMR ..... MKTG 127  
 ECCH ..... 506-051-1  
 Organization(s) .....  
 Countries ..... India  
 Industry ..... Film Exhibition  
 Pub/Rev Date ..... 2006  
 Case Length ..... 20 Pages  
 TN Length ..... N/A

### Real Madrid: The Galacticos Era

#### Abstract

The case discusses the 'Galactico recruitment strategy' introduced by Florentino Perez (Perez), former president of Real Madrid club de Football (Real Madrid). The case highlights the impact this strategy had on Real Madrid's revenues and brand popularity. The case also discusses the factors that led to the choice of word and resignation of Perez.

### Issues

Understand the marketing and branding strategies adopted by the Real Madrid football club; Understand the issue of commercialization of the game of football in Europe.

#### Reference Numbers

ICMR .....	MKTG 126
ECCH .....	
Organization(s) .....	Real Madrid club de Football
Countries .....	Spain
Industry .....	Sports and Entertainment
Pub/Rev Date .....	2006
Case Length .....	18 Pages
TN Length .....	N/A

### Segway: Still Off-balance?

#### Abstract

The case deals with the Segway HT (Human Transporter), the hype surrounding its launch, and the criticisms and the obstacles the company faced in selling the product. It also discusses the strategies followed by the company in marketing the product and its failure so far to achieve widespread acceptance and usage. The case ends with a brief discussion on the future prospects of the device.

### Issues

To analyze the launch of a new product; To highlight the significance of media/publicity with respect to new launches; To appreciate the importance of segmentation, targeting and pricing in marketing unique/high-tech products; To understand the impact of legal/social issues vis-à-vis new products.

#### Reference Numbers

ICMR .....	MKTG 125
ECCH .....	506-053-1
Organization(s) .....	
Countries .....	US
Industry .....	Automobile
Pub/Rev Date .....	2006
Case Length .....	17 Pages
TN Length .....	N/A

### Radio Mirchi: Spicing up the Indian Air Waves

#### Abstract

Radio Mirchi was the most popular private FM radio channel in India with the largest operating network and a presence in seven cities. The case traces the emergence of Radio Mirchi as a leader in the Indian FM radio industry. The case talks about the company's innovative marketing and

promotional campaigns. It also describes the Government policies, vis-à-vis FM radio, and their impact on Radio Mirchi and other FM broadcasters. The case finally talks about the new challenges that Radio Mirchi might have to face in the changed environment and the future outlook for the company.

### Issues

To understand the marketing strategies adopted by the company in the FM radio industry; To understand the market dynamics and unique characteristics of the Indian FM radio industry; To explain the impact of government policies on the company; To analyze the challenges and future prospects of the company.

#### Reference Numbers

ICMR .....	MKTG 124
ECCH .....	506-052-1
Organization(s) .....	
Countries .....	India
Industry .....	FM Radio
Pub/Rev Date .....	2006
Case Length .....	17 Pages
TN Length .....	N/A

### The New 'Indian' Airlines

#### Abstract

The case discusses how Indian Airlines Limited (IA), a public sector undertaking (PSU) in India, lost its grip on the market as a result of the increasing competition from the private air carriers. It shows how IA, once a monopoly in the airline industry, was reduced to a mere competitor by the early 2000s, as it was unable to match its service levels with those of private airline companies. The case also looks at the increasing competition being faced by IA from low-cost carriers and other major full-service airline companies in India since the early 2000s. It explains the various measures taken up by IA with a view to fighting the fierce competition from private carriers especially the low-cost carriers. The case further discusses whether these measures are sufficient to take on the increasing competition from private players.

### Issues

Gain an understanding of marketing communication campaigns and their components; Gain insights into the factors that contribute to the success of a communication campaign; Appreciate the complexities of tourism marketing; Understand the unique challenges in conducting a worldwide campaign to promote a country as a tourist destination, particularly with regard to the number and variety of stakeholders involved, and their possible responses; Understand the current status of the Indian tourism industry and to analyze its future prospects.

#### Reference Numbers

ICMR .....	MKTG 123
ECCH .....	506-050-1
Organization(s) .....	Indian Airlines Ltd
Countries .....	India
Industry .....	Airline
Pub/Rev Date .....	2006
Case Length .....	19 Pages
TN Length .....	N/A

### The 'Incredible India' Campaign: Marketing India to the World

#### Abstract

The 'Incredible India' campaign, launched in 2002, was a major initiative by the Government of India, to promote India as a tourist destination. The case discusses various aspects of the campaign. It also gives a brief account of the impact of the campaign on the Indian tourism industry. It describes some of the criticisms against the campaign, and elaborates on the opportunities and challenges for tourism in the country. The case ends with a discussion on the future prospects of the tourism industry in India.

### Issues

Gain an understanding of marketing communication campaigns and their components; Gain insights into the factors that contribute to the success of a communication campaign; Appreciate the complexities of tourism marketing; Understand the unique challenges in conducting a worldwide campaign to promote a country as a tourist destination, particularly with regard to the number and variety of stakeholders involved, and their possible responses; Understand the current status of the Indian tourism industry and to analyze its future prospects.

#### Reference Numbers

ICMR .....	MKTG 122
ECCH .....	
Organization(s) .....	Ministry of Tourism, India
Countries .....	India
Industry .....	Tourism
Pub/Rev Date .....	2006
Case Length .....	28 Pages
TN Length .....	N/A

### Pricing Fuzeon: Cost of Innovation?

#### Abstract

This case is about Fuzeon, an innovative 'first of its kind' drug used for the treatment of HIV/AIDS. The drug was developed by Trimeris and marketed by Roche. Though Fuzeon was considered a 'breakthrough' drug,

its price was very high. The case discusses the reasons as to why the company had decided to price the drug at a premium. Fuzeon's pricing also raised ethical concerns as it was priced out of the reach of people who needed it the most. The case also discusses the challenges faced by Trimeris and Roche in marketing this drug.

#### Issues

Understand the issues in drug pricing, particularly for anti-AIDS drugs; Understand the risks that pharmaceutical companies face in developing and launching a new product in the market; Understand the challenges faced by companies in marketing a new product at a premium price.

#### Reference Numbers

ICMR .....	MKTG 121
ECCH .....	
Organization(s) ..	Trimeris Inc. and Roche
Countries .....	USA, Europe
Industry .....	Pharmaceutical and Healthcare
Pub/Rev Date .....	2006
Case Length .....	28 Pages
TN Length .....	N/A

### Google and the 'Click Fraud' Menace

#### Abstract

This case discusses the problem of click fraud being faced by online advertisers and leading search engine companies like Google Inc. and Yahoo! Inc. The case highlights the types of click fraud and the steps taken by advertisers and search engine firms to deal with this problem. The case also highlights the absence of clear standards in quantifying click fraud and the conflict of interest that exists between advertisers and search engine firms.

#### Issues

Understand the impact of click fraud on the online advertising industry; Understand the measures being taken by advertisers and search engine companies to deal with the problem of click fraud.

#### Reference Numbers

ICMR .....	MKTG 120
ECCH .....	
Organization(s) .....	Google Inc
Countries .....	USA
Industry .....	Online Advertising
Pub/Rev Date .....	2006
Case Length .....	9 Pages
TN Length .....	N/A

### IKEA's Global Marketing Strategy

#### Abstract

The case discusses the global marketing strategies of Sweden based furniture retailer IKEA. It illustrates how IKEA built a global brand and its localization strategies in markets including the US and China. The case also details the relationship IKEA had with its customers and details the company's promotional strategies in global markets. It ends with the challenges faced by IKEA in foreign markets.

#### Issues

Understand the role of branding for the success of a company; Understand the factors that are responsible for creating a global brand image; Strategies adopted by IKEA to become successful globally.

#### Reference Numbers

ICMR .....	MKTG 119
ECCH .....	506-045-1
Organization(s) .....	IKEA
Countries .....	Sweden, US and China
Industry .....	Furniture Retail
Pub/Rev Date .....	2006
Case Length .....	20 Pages
TN Length .....	N/A

### Toyota Prius: A Case in New Product Development

#### Abstract

The case focuses on the world's first mass produced hybrid passenger car - Prius - manufactured by the world's second largest automaker Toyota Motors. The case explains



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the new hybrid technology used in the car. It also looks for the reasons for the success of the original Prius in the Japanese market and of the subsequent models of the Prius launched in the US and other markets. The strategies for marketing the product in the US are also analyzed.

#### Issues

History of hybrid vehicles; Working and usefulness of hybrid vehicles; The growing need for clean and green cars in the 21st century; The system Toyota put in place for the manufacture of the original Prius; The technology and other aspects and features of the original Prius and its subsequent versions; Toyota's marketing strategies in the US; The role of buzz marketing in the marketing of new and innovative products like the Prius.

#### Reference Numbers

ICMR .....	MKTG 118
ECCH .....	506-040-1
Organization(s) .....	Toyota Motor Corporation
Countries .....	USA
Industry .....	Automobile
Pub/Rev Date .....	2006
Case Length .....	28 Pages
TN Length .....	N/A

### The Marlboro Story

#### Abstract

The case discusses the marketing strategies of Philip Morris USA (Philip Morris), a leading tobacco company in the US, for its popular cigarette brand, Marlboro. It shows how the company used the image of a cowboy to successfully establish the brand Marlboro in the minds of consumers. The case also discusses the various marketing strategies adopted by Philip Morris before and after the implementation of the Master Settlement Agreement (MSA) which imposed severe restrictions on marketing of tobacco products in the US. It shows how the marketing strategies adopted by Philip Morris over the years have helped it in retaining Marlboro as a top selling brand since its re-launch in the early 1950s.

#### Issues

Brand Personality; Role of Regulatory Bodies in Marketing of Harmful Products; Role of Promotional Tools in Building Customer Loyalty; Importance of 'Integrated Marketing Communication'; Role of Advertising and Promotion in Customer Retention; Developing a Cult Brand; Change Management.

#### Reference Numbers

ICMR .....	MKTG 117
ECCH .....	506-039-1

Organization(s) ..... Philip Morris Inc.  
 Countries ..... USA  
 Industry ..... Tobacco  
 Pub/Rev Date ..... 2006  
 Case Length ..... 17 Pages  
 TN Length ..... N/A

### Multi-Branding Strategy of Videocon Industries in the Consumer Durables Sector

#### Abstract

Videocon Industries is a major player in the consumer durable goods industry. The case traces the growth of the company and its efforts in fighting competition. The case focuses primarily on the multi-branding strategy adopted by the company. The case throws light on VI's brands that make up the company's portfolio. It also brings out the positive and negative aspects of following a multi-branding strategy. The case ends with a discussion on the future prospects of the company.

#### Issues

The multi-branding strategy of a company in the consumer durables industry; The advantages and disadvantages of the multi-branding strategy; Competitive scenario in the Indian consumer durables industry.

#### Reference Numbers

ICMR ..... MKTG 116  
 ECCH ..... 506-044-1  
 Organization(s) ..... Videocon Industries  
 Countries ..... India  
 Industry ..... Consumer Durables  
 Pub/Rev Date ..... 2006  
 Case Length ..... 17 Pages  
 TN Length ..... N/A

### LG's Growth Strategies in India

#### Abstract

The case discusses the entry and expansion strategies of LG in India and describes the measures taken by the company to emerge as the market leader in the Indian consumer electronics industry. The case describes in detail of LG's including its product, distribution, pricing and promotional strategies. It also puts forth the opportunities in the near future for LG and the challenges faced by the company.

#### Issues

Study the marketing mix of LG in India; Understand the importance of localization of products and studying customer behavior.

#### Reference Numbers

ICMR ..... MKTG 115  
 ECCH ..... 506-041-1  
 Organization(s) ..... LG  
 Countries ..... India  
 Industry ..... Consumer Electronics  
 Pub/Rev Date ..... 2006  
 Case Length ..... 18 Pages  
 TN Length ..... N/A

### Organized Retail Industry in India

#### Abstract

This report provides detailed information about the structure of organized retailing industry in India. It examines the growing awareness and brand consciousness among people across different socio-economic classes in India and how the urban and semi-urban retail markets are witnessing significant growth. It explores the role of the Government of India in the industry's growth and the need for further reforms. The foray of four major business houses in India including Pantaloon Retail India Limited, RPG Group, Tata Group and Raheja Group into organized retailing and the strategies adopted by them are explained. The report concludes with the likely impact of the entry of global players into the Indian retailing industry. It also highlights the challenges faced by the industry.

#### Issues

Study the structure of organized retail industry in India; Study the leading players in the organized retail industry in India and analyze their strategies; Examine the recent trends in the organized retail industry in India.

#### Reference Numbers

ICMR ..... MKTG 114  
 ECCH .....  
 Organization(s) ..... Pantaloon Retail, Titan Industries, Foodworld, Trent, Shopper's Stop  
 Countries ..... India  
 Industry ..... Retail  
 Pub/Rev Date ..... 2006  
 Case Length ..... 24 Pages  
 TN Length ..... N/A

### Market Expansion Strategies of Maruti Udyog

#### Abstract

The case 'Market expansion strategies of Maruti Udyog' examines the market expansion strategies adopted by Maruti Udyog Limited (MUL), India's biggest carmaker, in response to intense competition

and a decline in sales of its bread-and-butter model - the Maruti 800. MUL enjoyed a near-monopoly status, until the Government of India liberalized the economy in 1991. Liberalization led to the entry of foreign players like Hyundai, Fiat, Mitsubishi, and Toyota. Even Indian auto players like Tata Motors and Mahindra and Mahindra entered the fray to give MUL tough challenges. MUL began to introduce new models, and upgrade its existing models in response to market demand.

The case study looks into how MUL came back from the crunch to retain its place as the top carmaker in India. It also deals with the tussle between Suzuki Motor Corporation and the Government of India over ownership issues. The case highlights the MUL in its quest for market dominance and examines how the company was able to mould itself according to the market requirements, by entering new domains and reaching out to potential customers through its 'True Value' and other promotional offers.

#### Issues

Gain an overview of the Indian automobile industry, especially the passenger car market.; Study the rise of MUL, and its measures to tackle competition successfully; Analyze the impact of macroeconomic variables like government regulations and environmental guidelines (Euro norms) on the functioning of an automobile manufacturer in India; Show how promotional offers can work wonders for a company in expanding the market and overcoming competition; Provide an overview of the pre-owned/used car market in India.

#### Reference Numbers

ICMR ..... MKTG 113  
 ECCH ..... 506-005-1  
 Organization(s) ..... Maruti Udyog  
 Countries ..... India  
 Industry ..... Automobiles  
 Pub/Rev Date ..... 2005  
 Case Length ..... 21 Pages  
 TN Length ..... 6 Pages

### Haier's Marketing Strategies in India

#### Abstract

The case presents an overview of Haier's entry and expansion strategies into the Indian consumer durables market. Haier entered India by establishing its own subsidiary in late 2003. Contrary to its competitors, the company adopted the strategy of pricing its products at a premium and providing additional features. Haier consistently worked towards building its brand and developing a distribution network in India. Product innovation had been the core focus of Haier and the company flooded the

Indian market with several new products like bottom mounted refrigerators and detergent free washing machines. Haier also launched mobile phones and unveiled plans to bring out laptops. The case examines the marketing strategies of Haier in India and examines its expansion plans to achieve its goal of capturing 20% of the consumer durable market in India by 2010.

#### Issues

Entry and expansion strategies of Haier in India; Marketing mix of Haier India; Challenges faced by Haier in the Indian consumer durables market.

#### Reference Numbers

ICMR .....	MKTG 112
ECCH .....	506-043-1
Organization(s) .....	Haier India
Countries .....	India
Industry .....	Consumer Durables
Pub/Rev Date .....	2005
Case Length .....	20 Pages
TN Length .....	N/A

### Match.com: The World's Leading Online Personals Site

#### Abstract

The case examines the growth of Match.com from a pioneer of the concept of online dating in 1995 to emerging as the leading online personals site in the world by early 2000s. It discusses the strategies used by Match to grow its user base and tackle issues such as competition from other online personals site. The case also illustrates the implementation of latest technologies and innovations by Match to attract more users. It ends with the challenges Match is likely to face in the future.

#### Issues

Business Model of Match.com; Strategies adopted by Match.com for growth of its business; Study online consumer behavior.

#### Reference Numbers

ICMR .....	MKTG 111
ECCH .....	506-042-1
Organization(s) .....	Match.com
Countries .....	US
Industry .....	Online Personals
Pub/Rev Date .....	2005
Case Length .....	16 Pages
TN Length .....	N/A

[www.icmr.icfai.org](http://www.icmr.icfai.org)

### Marketing and Communication of Titan

#### Abstract

Titan Industries Limited (TIL) is a dominant player in the Indian branded watch industry. The company has a presence in most segments of the watch market. The case discusses the various brands/sub-brands of TIL's watch division and talks in detail about the marketing and communication strategies followed by the company. The case throws light on the company's decision to use celebrities to market its products. It gives an account of the evolving market dynamics in the branded watch market in India and TIL's efforts to sustain its market share. The case also discusses the challenges that the company may face in the future.

#### Issues

Pros and cons of using celebrity endorsements; Efforts made by TIL to evolve a communication strategy to suit the changing times; Analyze the positioning and targeting issues of multi-brand marketers; The issues concerning branding and brand management in the Indian watch industry; The efforts made by the company to expand the watch market.

#### Reference Numbers

ICMR .....	MKTG 110
ECCH .....	506-006-1
Organization(s) .....	
Countries .....	
Industry .....	
Pub/Rev Date .....	2005
Case Length .....	17 Pages
TN Length .....	N/A

### Arvind Brands' Competitive Position in the Indian Branded Apparel Market

#### Abstract

Arvind Brands, a subsidiary of Arvind Mills, is an important player in the Indian branded apparel industry. With an array of international brands like Lee, Arrow, Tommy Hilfiger, Wrangler and domestic brands like Newport, Flying Machine, Ruf n Tuf and Excalibur, the company was present in most of the segments of the market. But the company was facing severe competition from major brands like Louis Philippe, Park Avenue and small brands like Trigger and Blackberrys. Also, with several MNC brands poised to enter the Indian market, the company was under pressure. The case discusses the various brands of Arvind Brands and its competitors and outlines in detail, the efforts made by the company to organize its brands. The case also throws light on the future of the branded apparel industry vis-à-vis Arvind Brands.

#### Issues

The issues facing branded apparel companies in post-MFA scenario (2005), which are testing times for several players

The positioning and targeting issues of multi-brand marketers

The issues concerning branding and brand management in the Indian apparel industry

The efforts made by the company in expanding the apparel market.

#### Reference Numbers

ICMR .....	MKTG 109
ECCH .....	505-147-1
Organization(s) .....	Arvind Mills
Countries .....	India
Industry .....	Branded Apparel Industry
Pub/Rev Date .....	2005
Case Length .....	16 Pages
TN Length .....	N/A

### Channel Conflict at Apple

#### Abstract

Apple Computer, Inc. (Apple) was the leader in the personal computer (PC) market until IBM PC and its clones gained popularity. Apple's market share slipped in spite of the popularity of its Macintosh (Mac) range of computers, which were sold through authorized resellers and large retailers. To regain its market share, Apple started selling online (1997) and through company-owned retail stores (2001). The authorized resellers alleged that Apple showed undue preference to its stores during the shipment of its products. They accused Apple of following unfair practices and channel strategies aimed at eliminating them. The case describes Apple's approach to retailing and puts forth the arguments of the resellers and details of their lawsuits.

#### Issues

Hybrid channel system, channel functions, and channel integration; Exercise of power by a company (channel leader) over the channel members; Channel conflict and resolution.

#### Reference Numbers

ICMR .....	MKTG 108
ECCH .....	505-116-1
Organization(s) .....	Apple Computer, Inc
Countries .....	USA
Industry .....	Computers
Pub/Rev Date .....	2005
Case Length .....	19 Pages
TN Length .....	N/A

## Zee Telefilms' Competitive Strategies

### Abstract

The case analyzes the competitive strategies adopted by Zee Telefilms in relation to rival channels and the extent to which the channel succeeded in its approach. Zee recorded unprecedented success during the initial years of its launch (1992-2000). However, in 2000, Star with its improved programming content succeeded in establishing itself as the No.1 entertainment channel. Sony also emerged as a strong competitor. The case provides an insight into how Zee managed to regain its position through effective competitive strategies.

### Issues

The factors that played a key role in the establishment of Zee as a successfully integrated media company; The competition in the television media segment; The marketing strategies adopted by Star and Sony, and the reasons for their success or failure; The strategies adopted by Zee to regain its position in the Indian television media segment.

### Reference Numbers

ICMR .....	MKTG 107
ECCH .....	505-148-1
Organization(s) .....	Zee Telefilms Limited
Countries .....	India
Industry .....	Entertainment
Pub/Rev Date .....	2005
Case Length .....	17 Pages
TN Length .....	4 Pages



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## Promotional Strategies of Cellular Service Providers in India

### Abstract

The case gives an insight into the various promotional strategies implemented by the major cellular service providers in the Indian cellular market. The Govt's decision to liberalize the telecom sector in 1994 transformed the entire telecom industry, with many private companies foraying into the sector. With the consequent grant of licenses for providing cellular services, there was a surge in the number of cellular services providers which continued till the late 1990. By the year 2000, stiff competition between players in the cellular market prompted each player to formulate more novel strategies in order to retain their market share. Most of the promotional strategies revolved around capturing the younger generation who formed a major part of the target market. Celebrity endorsements, special season offers, festival discounts, and innovative advertisement campaigns were used by the cellular service providers as tools to push back the competition and increase their market share.

### Issues

The evolution of the Indian telecom industry; The factors that played a major role in the establishment of the cellular services market in India; Compare the various promotional strategies implemented by the major players in the cellular services market.

### Reference Numbers

ICMR .....	MKTG 106
ECCH .....	505-146-1
Organization(s) .....	
Countries .....	India
Industry .....	Cellular Industry
Pub/Rev Date .....	2005
Case Length .....	12 Pages
TN Length .....	4 Pages

## Harrah's CRM Strategy

### Abstract

This case gives a detailed account of customer relationship management (CRM) initiatives pursued by Harrah's Entertainment Incorporated, a leading casino entertainment company in the US. It explains the various elements of Harrah's CRM strategy and how each element contributed to the overall success of the strategy. The case describes the Total Gold customer loyalty program and explains how it evolved into a Total Rewards program that helped Harrah's win the loyalty of its customers. The case also details the use of IT in CRM by Harrah's including data

warehousing initiatives and the use of decision science tools that allowed the company gain insights into its customers' gaming behavior and provide them with personalized services.

### Issues

Understand and appreciate the Importance of customer focus and relationshipbuilding in a successful CRM program; Examine the importance of capturing and using customer information in a CRM initiative; Study and analyze the role played by loyalty programs in developing and nurturing customer relationships; Understand the role played by IT in a CRM initiative.

### Reference Numbers

ICMR .....	MKTG 105
ECCH .....	505-117-1
Organization(s) .....	Harrah's Entertainment Incorporated
Countries .....	US
Industry .....	Casino/ Entertainment
Pub/Rev Date .....	2005
Case Length .....	12 Pages
TN Length .....	N/A

## Cummins India: Consumer Driven Modularization Strategy

### Abstract

Cummins India Limited was one of the leading diesel power generation sets (gensets) manufacturers in India catering mainly to corporate customers. In the late 1990s, the company's revenues and profits came down due to economic recession in the country. Cummins realized that relying solely on the quality and performance of its gensets and catering to companies was no longer enough in the tough economic conditions. Hence, instead of providing regular gensets models to all the customers, it modified the engine features slightly to suit the special needs of each customer like farmers, hospitals and small retailers, to name a few. Through its 'consumer driven modularization strategy,' Cummins came to be known as the provider of customized power solutions and achieved better revenues and profits in spite of the industry performing badly. The case highlights the importance of customization for industrial goods.

### Issues

Study the circumstances that prompted India adopt modularization strategy; Analyze how modularization techniques can help an industrial products company serve the distinct needs of various kinds of customers and channel partners; Appreciate the benefits of modularization including reduction of total cost of ownership and higher demand of industrial products; Examine the recent trends in the Indian power gensets industry.

## Reference Numbers

ICMR .....	MKTG 104
ECCH .....	505-038-1
Organization(s) .....	Cummins India
Countries .....	India
Industry .....	Power Gensets, Diesel Engines
Pub/Rev Date .....	2005
Case Length .....	14 Pages
TN Length .....	N/A

### Coca-Cola's Dasani in the UK: The Public Relations Fiasco

#### Abstract

Coca-Cola, the world's largest carbonated beverages company, ventured into the fast growing bottled water industry. The company launched its bottled water brand - Dasani in the US in 1999. Once it became a success in the domestic market, Coca-Cola launched Dasani in the UK in February 2004. However, Dasani soon ran into controversies as the British media wrote that tap water was the source of Dasani. The media criticized Coca-Cola for misleading public by describing tap water as 'pure' and cheating them by selling it at highly inflated price.

The explanations given by the company that it adopted the most sophisticated purification process before bottling the water did not convince the critics. To further add to Coca-Cola's problems, regular inspections conducted by the company revealed that something went wrong at the Dasani's purification factory and a bad batch of minerals contaminated the bottled water containing potentially carcinogenic (capable of causing cancer) bromate. Coca-Cola had to recall the entire range of Dasani from the UK and postpone indefinitely the launch of Dasani in France and Germany.

#### Issues

Understand the public relation issues involved in Dasani's controversy in the UK; Appreciate the importance of developing a crisis management strategy; Appreciate the need for advance planning and preparation for managing crisis; Analyze how Coca-Cola handled the Dasani crisis and drew lessons from it.

## Reference Numbers

ICMR .....	MKTG 103
ECCH .....	505-040-1
Organization(s) .....	Coca Cola
Countries .....	UK
Industry .....	Bottled Water, Beverages
Pub/Rev Date .....	2005
Case Length .....	15 Pages
TN Length .....	N/A

### Casas Bahia: Marketing to the Poor

#### Abstract

Casas Bahia is the largest retail chain store in Brazil. It was one of the first companies to offer the highly successful credit sales schemes in Brazil mainly aimed at selling electronic and other household products to the urban poor. The case highlights the marketing strategies of Casas Bahia and explains how the company was able to unlock the enormous purchasing power of Brazil's low income working class by providing them credit finance schemes wherein the customers could purchase branded consumer goods in easy installments.

#### Issues

Study and analyze the unique and innovative business model of Casas Bahia; Critically examine the marketing strategy of Casas Bahia that concentrated on the bottom of the pyramid (BoP) market; Understand the importance and potential of BoP market; Analyze the reasons for Casas Bahia's success; Examine the nature of criticism against Casas Bahia's marketing strategy and in its business model.

## Reference Numbers

ICMR .....	MKTG 102
ECCH .....	505-039-1
Organization(s) .....	Casas Bahia
Countries .....	Brazil
Industry .....	Retailing



Pub/Rev Date .....	2005
Case Length .....	13 Pages
TN Length .....	N/A

### Maruti Udyog Limited: The Pricing Dilemma

#### Abstract

The case highlights the pricing strategy of Maruti Udyog Limited (MUL), the market leader in the Indian passenger car industry. MUL has launched various models catering to all market segments at various price points. The case provides a brief note on the various models of MUL, their prices and their features. It specifically focuses on the competition between two of MUL's best selling models - the M800 and Alto. MUL reduced the price difference between these two models positioning them on an almost equal platform, which resulted in confusion in the minds of consumers and industry analysts. M800 had ruled the passenger car market as the only car in the entry-level segment in the Indian automobile industry and was now facing the danger of cannibalization from one of its own family members, Alto. The case highlights the pricing dilemma faced by MUL and leads to a debate on the right pricing strategy for the company and the future of its flagship product M800.

#### Issues

Trends in the Indian passenger car industry, MUL's pricing strategy.

## Reference Numbers

ICMR .....	MKTG 100
ECCH .....	505-024-1
Organization(s) .....	Maruti
Countries .....	India
Industry .....	Passenger Car
Pub/Rev Date .....	2005
Case Length .....	15 Pages
TN Length .....	N/A

### Repositioning Dabur

#### Abstract

The case deals with the restructuring initiatives Dabur took in the early 2000s. In order to cater to a wider audience, Dabur decided to reposition itself as an FMCG company with a herbal plank, moving away from its earlier image of an Ayurvedic medicine manufacturer. In order to convey a new vibrancy, the company has adopted new product offerings and new packaging. Dabur's promotional campaigns includes leading Bollywood actors and sportstars. Dabur moved away from an umbrella branding

strategy and went in for individual branding. It pruned products which were not aligned with its brand architecture. It also took concerted steps towards geographical expansion to international markets, and within India, focused on regions like southern India, which it had earlier neglected.

#### Issues

Brand Repositioning, Umbrella Branding, Brand Management, Strategic Intent of a company, 4Ps of Marketing, FMCG Industry.

#### Reference Numbers

ICMR .....	MKTG 099
ECCH .....	505-023-1
Organization(s) .....	Dabur
Countries .....	India
Industry .....	FMCG
Pub/Rev Date .....	2005
Case Length .....	15 Pages
TN Length .....	5 Pages

### Honda's Marketing Strategies in India

#### Abstract

The case discusses the marketing strategies of Japan-based Honda Motor Company Limited (HMCL) in India. Though HMCL had entered India way back in 1984 by entering into joint ventures with leading two-wheeler companies, the company established its wholly owned subsidiary - Honda Motorcycle and Scooters India Limited (HMSI) in October 1999. Within a couple of years after the launch of its successful products including Activa, Dio and Eterno, HMSI had emerged as the largest scooter company in India. The case describes in detail the product, pricing, distribution and promotional strategies of HMSI. It briefs the challenges faced by the company and its recent foray in the motorcycles business in India. The case also includes a brief note on the Indian two-wheeler industry.

#### Issues

Indian two-wheeler industry, marketing strategies of Honda.

#### Reference Numbers

ICMR .....	MKTG 098
ECCH .....	504-147-1
Organization(s) .....	Honda Motors
Countries .....	India
Industry .....	Automobile (Two Wheelers)
Pub/Rev Date .....	2004
Case Length .....	18 Pages
TN Length .....	N/A

### Coca-Cola's Belgian Crisis: The Public Relations Fiasco

#### Abstract

The case discusses the crisis faced by Coca-Cola in Europe, particularly Belgium, in which people, mostly school children, fell ill after consuming its products in mid-1999. Coca-Cola had to recall about 30 million cans and bottles, the largest ever product recall in its 113-year history. For the first time, the entire inventory of Coca-Cola's products in Belgium was banned from sale. The case describes the crisis in detail and discusses how Coca-Cola managed it. The way Coca-Cola handled the Belgian crisis was a classic example of one of the worst public relations fiascos in the corporate history.

#### Issues

Crisis Management, Understanding the public relation issues involved in Coca-Cola's Belgian crisis.

#### Reference Numbers

ICMR .....	MKTG 097
ECCH .....	504-121-1
Organization(s) .....	Coca Cola
Countries .....	Belgium, Europe
Industry .....	Beverages - Carbonated Soft Drinks
Pub/Rev Date .....	2004
Case Length .....	12 Pages
TN Length .....	8 Pages

### Marketing Strategies of Businessworld

#### Abstract

The case discusses the marketing strategies of Businessworld, the largest circulated business magazine in India. In 1998, Businessworld was facing intense competition and was trailing far behind other players like Business India and Business Today. The magazine was making significant losses. The case describes how Businessworld staged a remarkable turnaround because of its marketing initiatives including aggressive brand-building efforts, pricing strategy, event sponsorship, content restructuring and other promotional activities. The case provides a detailed note on the trends in the Indian business publication industry.

#### Issues

Marketing strategies leading business publication company; Indian Business Publication Industry.

#### Reference Numbers

ICMR .....	MKTG 096
ECCH .....	504-120-1
Organization(s) .....	BusinessWorld
Countries .....	India
Industry .....	Business Publications
Pub/Rev Date .....	2004
Case Length .....	13 Pages
TN Length .....	N/A

### Hyundai's Marketing Strategies in India

#### Abstract

The case discusses the marketing strategies of Korea based Hyundai Motor Company (HMC) in India. HMC entered India by establishing its wholly owned subsidiary Hyundai Motors India Limited (HMIL) in 1996. Within a year of launch of its first product - Santro, HMIL had emerged as the second largest car company in India. The case describes in detail the entry, product, pricing, distribution and promotional strategies of HMIL. The case briefs the challenges faced by the company and its marketing plans in future. It also includes a note on the Indian passenger car industry, the leading player and its marketing strategy.

#### Issues

Marketing Strategies of Multinational Car Company in India.

#### Reference Numbers

ICMR .....	MKTG 095
ECCH .....	504-122-1
Organization(s) .....	Hyundai Motors
Countries .....	India
Industry .....	Automobile, Passenger Cars
Pub/Rev Date .....	2004
Case Length .....	15 Pages
TN Length .....	N/A

### Pantaloons Retail (India) Limited: The Indian Retailing Giant

#### Abstract

The case highlights the emergence and evolution of PRIL from a small garment manufacturer to the #1 retailer in India by the early 21st century. It examines the evolution and growth of PRIL until the mid 1990s, and then traces the rationale behind the launch of its first retail format Pantaloons, a family departmental store. It discusses in detail the marketing and promotional efforts undertaken by PRIL for Pantaloons, which made the store one of the most successful lifestyle stores in

India in the early 2000s. The case then examines the reasons for PRIL's entry into discount store and food store businesses through Big Bazaars and Food Bazaars and discusses in detail the strategies and marketing efforts put in place by PRIL to promote these formats. Finally, it explores the future prospects of PRIL in the light of the huge potential for organized retailing in India.

#### Issues

Indian retailing industry, Successful retailing formats, Importance of brand positioning and promotion in the success of a brand.

#### Reference Numbers

ICMR .....	MKTG 094
ECCH .....	504-103-1
Organization(s) .....	Pantaloons Retail (India) Limited
Countries .....	India
Industry .....	Retail
Pub/Rev Date .....	2004
Case Length .....	16 Pages
TN Length .....	N/A

### Hindustan Lever's Foray into Network Marketing

#### Abstract

The case discusses in length the structure, product portfolio, compensation plans and pricing strategies adopted by Hindustan Lever Network. In this respect, it also aims to draw comparisons with other multi-level marketing brands to study the positioning of HLN vis-à-vis its competitors. The important conclusion that can be drawn that the success of HLN in network marketing will depend on how it manages the various aspects of this distribution segment which is unchartered territory for it.

#### Issues

Indian Direct Marketing Industry, Multilevel marketing, Discuss the structure, model, strategies and marketing policies adopted by HLL vis-a-vis its competitors.

#### Reference Numbers

ICMR .....	MKTG 093
ECCH .....	504-105-1
Organization(s) .....	Hindustan Lever Ltd.(HLL)
Countries .....	India
Industry .....	FMCG, Retail
Pub/Rev Date .....	2004
Case Length .....	30 Pages
TN Length .....	N/A

### CavinKare's Innovative Marketing Strategies

#### Abstract

The case examines the evolution of a small regional player - CavinKare Pvt. Ltd., from a one-product company to a multi-product company with nation-wide presence in the fast moving consumer goods (FMCG) industry in India. It discusses in detail the brand-building, promotion and distribution strategies adopted by CavinKare, which enabled its brands to compete directly with market leaders such as HLL, P&G, Godrej and Henkel successfully. The case traces the launch and growth of CavinKare's successful brands such as Chik, Nyle, Meera, Fairever and Spinz. It also discusses the company's brand extension efforts and takes a look at the company's entry into other segments of the Indian FMCG market in the early 21st century and critically analyses the rationale for this move. Finally, it explores the future of the company in light of increasing competition in the FMCG market and its limited resources in comparison to FMCG majors such as HLL, P&G and Henkel.

#### Issues

Innovation, brand-building, pricing and promotion for the success of a product.

#### Reference Numbers

ICMR .....	MKTG 092
ECCH .....	504-085-1
Organization(s) .....	CavinKare Pvt. Ltd.
Countries .....	India
Industry .....	FMCG
Pub/Rev Date .....	2004
Case Length .....	14 Pages
TN Length .....	N/A

### Bumrungrad's Global Services Marketing Strategy

#### Abstract

The case discusses the healthcare services marketing strategy of Thailand-based Bumrungrad Hospital Public Company Limited (Bumrungrad), the largest privately managed hospital in Southeast Asia. From a significantly adverse financial situation in mid-1997 due to the Southeast Asian currency crisis, Bumrungrad has emerged as a market leader in the healthcare industry in Southeast Asia. The case discusses how Bumrungrad was able to overcome its problems by promoting its healthcare services globally. It covers in length the service experience provided to Bumrungrad's customers. Finally, the case describes the new initiatives taken by Bumrungrad in early 2004.

#### Issues

Bumrungrad's healthcare services marketing strategy.

#### Reference Numbers

ICMR .....	MKTG 091
ECCH .....	504-027-1
Organization(s) .....	Bumrungrad Hospital Public Company
Countries .....	Thailand
Industry .....	Healthcare
Pub/Rev Date .....	2004
Case Length .....	17 Pages
TN Length .....	9 Pages

### Tommy Hilfiger: The Struggles of an American Fashion Icon

#### Abstract

The case discusses the growth and decline of one of the leading global fashion labels, Tommy Hilfiger, from a strategic perspective. It provides information about the initial days of the man behind the business - fashion designer Tommy Hilfiger. Thereafter, the case gives a detailed account of the reasons behind the phenomenal success of the brand during the 1990s. It focuses on the following issues: licensing, association with music celebrities (especially with hip-hop/rap artists), designing and promotion. Next, it talks about the reasons that led to the brand's downturn in the early years of the 21st century and the corrective measures undertaken. Finally, it discusses the moves being made at the company in early-2004 and comments on its future prospects.

#### Issues

Brand building exercise for Tommy Hilfiger.

#### Reference Numbers

ICMR .....	MKTG 090
ECCH .....	504-026-1
Organization(s) .....	Tommy Hilfiger
Countries .....	USA
Industry .....	Fashion
Pub/Rev Date .....	2004
Case Length .....	15 Pages
TN Length .....	N/A

*"Marketing is not an event, but a process. . . It has a beginning, a middle, but never an end, for it is a process. You improve it, perfect it, change it, even pause it. But you never stop it completely."*

– Jay Conrad Levinson

## Samsung's Marketing Strategy in India

### Abstract

The case examines the marketing strategy of Samsung in India. It provides a detailed account of Samsung's marketing strategies to garner more market share. The case examines Samsung's approach to product, pricing, distribution and promotion. The case also provides insights into the future prospects of the company in light of the increasing competition and the slowdown in the consumer electronics market.

### Issues

The marketing strategies adopted by Samsung to gain market.

#### Reference Numbers

ICMR .....	MKTG 089
ECCH .....	504-024-1
Organization(s) .....	Samsung India
Countries .....	India
Industry .....	Consumer Electronics
Pub/Rev Date .....	2004
Case Length .....	10 Pages
TN Length .....	N/A

## Nike: The 'Goddess of Marketing'

### Abstract

The case discusses the elements of Nike's marketing strategy. The roots of Nike, one of the most popular brands in the world, can be traced back to the 1960s, when Phil Knight and Bill Bowerman collaborated to provide American runners with better quality running shoes. With insufficient money to indulge in formal advertising, the partners resorted to selling shoes at local track meets from the backs of trucks. Growing from such humble beginnings, Nike's marketing strategy became one of the most successful marketing stories in the world of business. The company was especially known for its well-recognized 'swoosh' logo and strong punch lines. The case also discusses the criticisms leveled at Nike on account of its marketing strategies.

### Issues

Early marketing efforts of a highly successful sports-goods company.

#### Reference Numbers

ICMR .....	MKTG 088
ECCH .....	504-023-1
Organization(s) .....	NIKE Inc.
Countries .....	USA
Industry .....	Shoe Manufacturing
Pub/Rev Date .....	2004
Case Length .....	13 Pages
TN Length .....	5 Pages

## Nivea: Managing an Umbrella Brand

### Abstract

The case describes the brand management strategies of the German branded goods major Beiersdorf for its Nivea range of products. Nivea's journey from being a one-product brand to a range encompassing fourteen product categories and over 300 products by the beginning of the 21st century is explored. The case examines in detail Beiersdorf's 'twin strategy' of brand extension and globalization, which made Nivea the number one skin care brand in the world. It studies Beiersdorf's strong focus on innovation-led product development and customer-focused marketing, and examines the strategies taken by the company to ensure that brand dilution did not hamper the umbrella branding initiatives for Nivea.

### Issues

Managing umbrella branding.

#### Reference Numbers

ICMR .....	MKTG 087
ECCH .....	503-098-1
Organization(s) .....	Nivea
Countries .....	Germany
Industry .....	Cosmetics
Pub/Rev Date .....	2003
Case Length .....	13 Pages
TN Length .....	7 Pages

## Tupperware in India

### Abstract

The case focuses on the growth of the direct selling company, Tupperware, in the Indian market. It gives a background of Tupperware, its products and its unique selling method, the Party Plan. The case explains Tupperware's growth over the years to become one of the leading companies in the direct selling market. It then discusses Tupperware's entry into the Indian market in 1996 and the various strategies adopted by it to establish itself in the country. The case stresses on how the company changed its marketing methods to suit the needs of Indian consumers.

### Issues

Indian direct selling market and their influence on the entry of new players.

#### Reference Numbers

ICMR .....	MKTG 086
ECCH .....	504-025-1
Organization(s) .....	Tupperware
Countries .....	India
Industry .....	Retailing

Pub/Rev Date .....	2004
Case Length .....	16 Pages
TN Length .....	5 Pages

## Price Optimization at Northern Group Retail

### Abstract

The case discusses the implementation of price optimization software at Northern Group Retail, a major clothing and accessories retailer based in Toronto, Canada. The Northern Group was experiencing a decline in performance due to its pricing strategy, which followed nation-wide pricing rather than zonal pricing. Due to this, the company was not tuned-in to local conditions and implemented the prices uniformly. This led to the company losing out on substantial revenues by implementing mark-downs in places where the goods had the potential to sell at full price.

### Issues

Nature of pricing strategy in the retail sector.

#### Reference Numbers

ICMR .....	MKTG 085
ECCH .....	504-019-1
Organization(s) .....	Northern Group Retail
Countries .....	Canada
Industry .....	Retailing
Pub/Rev Date .....	2004
Case Length .....	9 Pages
TN Length .....	4 Pages

## Calvin Klein's Scandalous Advertising: Morality vs. Money

### Abstract

The case deals with the controversial advertisement campaigns launched by the US-based fashion house Calvin Klein from the late 1970s to 2003. It gives information about Calvin Klein, the designer's, evolution over the decades into a successful businessman. The company's entry and success in the jeans, underwear and fragrance businesses is examined. The case then discusses the various Calvin Klein advertisements that angered business partners, religious leaders, family welfare groups, customers and a host of other factions for their excessively sexual content.

### Issues

Using excessive sexual content in mass media advertisements.

#### Reference Numbers

ICMR .....	MKTG 084
ECCH .....	504-018-1

Organization(s) ..... Calvin Klein  
 Countries ..... USA  
 Industry ..... Fashion  
 Pub/Rev Date ..... 2004  
 Case Length ..... 12 Pages  
 TN Length ..... N/A

### Branding a Commodity: The Tata Steel Way

#### Abstract

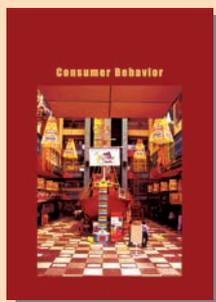
The case focuses on the marketing of steel by India's leading private sector steel manufacturer - Tata Steel. The case explains in detail the reasons for the company's decision to opt for branding, and the steps taken by the company to make its branding initiatives successful. The case also provides information about the steps taken by Tata Steel to inculcate customer orientation in its employees. The revamping exercise undertaken by Tata Steel and the different approaches adopted for its two different customer segment - B2B and B2C, are also covered. The case concludes with information on the benefits reaped by the company through branding of its steel products, and the prospects of the company in the future.

#### Issues

Marketing an industrial commodity.

#### Reference Numbers

ICMR ..... MKTG 083  
 ECCH ..... 504-010-1  
 Organization(s) ..... Tata Steel  
 Countries ..... India  
 Industry ..... Manufacturing  
 Pub/Rev Date ..... 2004  
 Case Length ..... 13 Pages  
 TN Length ..... 4 Pages



Consumer Behavior  
Paperback: 374 Pages,

### New Product Development at the Schwan Food Company

#### Abstract

In 2003, the world's largest frozen pizza processing company, the US-based Schwan Food Company (Schwan), won a lot of recognition for one of its new products, Red Baron Stuffed Pizza Slices. In the light of this, the case discusses how new product development was carried out at this company, focusing on its unique 'innovation through communication' formula. After providing information on Schwan's history, it examines the reasons why companies in the US frozen pizza industry were forced to look at product development as a differentiating factor in the early 21st century. Thereafter, it describes in detail Schwan's new product development approach with respect to Red Baron Stuffed Pizza Slices.

#### Issues

The frozen pizza industry in the US and the evolution of Schwan.

#### Reference Numbers

ICMR ..... MKTG 082  
 ECCH ..... 504-011-1  
 Organization(s) .. Schwan Food Company  
 Countries ..... USA  
 Industry ..... Food & Beverages  
 Pub/Rev Date ..... 2004  
 Case Length ..... 18 Pages  
 TN Length ..... 8 Pages

### Coca-Cola India's Thirst for the Rural Market

#### Abstract

The case focuses on the rural marketing initiatives undertaken by the cola major - Coca-Cola in India. The case discusses in detail the changes brought about by Coca-Cola in distribution, pricing and advertising to make inroads into rural India. The case also discusses the concept of rural marketing and its characteristics in a developing country like India. Further, it also provides details about PepsiCo's rural marketing initiatives.

#### Issues

Strategy adopted by Coca-Cola to penetrate the rural market in India.

#### Reference Numbers

ICMR ..... MKTG 081  
 ECCH ..... 504-012-1  
 Organization(s) ..... Coca Cola India

Countries ..... India  
 Industry ..... Food & Beverages  
 Pub/Rev Date ..... 2004  
 Case Length ..... 10 Pages  
 TN Length ..... 5 Pages

### Lessons in Customer Service from Wal-Mart

#### Abstract

The case discusses various customer-centric initiatives, which contributed to the success of Wal-Mart; the world's largest retailing company. The case elaborates on the role of Sam Walton's leadership, Wal-Mart's culture and the customer-centric policies of the company. The case also discusses in detail how Wal-Mart used IT to provide high levels of customer service.

#### Issues

Need for customer service.

#### Reference Numbers

ICMR ..... MKTG 080  
 ECCH ..... 504-004-1  
 Organization(s) ..... Wal-Mart  
 Countries ..... USA  
 Industry ..... Retail  
 Pub/Rev Date ..... 2003  
 Case Length ..... 19 Pages  
 TN Length ..... N/A

### Harry Potter: A Multi Million Dollar Business

#### Abstract

The case examines how the Harry Potter series of books led to the creation of a multi-billion dollar business for various companies across the world in the early 21st century. The creation, development and management of Harry Potter as a brand is examined in detail. The case then describes the various marketing and promotional activities taken up by Harry Potter's author and publishers in the UK and the US. Thereafter, the case examines how Warner Brothers (which acquired its worldwide licensing and movie rights), turned the brand into an immensely successful marketing property. The case also explains the reasons why Warner Brothers and J.K Rowling were very protective about the brand and what precautions they took to ensure that the brand's image does not get diluted.

#### Issues

Creating and managing strong brands.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 079</i>
<i>ECCH</i> .....	<i>504-002-1</i>
<i>Organization(s)</i> .....	<i>Amazon.com</i>
<i>Countries</i> .....	<i>UK</i>
<i>Industry</i> .....	<i>Books and Publishing</i>
<i>Pub/Rev Date</i> .....	<i>2003</i>
<i>Case Length</i> .....	<i>14 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

### Absolut Vodka: Creating Advertising History

**Abstract**

The case discusses in detail the advertising strategies of V&S, Sweden's leading liquor company, for promoting the world's third largest premium vodka brand, Absolut. Besides providing detailed information about the history and growth of V&S, the case also provides detailed information about how the Absolut brand was created. The history of the creation of the widely acclaimed Absolut advertising campaign, which is credited for making Absolut the largest selling premium vodka brand in the US, has been examined in detail. Absolut's decision to link its advertisements with art and fashion, and the resulting increase in the brand's popularity has been discussed.

**Issues**

Advertising and marketing an alcoholic beverage.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 078</i>
<i>ECCH</i> .....	<i>504-003-1</i>
<i>Organization(s)</i> .....	<i>Absolut Spirits Company Inc. (ASC)</i>
<i>Countries</i> .....	<i>Sweden</i>
<i>Industry</i> .....	<i>Alcoholic Beverages</i>
<i>Pub/Rev Date</i> .....	<i>2003</i>
<i>Case Length</i> .....	<i>19 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

### The 'David Beckham' Brand

**Abstract**

Analysts estimated the value of David Beckham brand to be worth over 200 million pounds. In 2003, when Manchester United sold Beckham to Real Madrid, a Spanish club, it created a furor among advertisers as well as football fans. Analysts said that Real Madrid's purchase of Beckham was motivated more by his commercial appeal than his football skills. The move had great implications for the concerned clubs, Beckham, as well as all his sponsors.

**Issues**

Using celebrities to endorse products.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 077</i>
<i>ECCH</i> .....	<i>504-001-1</i>
<i>Organization(s)</i> .....	<i>Real Madrid, Manchester United</i>
<i>Countries</i> .....	<i>UK</i>
<i>Industry</i> .....	<i>Media &amp; Entertainment</i>
<i>Pub/Rev Date</i> .....	<i>2004</i>
<i>Case Length</i> .....	<i>12 Pages</i>
<i>TN Length</i> .....	<i>6 Pages</i>

### Scorpio: Marketing an Automobile Brand

**Abstract**

The case examines the marketing strategies adopted by Mahindra & Mahindra (M&M), leading Indian automobile manufacturer, for its newly launched sports utility vehicle 'Scorpio' in the early 21st century. It traces M & M's evolution from being just another Mahindra Group company into a leading automobile company. The reasons for the decision to develop the Scorpio are explained and details on the efforts that went into the creation of the vehicle are provided. Thereafter, the case discusses the marketing strategies (positioning, advertising, pricing and promotion) adopted by M&M for Scorpio. The case not only examines M & M's strategies for popularizing Scorpio, it also explores the increasing competition in the Indian SUV market.

**Issues**

Modifying product mix and entering new segments.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 076</i>
<i>ECCH</i> .....	<i>503-118-1</i>
<i>Organization(s)</i> .....	<i>Mahindra &amp; Mahindra</i>
<i>Countries</i> .....	<i>India</i>
<i>Industry</i> .....	<i>Automobile</i>
<i>Pub/Rev Date</i> .....	<i>2003</i>
<i>Case Length</i> .....	<i>13 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

### Marketing Research at P&G

**Abstract**

US-based FMCG major, Procter and Gamble (P&G) is believed to have pioneered the marketing research concept way back in 1924. The case gives a brief account of the evolution and growth of P&G's marketing research efforts. The various marketing

research tools used by the company are discussed in detail and several real life instances are narrated. The case also highlights the recent marketing research initiatives of P&G, including the thrust on online market research. The benefits to the company from its offline and online market research initiatives are also discussed.

**Issues**

The importance of marketing research for a large, global FMCG company.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 075</i>
<i>ECCH</i> .....	<i>503-121-1</i>
<i>Organization(s)</i> .....	<i>P &amp; G</i>
<i>Countries</i> .....	<i>USA</i>
<i>Industry</i> .....	<i>FMCG</i>
<i>Pub/Rev Date</i> .....	<i>2003</i>
<i>Case Length</i> .....	<i>12 Pages</i>
<i>TN Length</i> .....	<i>N/A</i>

### Baskin – Robbins' Innovative Marketing

**Abstract**

Baskin-Robbins was one of the best recognized brands in America. The company achieved this by emphasizing on the quality of its products and focusing on creating the 'ice cream experience' for customers. Innovative marketing strategies also helped make the brand very popular and increased brand equity. The case discusses some of the marketing strategies adopted by Baskin-Robbins in the early years of the 21st century, and shows how they helped promote the brand.

**Issues**

Strategies adopted by the company to heighten brand awareness.

*Reference Numbers*

<i>ICMR</i> .....	<i>MKTG 074</i>
<i>ECCH</i> .....	<i>503-119-1</i>
<i>Organization(s)</i> .....	<i>Baskin - Robbins</i>
<i>Countries</i> .....	<i>USA</i>
<i>Industry</i> .....	<i>FMCG</i>
<i>Pub/Rev Date</i> .....	<i>2003</i>
<i>Case Length</i> .....	<i>14 Pages</i>
<i>TN Length</i> .....	<i>5 Pages</i>

### P&G Brand Management System

**Abstract**

This case discusses the evolution and growth of the brand management system of the US based FMCG major – Procter & Gamble (P&G).

It describes in detail how the 'brand management' in the 1940s evolved into 'category management' in the 1980s, as the brand portfolio of P&G expanded. Finally, the case focuses on how category management is gradually evolving into 'cohort management' at P&G in the initial years of the new millennium. The case also examines in detail the best practices followed by P&G in managing brands.

#### Issues

Significance of a brand management system and category management.

#### Reference Numbers

ICMR .....	MKTG 073
ECCH .....	503-112-1
Organization(s) .....	P&G
Countries .....	USA
Industry .....	FMCG
Pub/Rev Date .....	2003
Case Length .....	15 Pages
TN Length .....	7 Pages

### Virgin: Brand Extension or Brand Dilution?

#### Abstract

The case discusses the brand extension strategies adopted by the Virgin group. Detailed information is provided about the values of the Virgin brand and the part they played in the group's foray into many different businesses. The case also discusses how the Virgin group's Chairman and CEO, Richard Branson, became an integral part of the brand itself. It then moves on to discuss the criticism leveled against the group for allegedly diluting the equity of the Virgin brand through reckless brand extensions. The views of various industry observers and analysts are provided along with the views of people employed by Virgin. Finally, the case discusses the future prospects for the brand in light of the various problems the Virgin group was facing in the early 21st century.

#### Issues

Brand management strategies of an umbrella brand.

#### Reference Numbers

ICMR .....	MKTG 072
ECCH .....	503-109-1
Organization(s) .....	Virgin Group
Countries .....	USA
Industry .....	Airline
Pub/Rev Date .....	2003
Case Length .....	14 Pages
TN Length .....	N/A

### Beetle: The Birth, Growth, Death and Revival of a Cult Brand

#### Abstract

The case narrates the story of the German automobile company Volkswagen and its Beetle brand of passenger cars. Beetle's emergence as a successful cult brand between the late 1950s and early 1970s is examined in detail. The case discusses the brand positioning, advertising and promotional strategies adopted for the Beetle brand in the US during the above time period. It also studies the problems faced by Beetle after the mid-1970s, which forced Volkswagen to stop the production of Beetles worldwide in 1979. The reasons for the relaunch of the Beetle in the late 1990s have also been discussed. The case critically examines the success of New Beetle in the early 21st century and discusses its future prospects.

#### Issues

Cult brands and role of emotional bonding in building strong brands.

#### Reference Numbers

ICMR .....	MKTG 071
ECCH .....	503-113-1
Organization(s) .....	Volkswagen
Countries .....	Germany
Industry .....	Automobiles
Pub/Rev Date .....	2003
Case Length .....	14 Pages
TN Length .....	N/A

### Tesco: The Customer Relationship Management Champion

#### Abstract

The case describes the customer relationship management (CRM) initiatives undertaken by Tesco, the number one retailing company in the United Kingdom (UK), since the mid-1990s. The company's growth and its numerous customer service efforts are discussed. The case then studies the loyalty card scheme launched by the company in 1995. It examines the role played by the scheme in making Tesco the market leader. Finally, the company's future prospects are commented on in light of changing market dynamics, the company's new strategic game plan, and criticism of loyalty card schemes.

#### Issues

CRM tools to modify marketing strategies, UK retailing industry.

#### Reference Numbers

ICMR .....	MKTG 070
ECCH .....	503-108-1
Organization(s) .....	Tesco
Countries .....	UK
Industry .....	Retailing
Pub/Rev Date .....	2003
Case Length .....	18 Pages
TN Length .....	N/A

### Krispy Kreme Doughnuts: America's Most Loved Doughnut Brand

#### Abstract

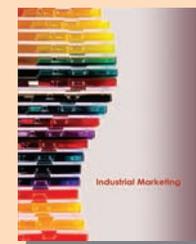
Krispy Kreme was one of the most successful companies in the restaurant sector in America. The company started in the 1930s in the southern states of the US and started exploring other markets only in the late 1990s. Krispy Kreme was one of the best known brands in the US and although the company did not have a formal advertising budget, the brand was one of the most recognized ones in the country. Krispy Kreme achieved a high level of brand awareness by adopting a unique publicity program geared towards high media exposure. It also introduced some innovations in its stores like the 'Doughnut Theater' and the 'Hot Doughnuts Now' signs, which proved to be good marketing moves.

#### Issues

Components of marketing strategy and their contribution to the value of a brand.

#### Reference Numbers

ICMR .....	MKTG 068
ECCH .....	503-120-1
Organization(s) .....	Krispy Kreme
Countries .....	USA
Industry .....	Food & Beverages
Pub/Rev Date .....	2003
Case Length .....	13 Pages
TN Length .....	5 Pages



Industrial Marketing  
Paperback; 316 Pages,  
ISBN No: 81-7881-696-2

### Walt Disney: The Evolution of the Brand

#### Abstract

The case describes the evolution and growth of a highly successful and diversified entertainment group - The Walt Disney Group of Companies. The Walt Disney Group, which has interests in diverse fields such as media networks, studio entertainment, consumer products and resorts, initially started as a small studio which made short animated films. The studio was not very successful and often. Disney's fortunes changed after the creation of a very popular cartoon character called Mickey Mouse. Disney is credited with making the first animated film synchronized to sound.

#### Issues

Evolution and growth of a highly successful brand in the field of entertainment.

#### Reference Numbers

ICMR ..... MKTG 067  
ECCH ..... 503-115-1  
Organization(s) ..... Walt Disney  
Countries ..... USA  
Industry ..... Media and Entertainment  
Pub/Rev Date ..... 2003  
Case Length ..... 16 Pages  
TN Length ..... 4 Pages

### Customer Service at Singapore Airlines

#### Abstract

The case study focuses on customer service in Singapore Airlines. It discusses the emergence of SIA as the world leader in customer service in the airline industry. The case begins with the launch of SIA and its progress in becoming the most customer-friendly airline in the world. The case discusses how SIA differentiated itself from other airlines based on superior customer service, both in-flight and on the ground. The case emphasizes SIA's efforts to develop consumer perception as the world's most preferred airline.

#### Issues

Importance of customer service in the success of a service organization.

#### Reference Numbers

ICMR ..... MKTG 066  
ECCH ..... 503-114-1  
Organization(s) ..... Singapore Airlines  
Countries ..... Singapore  
Industry ..... Airlines  
Pub/Rev Date ..... 2003  
Case Length ..... 10 Pages  
TN Length ..... 4 Pages

### Madura Garments: Marketing Branded Men's Wear in India

#### Abstract

The case discusses in detail marketing strategies adopted by Madura Garments (MG), India's leading branded apparel manufacturer that helped it become the market leader in the men's wear market. The company's product development, promotion and distribution initiatives are studied in the backdrop of the numerous brands launched over the years. The case takes an in-depth look at one of these brands, 'Peter England,' which became one of MG's greatest successes. The case also explains how MG kept ahead of the competition by identifying new trends and market segments and launched brands accordingly. The case also attempts to understand how a market leader acts and reacts to changing market conditions and the strategies it adopts to retain its position as the market leader.

#### Issues

Dynamics of the Indian branded men's wear market.

#### Reference Numbers

ICMR ..... MKTG 064  
ECCH ..... 503-111-1  
Organization(s) ..... Madura Garments Ltd  
Countries ..... India  
Industry ..... Apparel  
Pub/Rev Date ..... 2003  
Case Length ..... 16 Pages  
TN Length ..... 5 Pages

### BBC World in India

#### Abstract

The case examines BBC World's entry into India during mid-1990s and its growth in the country. The reasons underlying the channel's decision India-centric programs have been discussed. In addition the case examines BBC World's decision to shift India-centric programs to the weekend after the September 11th attacks and its decision to relaunch India-centric programs on prime time. The case also provides detailed information about the channel's market research activities and its target market. BBC World's future prospects in light of growing competition are also examined.

#### Issues

Factors that influence a foreign channel to opt for localized programming content.

#### Reference Numbers

ICMR ..... MKTG 063  
ECCH ..... 503-075-1  
Organization(s) ..... BBC  
Countries ..... India  
Industry ..... Media and Entertainment  
Pub/Rev Date ..... 2003  
Case Length ..... 15 Pages  
TN Length ..... 5 Pages

### L'Oréal: Building Brand

#### Abstract

The case discusses in detail the brand management strategies of the global cosmetics industry leader, L'Oréal, over the years. L'Oréal's brand portfolio included brands from different America and Asia. The case explores L'Oréal's expansion of its business through the acquisition, makeover and worldwide marketing of relatively unknown brands from different countries. In addition, the case takes a look at the way in which the company consciously worked towards straddling all the segments of the cosmetics business and building successful brands in each of these segments.

#### Issues

Brand management strategies of a large global cosmetics company.

#### Reference Numbers

ICMR ..... MKTG 062  
ECCH ..... 503-076-1  
Organization(s) ..... L'Oréal  
Countries ..... France  
Industry ..... Cosmetics  
Pub/Rev Date ..... 2003  
Case Length ..... 14 Pages  
TN Length ..... N/A



Case Studies in Consumer Behavior  
Paperback; 323 Pages,  
30 Case Studies  
ISBN No: 81-89410-17-2  
INR 2000/-

### 'Legend': Redefining the Rules of Marketing PCs in China

#### Abstract

The case discusses the marketing strategy of Legend Group Limited, the industry leader in the personal computer (PC) market in China. The company's marketing mix and its vast distribution network in China are described in detail. The case also takes a look at Legend's partnerships with MNCs entering China since Legend learned the intricacies of the PC business from them. Finally, the case discusses the company's global expansion plans.

#### Issues

Marketing strategies of a Chinese PC manufacturer to compete successfully against MNCs.

#### Reference Numbers

ICMR ..... MKTG 061  
 ECCH ..... 503-078-1  
 Organization(s) ..... Legend Group Limited  
 Countries ..... China  
 Industry ..... IT  
 Pub/Rev Date ..... 2003  
 Case Length ..... 15 Pages  
 TN Length ..... 8 Pages

### 'All Out': Marketing a Mosquito Repellent

#### Abstract

The case, 'The All Out Story' examines the success of the All Out mosquito repellent from Karamchand Appliances Pvt. Ltd. (KAPL). KAPL was responsible for introducing 'vaporizers' in the Indian mosquito repellent market. The case examines the marketing strategy that helped the company to become a leader in the segment, even while competing against financially stronger players.

#### Issues

Market leadership with an innovative product and strong, unconventional marketing.

#### Reference Numbers

ICMR ..... MKTG 060  
 ECCH ..... 503-061-1  
 Organization(s) ..... Karamchand Appliances Pvt. Ltd.  
 Countries ..... India  
 Industry ..... Home Appliances  
 Pub/Rev Date ..... 2003  
 Case Length ..... 13 Pages  
 TN Length ..... 4 Pages

### The Indian Petroleum Industry: Towards Branded Fuels

#### Abstract

The case examines the changes taking place in the Indian petroleum industry since the early 1990s. After the market was deregulated, various factors led petroleum companies to focus on marketing initiatives like never before. The case examines these marketing initiatives focusing particularly on the introduction of branded fuels in the early 21st century. The concept of value-added fuels, their efficacy and the marketing support on part of the companies (in terms of product development, promotion and distribution) have been explored in detail. The case also examines the future prospects of these new brands with reference to the problems related to product usage, pricing and the intensifying competition.

#### Issues

Changing dynamics of the Indian petroleum industry after the deregulation.

#### Reference Numbers

ICMR ..... MKTG 059  
 ECCH ..... 503-052-1  
 Organization(s) ..... HPCL, BPCL, IOC  
 Countries ..... India  
 Industry ..... Petroleum  
 Pub/Rev Date ..... 2003  
 Case Length ..... 12 Pages  
 TN Length ..... N/A

### Luxor Writing Instruments Private Limited: Marketing Pens in India

#### Abstract

The case study discusses in detail the various marketing mix elements employed by Luxor Writing Instruments Private Limited (LWIPL) to become one of the leading companies in the writing instruments industry in India. It traces the growth of the pen industry in India and examines its future trends. The case study also discusses the leading players in the pen industry in India and the strategies adopted by them to gain a larger share of the market.

#### Issues

Marketing strategies of luxor, writing instruments in India.

#### Reference Numbers

ICMR ..... MKTG 058  
 ECCH ..... 503-059-1

Organization(s) ..... Luxor Writing Instruments Pvt. Ltd.  
 Countries ..... India  
 Industry ..... Writing instruments  
 Pub/Rev Date ..... 2003  
 Case Length ..... 12 Pages  
 TN Length ..... N/A

### Barbie's Success Story

#### Abstract

The case examines the evolution of the Barbie doll over the years from its launch in 1959. It explores the product development strategies adopted by Mattel for Barbie and the reasons for the success of Barbie. The case also explores changes in Barbie's image along with the changes in American society. The criticism leveled against Barbie by feminists has also been described. The case also examines the challenges that Barbie could face in the future with the launch of Disney Princess.

#### Issues

Challenges faced by traditional toys, such as dolls, in the Internet age.

#### Reference Numbers

ICMR ..... MKTG 057  
 ECCH ..... 503-097-1  
 Organization(s) ..... Mattel Co  
 Countries ..... USA  
 Industry ..... Toys  
 Pub/Rev Date ..... 2003  
 Case Length ..... 17 Pages  
 TN Length ..... 5 Pages

### Social Marketing: Lessons from CRY in India

#### Abstract

The case examines the evolution of CRY and the reasons for its success. In addition, the case provides detailed information about the marketing strategies adopted by CRY for mobilizing resources from both individuals and corporate in India. The case explores the reasons for the corporatization of CRY and the implementation of various corporate strategies by the organization. Information about the concept of Social Marketing is also provided.

#### Issues

Strategies adopted by CRY for mobilizing resources, social marketing.

*Reference Numbers*

ICMR .....	MKTG 056
ECCH .....	503-077-1
Organization(s) .....	Child Relief and You (CRY)
Countries .....	India
Industry .....	NGO
Pub/Rev Date .....	2003
Case Length .....	15 Pages
TN Length .....	5 Pages

### Samsung: The Making of a Global Brand

**Abstract**

The case explores Samsung's brand-building initiatives for transforming itself into a global brand. The company's product initiatives and advertising campaigns for boosting its brand image worldwide are described in detail. The case also explains the steps taken by Samsung to consolidate its presence in global markets. The case concludes with an analysis of Samsung's position in the consumer electronics market vis-à-vis Sony.

**Issues**

Global brand building initiatives.

*Reference Numbers*

ICMR .....	MKTG 055
ECCH .....	503-055-1
Organization(s) .....	Samsung Electronics Corporation
Countries .....	India
Industry .....	Consumer Electronics
Pub/Rev Date .....	2003
Case Length .....	16 Pages
TN Length .....	N/A

### LG's Marketing Strategy in India

**Abstract**

The case examines the marketing strategy of LG Electronics in the Indian market. It provides a detailed account of LG's strategies for gaining market share by examining its approach to product, pricing, distribution and promotion. The case also provides insights into the future prospects of the company in light of the increase in competition and the slowdown in the consumer electronics market.

**Issues**

Promotion and advertising strategies for companies with a broad product range.

*Reference Numbers*

ICMR .....	MKTG 054
ECCH .....	503-056-1
Organization(s) .....	LG Electronics India
Countries .....	India
Industry .....	Consumer Electronics
Pub/Rev Date .....	2003
Case Length .....	11 Pages
TN Length .....	N/A

### Asian Paints: Adding Colors

**Abstract**

The case examines the marketing strategy adopted by Asian Paints after restructuring its businesses. The case provides a detailed account of how the company initiated customer relation-building initiatives with services such as Colorworld, Helpline and Home Solutions. The case also highlights the problems faced by the company in building up brand image in an industry where consumer involvement was very low. The reasons for dropping 'Gattu' from the AP logo and the company's brand restructuring initiatives are also explained.

**Issues**

Change in communication with customers through advertisements.

*Reference Numbers*

ICMR .....	MKTG 053
ECCH .....	503-057-1
Organization(s) .....	Asian Paints Limited
Countries .....	India
Industry .....	Decorative Paints
Pub/Rev Date .....	2003
Case Length .....	13 Pages
TN Length .....	N/A



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20 Case Studies  
ISBN No: 81-89410-15-6  
INR 2000/-

### Discovery Channel: Discovering India

**Abstract**

The case explores the entry of Discovery Channel in India during the mid-1990s and its growth in the country. The reasons underlying the channel's success in India and its initial programming strategy have been discussed. The case also explores the reasons behind Discovery's decision to change its programming strategy and use time band programming. Detailed information is provided about Discovery's image in India and its efforts to change that image and portray itself as a mainstream channel instead of a niche channel. Finally, the case examines the future prospects of Discovery in light of growing competition from the National Geographic Channel.

**Issues**

Reasons for the success of an infotainment channel in India.

*Reference Numbers*

ICMR .....	MKTG 052
ECCH .....	503-100-1
Organization(s) .....	Discovery Channel, Sony Entertainment Network
Countries .....	India
Industry .....	Media and Entertainment
Pub/Rev Date .....	2003
Case Length .....	12 Pages
TN Length .....	6 Pages

### Ujala: The Supreme Whitener

**Abstract**

The case examines the marketing strategies adopted by a small Indian company, Jyothi Laboratories, to promote its fabric whitener brand, Ujala. The reason for launching a liquid dye based whitener in the Indian fabric whitener market as against the more prevalent powder version is discussed. The case explores in detail the various strategic initiatives undertaken by Jyothi to meet the competition and emerge as the leader in the segment. The case also takes a look at the company's entry into other segments of the Indian FMCG market in the early 21st century and critically analyses the rationale behind the move.

**Issues**

Importance of marketing mix for the success of a product.

*Reference Numbers*

ICMR .....	MKTG 051
ECCH .....	503-053-1
Organization(s) .....	Jyothi Laboratories
Countries .....	India
Industry .....	FMCG
Pub/Rev Date .....	2003
Case Length .....	10 Pages
TN Length .....	N/A

### Coffee Parlors in India: Hotting Up

**Abstract**

The case provides an overview of the coffee parlors in India. The case starts with a background note on the three dominant players Barista, Cafe Coffee Day and Qwiky's, which marked the transition from traditional coffee houses to coffee pubs. The case highlights the strategies employed by the three prominent players to differentiate themselves on the basis of décor, service, price, quality, and customer relationships. The case concludes with a discussion on their expansion plans and the possible effect of the entry of Starbucks into India.

**Issues**

Strategies pursued by different players in the coffee retailing business.

*Reference Numbers*

ICMR .....	MKTG 050
ECCH .....	503-027-1
Organization(s) .....	Barista, Cafe Coffee Day, Qwiky's
Countries .....	India
Industry .....	Retail
Pub/Rev Date .....	2003
Case Length .....	19 Pages
TN Length .....	N/A

### Reebok's Gameplan in India

**Abstract**

The case gives an overview of the entry of Reebok, the international sports shoe giant, into India, the entry of its global competitors, Nike and Adidas into India and the strategies adopted by the three players to build up their market shares. The case specifically deals with the strategies adopted by Reebok in India to deal with the competition from Nike and Adidas. The challenges that the company could face in India have also been discussed. The case deals with the market conditions that prevailed in India during the entry of these

players, the competition among the domestic players and the changes that the multinational companies brought about in their strategies to increase their market shares.

**Issues**

Understand the positioning of Reebok, Adidas and Nike in India.

*Reference Numbers*

ICMR .....	MKTG 049
ECCH .....	503-003-1
Organization(s) .....	Reebok, Adidas and Nike in India
Countries .....	India
Industry .....	Footwear and Apparel
Pub/Rev Date .....	2003
Case Length .....	10 Pages
TN Length .....	5 Pages

### Haldiram's Group: Seeking the 'Right' Marketing Mix

**Abstract**

The case examines the evolution of Haldiram's from a small sweet shop in a remote part of India to a major manufacturer of ready-to-eat snack foods in India. The key elements of the Haldiram's marketing mix, which transformed the company into a leading manufacturer and marketer of namkeens and sweets, have been discussed. The case also examines the issues that Haldiram's must address to compete effectively with domestic and multinational players in the snacks food market in India.

**Issues**

Significance of the different elements of the marketing mix in building a leading brand.

*Reference Numbers*

ICMR .....	MKTG 048
ECCH .....	503-058-1
Organization(s) .....	Haldiram Group
Countries .....	India
Industry .....	Ready to Eat Snack Foods
Pub/Rev Date .....	2003
Case Length .....	10 Pages
TN Length .....	N/A

### Kerala Tourism: Branding a Tourist Destination

**Abstract**

The case provides a detailed description of how Kerala, a small state situated in south India, built a global reputation as a tourist destination. The state's humble beginnings

and its gradual attainment of the position of the world's top 10 paradises is explored in this case. The different marketing initiatives and media mix used by the state for tourism promotion have been examined. The case also touches on the difference between the attempt to brand India as a tourist destination and Kerala's initiatives to brand itself and attract tourists.

**Issues**

Importance of branding for a tourist destination.

*Reference Numbers*

ICMR .....	MKTG 047
ECCH .....	503-036-1
Organization(s) .....	Ministry of Tourism, Government of Kerala
Countries .....	India
Industry .....	Tourism
Pub/Rev Date .....	2003
Case Length .....	15 Pages
TN Length .....	N/A

### Sports Sponsorship: The 'Cricket Ambush Marketing' Dispute

**Abstract**

The case examines the concept of sports sponsorship and how ambush marketing has become an integral part of such sponsorship. The reasons underlying the increasing use of ambush marketing tactics by companies during sports events are analyzed. The case discusses in detail the dispute between the International Cricket Council (ICC) and Indian cricketers in late 2002 regarding certain anti-ambush marketing clauses that restricted players from endorsing the products of companies other than the official sponsors chosen by the ICC. The case also examines the role of the Board of Control for Cricket in India (BCCI), the official sponsors as well as the ambush marketers in the dispute.

**Issues**

Ambush marketing in the context of the sponsorship of sports events.

*Reference Numbers*

ICMR .....	MKTG 046
ECCH .....	503-033-1
Organization(s) .....	International Cricket Council, LG Electronics, Britannia, Philips India and HPCL
Countries .....	India
Industry .....	Media and Advertising
Pub/Rev Date .....	2003
Case Length .....	11 Pages
TN Length .....	N/A

## Raymond: The Complete Man's Brand

### Abstract

The case examines the marketing strategies (including advertising, positioning, distribution and promotion) adopted by Indian textile major Raymond Ltd., for its flagship fabric brand Raymonds and its ready-to-wear men's wear brands Park Avenue and Parx. This case provides a detailed account of the company's brand-building strategies and the role of advertising in making a brand successful. It also examines the initiatives taken by the company to retain its market position in the early 2000s in light of the declining growth in the fabric market and increased competition in the ready-to-wear men'swear segment. The case explores the results and effectiveness of the revised marketing strategies.

### Issues

Raymond's strategies to become a major player in men's ready-to-wear.

#### Reference Numbers

ICMR ..... MKTG 045  
ECCH ..... 503-035-1  
Organization(s) ..... Raymond India Ltd.  
Countries ..... India  
Industry ..... Textiles and Apparel  
Pub/Rev Date ..... 2003  
Case Length ..... 14 Pages  
TN Length ..... N/A

## The Indian Kitchen Salt Market: Brand Wars

### Abstract

The case describes in detail the evolution of the Indian salt market from the 1980s to 2002 and provides insights into the organized sector's increasing interest in the market. The rationale behind the marketing strategies adopted by different players in the organized sector and their positioning and promotional strategies have been examined. The reasons for the continuous re-launch and re-positioning of brands by the players in the organized sector have been examined. The case essentially tries to show how the Indian salt market evolved from the commodity stage to the branded stage.

### Issues

Strategies in a market that is moving from a 'commodity' stage to a 'brand' stage.

#### Reference Numbers

ICMR ..... MKTG 044  
ECCH ..... 503-037-1  
Organization(s) ..... Kuwar Ajay Group of Industries, HLL, Tata Group  
Countries ..... India  
Industry ..... FMCG  
Pub/Rev Date ..... 2003  
Case Length ..... 11 Pages  
TN Length ..... N/A

## SMS Advertising

### Abstract

The case examines the emergence of Short Messaging Service (SMS) used by cellphone subscribers as a new media mix tool for marketers across the world in the late-1990s and the early-21st century. The case explains the concept of SMS as a service offered by mobile telecommunication service providers. The reasons for its popularity have also been explored. The case explains the various ways in which SMS can be used by advertisers and describes how various companies have used SMS advertising. The case also discusses the possible problems associated with SMS advertising and the ways in which these can be overcome.

### Issues

Growing popularity of SMS and its emergence as a media mix tool.

#### Reference Numbers

ICMR ..... MKTG 043  
ECCH ..... 503-032-1  
Organization(s) ..... Various  
Countries ..... Various  
Industry ..... Cellular Telephony  
Pub/Rev Date ..... 2003  
Case Length ..... 9 Pages  
TN Length ..... N/A

## Allen Solly: Entering the Indian Women's Westernwear Market

### Abstract

The case examines the changing dynamics of the market in India during the 1990s and early 2000s. Changes in India's cultural values and social system, and the impact of these changes on the dressing styles of Indian women are explored in detail. Madura Garments' decision to enter the readymade women's westernwear segment is examined in detail in light of the above changes. The case discusses the strategies adopted by the company in terms of marketing research, product design, retailing and promotion. The

case also provides information about other players in the women's Westernwear market in India and takes a look at the market's future prospects.

### Issues

Increased activity in the branded women's westernwear market in India.

#### Reference Numbers

ICMR ..... MKTG 042  
ECCH ..... 503-014-1  
Organization(s) ..... Madura Garments  
Countries ..... India  
Industry ..... Readymade Garments  
Pub/Rev Date ..... 2003  
Case Length ..... 11 Pages  
TN Length ..... N/A

## Reader's Digest: The Story of a Magazine

### Abstract

The case examines the evolution of the Reader's Digest magazine since its launch in the early 1920s towards becoming the largest selling magazine in the world by the 1980s. It explores the reasons behind the subsequent reduction in profitability and fall in subscriber base during the mid 1990s. The case examines in detail the restructuring and magazine redesigning efforts undertaken by the company to increase profitability and reach during the early 21st century. It also discusses the future of the magazine in light of criticisms faced by the company on account of the redesigning initiatives and acquisition of Reiman Publications in 2002.

### Issues

Reasons for the success and decline of Reader's Digest Magazine.

#### Reference Numbers

ICMR ..... MKTG 041  
ECCH ..... 503-034-1  
Organization(s) ..... Readers Digest Association (RDA, US)  
Countries ..... USA  
Industry ..... Books and Magazines  
Pub/Rev Date ..... 2003  
Case Length ..... 12 Pages  
TN Length ..... 6 Pages

*"Marketing takes a day to learn. Unfortunately it takes a lifetime to master."*

– Philip Kotler

### Airtel Magic: Selling a Prepaid Cell Phone Service

#### Abstract

The case provides a detailed account of how Bharti Cellular Ltd., one of the leading players in the Indian cellular telephony market built up its pre-paid cellular service brand, Magic. Besides examining the circumstances that necessitated revamping of the marketing strategy for the brand in early 2002, the reactions of Bharti's competitors to these initiatives have also been described. The case also discusses its future prospects in the pre-paid cellular market in India, in light of the intensifying competitive pressures.

#### Issues

Dynamics of pre-paid cellular card market in India.

#### Reference Numbers

ICMR ..... MKTG 040  
 ECCH ..... 503-002-1  
 Organization(s) .... Bharti Cellular Limited,  
 Spice Telecom  
 Countries ..... India  
 Industry ..... Cellular  
 Pub/Rev Date ..... 2003  
 Case Length ..... 12 Pages  
 TN Length ..... 6 Pages

### Nestlé's Brand Management Strategies

#### Abstract

The case discusses Nestlé's brand management strategies in detail. Nestlé's brand portfolio consisted of worldwide corporate strategic brands, strategic worldwide product brands, regional strategic brands and local brands. The case also explains how Nestlé was successful in developing Kit Kat from a local brand to an European brand and finally a global brand.

#### Issues

Global and local brand management strategies of a large company.

#### Reference Numbers

ICMR ..... MKTG 039  
 ECCH ..... 503-060-1  
 Organization(s) ..... Nestlé SA (Nestlé)  
 Countries ..... Switzerland  
 Industry ..... FMCG  
 Pub/Rev Date ..... 2003  
 Case Length ..... 10 Pages  
 TN Length ..... 5 Pages

### Intel: The Component Branding Saga

#### Abstract

The case discusses the marketing initiatives undertaken by the global microprocessor industry leader, Intel. The company's decision to brand what was essentially 'just another component' in a PC is examined in detail. The case explores the component branding gameplan of Intel and describes the marketing activities undertaken by the company, with special reference to the Intel Inside campaign. In addition, the case discusses the growing criticism against Intel and the increase in competition in the microprocessor market.

#### Issues

The microprocessor market and the need for component branding.

#### Reference Numbers

ICMR ..... MKTG 038  
 ECCH ..... 502-079-1  
 Organization(s) ..... Intel  
 Countries ..... USA  
 Industry ..... Microprocessors  
 Pub/Rev Date ..... 2002  
 Case Length ..... 12 Pages  
 TN Length ..... 5 Pages

### Airtel Positioning (And Repositioning)

#### Abstract

The case examines the brand repositioning exercises undertaken by Bharti Cellular Ltd., a leading cellular service provider in India. It also provides an insight into the trends in the cellular market. The case discusses how Bharti constantly repositioned its Airtel brand to expand its market and meet the challenges posed by the changing trends in the Indian cellular market during the late 1990s and early 2000s. It also critically discusses the rationale behind Bharti's repositioning and restructuring efforts and the effectiveness of these initiatives.

#### Issues

Brand repositioning and restructuring strategies adopted by Bharti Cellular Ltd.

#### Reference Numbers

ICMR ..... MKTG 037  
 ECCH ..... 503-001-1  
 Organization(s) ..... Bharti Cellular Limited  
 Countries ..... India  
 Industry ..... Cellular

Pub/Rev Date ..... 2003  
 Case Length ..... 13 Pages  
 TN Length ..... 5 Pages

### The Teleshopping Business in India

#### Abstract

The case examines the concept of television shopping, its emergence, success factors and the benefits it offers. The case discusses in detail the teleshopping business in India with reference to the product, price, promotion and distribution strategies of various teleshopping networks. The case also explores the reasons for the limited growth of teleshopping in the country and discusses the future prospects of the businesses.

#### Issues

Direct marketing and teleshopping as channels of direct marketing.

#### Reference Numbers

ICMR ..... MKTG 036  
 ECCH ..... 502-078-1  
 Organization(s) ..... Various  
 Countries ..... India  
 Industry ..... Media and Advertising  
 Pub/Rev Date ..... 2002  
 Case Length ..... 11 Pages  
 TN Length ..... 5 Pages

### Satyam iWay: Changing the Internet Browsing Experience in India

#### Abstract

The case discusses the marketing initiatives undertaken by leading Indian Internet Services Provider (ISP) Satyam Infoway (Sify) to promote iWay, the first-ever nation-wide branded chain of cyber cafes (Internet browsing centers) in India. The case describes Sify's business model for running iWay centers and the company's marketing activities for promoting them. The case also explains the differences between the unorganized and organized sectors of the cyber cafe market in India.

#### Issues

Evolution of the Internet browsing industry in India and its unique characteristics.

#### Reference Numbers

ICMR ..... MKTG 035  
 ECCH ..... 502-067-1  
 Organization(s) ..... Satyam Infoway Ltd.,  
 Satyam Computers

Countries ..... India  
 Industry ..... –  
 Pub/Rev Date ..... 2002  
 Case Length ..... 14 Pages  
 TN Length ..... 6 Pages

### The Launch of New Coke

#### Abstract

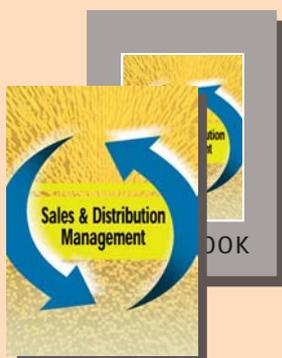
This case examines the launch of New Coke by Coca-Cola in 1985 in an attempt to capture the market share from its closest competitor, Pepsi. It discusses the reasons why Coca-Cola changed its formula, the financial and marketing implications of introducing a new product that did not appeal to consumers and how this experiment backfired. The case explores the deep feelings of Coca-Cola lovers for the company, its product and brand. The case also provides information on how the launch of New Coke benefited Coca-Cola and how according to analysts, a marketing blunder turned out to be a marketing ploy.

#### Issues

Reformulating an established and successful product and its implications.

#### Reference Numbers

ICMR ..... MKTG 034  
 ECCH ..... 502-068-1  
 Organization(s) ..... Coca-Cola Company  
 Countries ..... USA  
 Industry ..... Food & Beverages  
 Pub/Rev Date ..... 2002  
 Case Length ..... 11 Pages  
 TN Length ..... 6 Pages



#### Sales and Distribution Management

Paperback: 514 Pages,  
 (Workbook also available)

### MusicWorld: Redefining Indian Music Marketing

#### Abstract

The case examines the strategies adopted by MusicWorld, a group company of the diversified Indian business house of RPG. The chain became India's largest chain of music retailing stores within a short span of time. The case discusses the background of the players who set up Music World that is the RPG group and Saregama, and their role in establishing Music World as the largest music retailing store network in India. The marketing strategies adopted by the company, especially the retail format of the store and the promotion, are also explored in detail.

#### Issues

Marketing of 'music,' and the potential for organized retailing in the business.

#### Reference Numbers

ICMR ..... MKTG 033  
 ECCH ..... 503-051-1  
 Organization(s) ..... Music World  
 Entertainment Ltd., RPG Group  
 Countries ..... India  
 Industry ..... Music retailing  
 Pub/Rev Date ..... 2003  
 Case Length ..... 12 Pages  
 TN Length ..... 7 Pages

### Himalaya Drug Company: Branding Ayurveda

#### Abstract

The case examines the marketing strategies adopted by the leading Indian herbal healthcare company Himalaya Drug Company (HDC) in the late 1990s, particularly the advertisement campaign for its personal care product range 'Ayurvedic Concepts.' The case explores the company's efforts on R&D, product development and retailing fronts to change the perception of Indian consumers about the contemporariness of Ayurveda for health care. The case also explains the rationale behind HDC's decision to bring all its brands under an umbrella brand 'Himalaya'.

#### Issues

Product development and building a brand image of a product.

#### Reference Numbers

ICMR ..... MKTG 032  
 ECCH ..... 502-069-1  
 Organization(s) ..... Himalaya  
 Drug Company

Countries ..... India  
 Industry ..... Drugs  
 Pub/Rev Date ..... 2002  
 Case Length ..... 13 Pages  
 TN Length ..... 5 Pages

### Hindustan Lever: Rural Marketing Initiatives

#### Abstract

The case discusses the marketing initiatives undertaken by leading Indian FMCG company Hindustan Lever Ltd. (HLL) to strengthen its consumer base in rural India. Various rural marketing initiatives undertaken by the company during the 1990s to establish a strong network in the villages have been discussed in detail. The case also discusses the concept of rural marketing and its characteristics in a developing country like India, highlighting the factors that enabled HLL to withstand the tough market conditions and become the market leader in several product categories in early 21st century.

#### Issues

Issues involved in the marketing of FMCG products in rural areas.

#### Reference Numbers

ICMR ..... MKTG 031  
 ECCH ..... 502-070-1  
 Organization(s) ..... HLL  
 Countries ..... India  
 Industry ..... FMCG  
 Pub/Rev Date ..... 2002  
 Case Length ..... 11 Pages  
 TN Length ..... 6 Pages

### Reinventing Cadbury

#### Abstract

The case examines Cadbury India Limited's (CIL) repositioning strategies for its major brands during 1999-2002. This case provides a detailed account of the company's growth and strong focus on continual product launches. It also examines CIL's distribution, promotion and advertising strategies. The problems faced by CIL in the late 1990s and the initiatives taken by the company to retain its market position are examined. The case also discusses the company's attempts to reinvent its major brands.

#### Issues

Marketing strategies adopted by CIL to establish itself as the market leader.

## Reference Numbers

ICMR .....	MKTG 030
ECCH .....	502-071-1
Organization(s) .....	Cadburys India Ltd
Countries .....	India
Industry .....	FMCG
Pub/Rev Date .....	2002
Case Length .....	13 Pages
TN Length .....	6 Pages

### Indian Aviation: Price Wars & More

## Abstract

The case examines the marketing strategies adopted by players in commercial aviation industry in India in 2002. It provides details about the industry's evolution from a single-player monopolistic regime to its intensely competitive multi-player days in 2002. The marketing strategies adopted by the players, in terms of price-reduction, innovative customer service efforts and other promotional activities have also been explored. The case also debates the sustainability of the above strategies in light of the fact that these were being seen essentially as short-run exercises by industry observers.

## Issues

Changing environment of the Indian aviation industry, intensifying competition.

## Reference Numbers

ICMR .....	MKTG 029
ECCH .....	502-072-1
Organization(s) .....	Indian Airlines, Jet Airways, Sahara Airlines
Countries .....	India
Industry .....	Airlines
Pub/Rev Date .....	2002
Case Length .....	12 Pages
TN Length .....	5 Pages

### Life Insurance Marketing in India (C): The Changing Product and Pricing Norms

## Abstract

The case is the last of a three-part series about the changes sweeping the Indian insurance industry on the marketing front after the sector was opened up for private players in the year 2000. The case examines the pricing and product development strategies being adopted by the new private players. A brief history of the Indian insurance industry before 2000 is provided, which highlights the lack of innovative product development strategies and consumer-friendly pricing

practices in the Indian insurance industry. The case provides a detailed account of the kind of products that private players and the pricing strategies they adopted. The case also discusses the changes taking place within LIC and examines their implications.

## Issues

Insurance products, their features, product development and pricing.

## Reference Numbers

ICMR .....	MKTG 028
ECCH .....	502-075-1
Organization(s) .....	ICICI Prudential, Max New York Life, etc.
Countries .....	India
Industry .....	Insurance
Pub/Rev Date .....	2002
Case Length .....	14 Pages
TN Length .....	5 Pages

### Life Insurance Marketing in India (B): Changing Distribution Norms

## Abstract

The case is the second of a three-part series on the changes sweeping the Indian insurance industry (in particular, the marketing of insurance products) after the sector was opened for private players in 2000. The case examines the distribution strategies, specifically the bancassurance channel adopted by the new, private players. A brief history of the Indian insurance industry before 2000 is provided, highlighting the absence of a variety of distribution channels and the important role played by individual agents in distributing insurance products in India. The case provides a detailed account of the kind of distribution channels available in the insurance market and the new methods of distribution being adopted by various players.

## Issues

LIC's stranglehold on the life insurance market, insurance distribution channels.

## Reference Numbers

ICMR .....	MKTG 027
ECCH .....	502-074-1
Organization(s) .....	ICICI Prudential, Max New York Life, etc.
Countries .....	India
Industry .....	Insurance
Pub/Rev Date .....	2002
Case Length .....	11 Pages
TN Length .....	6 Pages

### Life Insurance Marketing in India (A): Changing Advt. and Promotion Norms

## Abstract

This case is the first of a series of three, about the changes sweeping the Indian insurance industry on the marketing front after the sector was opened for private players in the year 2000. The case examines the marketing strategies, specifically the advertising and promotional measures, adopted by the new private players. A brief history of the Indian insurance industry up to 2000 is provided, highlighting the state owned insurer LIC's lack of a marketing gameplan, though it had monopolized the Indian insurance sector. This case provides a detailed account of the kind of advertisements, media channels and promotional tools that various players have adopted. It also discusses the changes implemented by LIC in its promotional strategies, and examines the implications of the changes in marketing practices of Indian insurance firms.

## Issues

Dynamics of the Indian insurance industry before and after liberalization.

## Reference Numbers

ICMR .....	MKTG 026
ECCH .....	502-073-1
Organization(s) .....	ICICI Prudential, Max New York Life, etc.
Countries .....	India
Industry .....	Insurance
Pub/Rev Date .....	2002
Case Length .....	11 Pages
TN Length .....	5 Pages



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### Revamping Rasna: A Marketing Overhaul Saga

#### Abstract

The case examines the market revamping exercise undertaken by Rasna Ltd., manufacturer of the leading soft-drink concentrate brand Rasna, in the Indian market. The case provides a detailed account of how the company built up the preparatory drink segment in the Indian beverages market by focusing on distribution, promotion and advertising. The problems faced by Rasna, in the late 1990s that led to the decision of a marketing strategy overhaul have been examined. One of the revamping strategies of Rasna, in terms of new product launches, segmentation, pricing and advertising have also been discussed.

#### Issues

Dynamics of the soft drink concentrate business in the Indian beverages market.

#### Reference Numbers

ICMR ..... MKTG 025  
ECCH ..... 502-077-1  
Organization(s) ..... Rasna International  
Countries ..... India  
Industry ..... Food & Beverages  
Pub/Rev Date ..... 2002  
Case Length ..... 12 Pages  
TN Length ..... 6 Pages

### Banning Surrogate Liquor Advertising

#### Abstract

The case examines the ban imposed on surrogate advertisements for liquor brands in India in mid-2002 by the government. The case provides an account of the highly regulated environment in which the Indian liquor industry functions. The advertisement strategies adopted by the players - surrogate and 'socially responsible' advertising - after the ban on direct liquor advertisements in 2000 are explored in detail.

#### Issues

Problems faced by liquor companies in brand building, distribution and advertising.

#### Reference Numbers

ICMR ..... MKTG 024  
ECCH ..... 502-076-1  
Organization(s) ..... Shaw Wallace Co.,  
Information & Broadcasting Ministry  
Countries ..... India  
Industry ..... Advertising  
Pub/Rev Date ..... 2002  
Case Length ..... 14 Pages  
TN Length ..... 5 Pages

### Film-based Merchandising: Taking the Movies Home

#### Abstract

The case examines the concept of film-based merchandising and briefly introduces its emergence and popularity in the US film industry. The developments in the Indian film-based merchandising business over the years have also been explored in detail. Moreover, the problems associated with FBM in India have been examined along with its future prospects in the country.

#### Issues

Film-based merchandising and its growth in India as compared to the USA.

#### Reference Numbers

ICMR ..... MKTG 023  
ECCH ..... 502-057-1  
Organization(s) ..... Archies, Disney  
Countries ..... India  
Industry ..... Film, USA  
Pub/Rev Date ..... 2002  
Case Length ..... 9 Pages  
TN Length ..... 5 Pages

### Eureka Forbes: The Direct Marketing Pioneer

#### Abstract

The case examines the strategies adopted (over the years) by leading consumer appliances company Eureka Forbes in India. The case explores how the company built up the vacuum cleaner and water/air purifier markets in India from scratch through its direct marketing efforts. The various initiatives to ensure good customer service and enhance customer satisfaction are examined in detail. The case also discusses the company's attempt to enter the bottled water business, its decision to increase the thrust on the retail business, and the problems between its owners, Forbes Gokak Ltd. and Electrolux.

#### Issues

Applicability of the direct marketing model to household appliances.

#### Reference Numbers

ICMR ..... MKTG 022  
ECCH ..... 502-058-1  
Organization(s) ..... Eureka Forbes Ltd.  
Countries ..... India  
Industry ..... Consumer and  
Home Appliances

Pub/Rev Date ..... 2002  
Case Length ..... 12 Pages  
TN Length ..... 6 Pages

### Maggi: Nestlé's Problem Child?

#### Abstract

The case examines the brand and line extension strategies adopted by FMCG major Nestlé for its Maggi brand in India. It provides a detailed account of Nestlé's promotion and advertising strategies for creating a noodles market from scratch. The various products and variants launched under the umbrella brand Maggi, and the rationale behind these launches (and their failure) is explored in detail. The case also discusses the company's attempt to change the formulation of its flagship brand Maggi noodles and how it was forced to bring back the old formulation.

#### Issues

Scope and limitations of adopting an umbrella brand.

#### Reference Numbers

ICMR ..... MKTG 021  
ECCH ..... 502-056-1  
Organization(s) ..... Nestlé India  
Countries ..... India  
Industry ..... FMCG  
Pub/Rev Date ..... 2002  
Case Length ..... 11 Pages  
TN Length ..... 5 Pages

### Reinventing Bisleri

#### Abstract

The case talks about the various marketing strategies adopted by Parle Bisleri Ltd. To arrest the sliding market share of its branded water brand-Bisleri. Bisleri mineral water was the market leader in the early 1990s. The brand started losing its share due to increased competition and the entry of multinationals such as Coke and Pepsi into the market. Bisleri tried to regain its share by repositioning its brand. The case discusses in detail the ad campaigns and other marketing strategies used by Bisleri to reposition the brand.

#### Issues

Competition and strategies in the branded water market in India.

#### Reference Numbers

ICMR ..... MKTG 020  
ECCH ..... 502-059-1

Organization(s) ..... Parle Bisleri Ltd,  
Coca Cola, Pepsi  
Countries ..... India  
Industry ..... Branded Water  
Pub/Rev Date ..... 2002  
Case Length ..... 8 Pages  
TN Length ..... 5 Pages

### The Story of Benetton's Advertisement Campaigns

#### Abstract

The case examines the problems that the apparel manufacturer Benetton had to face as a result of its controversial advertisements. The case also provides information about the company's recognition of these problems and the corrective measures it took. The case highlights importance of ethics in advertising. Though Benetton intended to address social issues through its advertisements, its handling of the campaigns resulted in many problems.

#### Issues

Controversial advertisements of Benetton, ethics in advertising.

#### Reference Numbers

ICMR ..... MKTG 019  
ECCH ..... 502-029-1  
Organization(s) ..... Benetton  
Countries ..... India  
Industry ..... Apparel  
Pub/Rev Date ..... 2002  
Case Length ..... 8 Pages  
TN Length ..... 5 Pages

### The Siyaram Celebrity Endorsement Experience

#### Abstract

The case, 'The Siyaram Celebrity Endorsement Experience' examines how and why the cricket match-fixing scandal in 2000 forced textile company Siyaram Silk Mills to withdraw an advertisement campaign for its suiting brand J.Hampstead. The case also provides a brief introduction to the concept of celebrity endorsement. The case describes how celebrity endorsement created problems for Siyaram. The case explains the advantages and disadvantages of celebrity endorsement.

#### Issues

Celebrity endorsements, Marketing communication strategy.

#### Reference Numbers

ICMR ..... MKTG 018  
ECCH ..... 501-072-1  
Organization(s) ..... Siyaram Silk Mills Ltd  
Countries ..... India  
Industry ..... Textiles  
Pub/Rev Date ..... 2001  
Case Length ..... 7 Pages  
TN Length ..... 4 Pages

### Kellogg's Indian Experience

#### Abstract

The case, 'Kellogg's Indian Experience' analyzes the causes that led to the failure of the Kellogg breakfast cereal brand in the Indian market. The case examines the measures the company adopted on the marketing front to rectify its mistakes and the efficacy of these measures.

#### Issues

Pricing, positioning and distribution decisions by Kellogg's in India.

#### Reference Numbers

ICMR ..... MKTG 017  
ECCH ..... 502-009-1  
Organization(s) ..... Kelloggs India Ltd  
Countries ..... India  
Industry ..... Cereals and Convenience foods  
Pub/Rev Date ..... 2001  
Case Length ..... 7 Pages  
TN Length ..... 4 Pages



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Paperback: 500 Pages,  
ISBN No: 81-314-0035-2  
(Workbook also available)

### BPCL's Petrol Pump Retail Revolution

#### Abstract

The case provides a detailed insight into Indian oil major Bharat Petroleum's (BP) transformation of its petrol pumps into modern retailing centers. The case examines the reasons behind the renewed focus on retail outlets and the mechanism it adopted to effect the changes. It highlights BP's retail revolution.

#### Issues

Retail revolution in the Indian petroleum industry, BPCL's Bazaar concept.

#### Reference Numbers

ICMR ..... MKTG 016  
ECCH ..... 502-038-1  
Organization(s) ..... BPCL, IOC  
Countries ..... India  
Industry ..... Retail  
Pub/Rev Date ..... 2002  
Case Length ..... 7 Pages  
TN Length ..... 5 Pages

### The Tasty Bite Story

#### Abstract

The case 'The Tasty Bite Story' is intended to give insight into how a small ready-to-serve food company, Tasty Bite, was able to achieve a turnaround by focusing on its marketing efforts. Tasty Bite was running into huge losses and its products were not being accepted in Indian markets. The case examines how the company managed to overcome its problems with the help of a 4 'C' strategy and other marketing initiatives. The case is so structured as to enable students to understand how TBEL was able to achieve a turnaround and emerge as a major food brand in the US market. The case throws light on the 4 'C' strategies and its implementation, as well as the company's other initiatives for increasing customer focus.

#### Issues

Marketing strategies for food products, turnaround strategies.

#### Reference Numbers

ICMR ..... MKTG 015  
ECCH ..... 501-074-1  
Organization(s) .. Tasty Bite Eatables Ltd,  
HLL  
Countries ..... India  
Industry ..... Food & Beverages

Pub/Rev Date ..... 2001  
Case Length ..... 7 Pages  
TN Length ..... 4 Pages

## Amul's Diversification Strategy

### Abstract

The case 'Amul's Diversification Strategy' focuses on the entry of GCMMF into the fast food segment. In 2001, GCMMF launched pizzas in the Indian market in the Rs.20-25 price range. The price was significantly lower than those of Pizza Hut and Domino's Pizzas. The case provides an insight into GCMMF's diversification strategy. The case is so structured as to help students understand why GCMMF diversified into the fast food segment.

### Issues

Diversification strategy, New market entry.

### Reference Numbers

ICMR ..... MKTG 014  
ECCH ..... 501-075-1  
Organization(s) ..... Gujarat Cooperative Milk Marketing Federation  
Countries ..... India  
Industry ..... Food & Beverages  
Pub/Rev Date ..... 2001  
Case Length ..... 8 Pages  
TN Length ..... 4 Pages

## Tanishq's Success Story

### Abstract

The case 'Tanishq's success story' is intended to give a detailed insight into the reasons behind the success of the Tanishq venture. The branded jewellery line from Titan Industries was not very successful when launched in 1995. The case examines in details the measures adopted by the company to correct its mistakes.

### Issues

Product designing and distribution in the branded jewellery business.

### Reference Numbers

ICMR ..... MKTG 013  
ECCH ..... 502-034-1  
Organization(s) ..... Titan Industries India  
Countries ..... India  
Industry ..... Branded Jewellery  
Pub/Rev Date ..... 2002  
Case Length ..... 7 Pages  
TN Length ..... 4 Pages

## Pizza Wars

### Abstract

The case gives an overview of the competition in the Indian pizza market in 1996. Focusing on two big US Pizza chains, Domino's and Pizza Hut, the case discusses the various marketing strategies - positioning, pricing, promotional, advertising, and expansion - adopted by both the chains to garner a bigger share of the Indian pizza market.

### Issues

Indian fast food market; Success factors in the Indian fast food market.

### Reference Numbers

ICMR ..... MKTG 012  
ECCH ..... 502-035-1  
Organization(s) ..... Domino's, Pizza Hut  
Countries ..... India  
Industry ..... Food & Beverages  
Pub/Rev Date ..... 2002  
Case Length ..... 9 Pages  
TN Length ..... 4 Pages

## Onida Candy: Getting the Marketing Mix Wrong?

### Abstract

The case describes the performance of Candy, the 14-inch colour TV from Mirc Electronics. In the Indian market although Candy did enjoy initial success when it was launched in May 1999, its monthly national



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ISBN No: 81-7881-999-6

sales declined to 3,500 units by mid 2001. Analysts attributed the decline to wrong product positioning, and poor product differentiation. Analysts also felt Candy did not effectively promote itself to its target market. They were also of the opinion that Candy was priced too highly.

### Issues

Product positioning and differentiation.

### Reference Numbers

ICMR ..... MKTG 011  
ECCH ..... 502-008-1  
Organization(s) ..... Mirc Electronics  
Countries ..... India  
Industry ..... Computers & Electronics  
Pub/Rev Date ..... 2002  
Case Length ..... 7 Pages  
TN Length ..... 4 Pages

## Cielo: A Car in Trouble

### Abstract

The case provides a detailed insight into the reasons behind the failure of Cielo, a family-sized car, manufactured in India by Korea's automobile giant - Daewoo. Focusing on Cielo, its flagship model and Matiz, a small car, it analyses the marketing strategy, problems in positioning and pricing of Cielo, and the performance of Daewoo's Indian operations.

### Issues

Daewoo Motors performance in India, positioning strategies.

### Reference Numbers

ICMR ..... MKTG 010  
ECCH ..... 502-036-1  
Organization(s) ..... Daewoo Motors India Limited  
Countries ..... India  
Industry ..... Automobile & Automotive  
Pub/Rev Date ..... 2002  
Case Length ..... 7 Pages  
TN Length ..... 4 Pages

## Fairness Wars

### Abstract

The case 'Fairness Wars' focuses on the fierce competition among the major players in the fairness segment of the personal care market. The case explores the rivalry of the three major players, HLL (Fair & Lovely), CavinKare Ltd. (Fairever), and Godrej (FairGlow). The case also highlights the fact that the fairness formula was no longer restricted to creams, but had extended to soaps and talcum powders also.

**Issues**

Fairness products market in India.

*Reference Numbers*

ICMR ..... MKTG 009  
 ECCH ..... 501-073-1  
 Organization(s) ..... Cavin Care Ltd, HLL  
 Countries ..... India  
 Industry .....  
 Pub/Rev Date ..... 2001  
 Case Length ..... 7 Pages  
 TN Length ..... 4 Pages

**The Nirma Story****Abstract**

The case study 'The Nirma Story' talks about how Nirma carved a niche for itself in the highly competitive detergents and toilet soaps market in India. The case focuses on the various strategies employed by the company to counter the competition from the FMCG giants, particularly HLL. It shows how Nirma used its cost-reduction strategies to achieve success. The case also highlights Nirma's entry into the premium segment of the toilet soaps, and the detergents market.

**Issues**

The various factors that attributed to the success of Nirma.

*Reference Numbers*

ICMR ..... MKTG 008  
 ECCH ..... 501-070-1  
 Organization(s) ..... Nirma, HLL  
 Countries ..... India  
 Industry ..... FMCG  
 Pub/Rev Date ..... 2001  
 Case Length ..... 6 Pages  
 TN Length ..... 4 Pages

**Baron: Rewriting Indian Consumer Electronic Goods Marketing****Abstract**

The entry of Baron Electronics was a significant milestone in the evolution of the Indian consumer electronic goods market. With its innovative marketing strategies, the company radically changed the way the market functioned. The case study examines how Baron managed to succeed in spite of severe competition.

**Issues**

Developments in the Indian consumer electronics market.

*Reference Numbers*

ICMR ..... MKTG 007  
 ECCH ..... 502-007-1  
 Organization(s) ..... Baron International, Videocon, Philips  
 Countries ..... India  
 Industry ..... Consumer Electronics  
 Pub/Rev Date ..... 2001  
 Case Length ..... 8 Pages  
 TN Length ..... 4 Pages

**Makeover of Britannia****Abstract**

The case documents issues relating to the repositioning and diversification exercise carried out by Britannia, analyzing each step it has taken in detail. In 1997, Britannia kicked off its repositioning exercise when it changed its logo and corporate slogan as a first step in its makeover plan aimed at transforming the company from essentially a 'bakery' business to a 'food' business. Subsequently as a part of its diversification plans, it entered into the 'dairy' business. The case examines in detail the process of such a makeover and tries to study the rationale behind it from a marketing and strategic perspective. The case also throws light on the strategies followed by Britannia in its makeover exercise.

**Issues**

Repositioning exercise carried out by Britannia in 1997.

*Reference Numbers*

ICMR ..... MKTG 006  
 ECCH ..... 502-037-1  
 Organization(s) ..... Britannia Industries Ltd  
 Countries ..... India  
 Industry ..... Food & Beverages  
 Pub/Rev Date ..... 2002  
 Case Length ..... 8 Pages  
 TN Length ..... 5 Pages

**Re-launch of Frooti: The 'Digen Verma' Campaign****Abstract**

The case 'Relaunch of Frooti-The 'Digen Verma' campaign' analyses the re-launch strategy adopted by Parle Agro for 'Frooti' and the promotional campaign run by it. Frooti was the first tetrapak fruit juice to be launched in India. However, owing to stagnating sales, Parle Agro planned to re-launch 'Frooti' by positioning it as fun drink for the youth. As a part of the strategy, it launched a teaser campaign. This teaser campaign revolved round a faceless brand ambassador who was

positioned as someone whom the youth could relate to. The teaser campaign evoked enormous public interest. As a part of the re-launch strategy, the packaging of the product was also changed and the baseline changed to 'Just like that.'

**Issues**

Promotional campaigns, Teaser campaigns, Re-launch strategy.

*Reference Numbers*

ICMR ..... MKTG 005  
 ECCH ..... 501-069-1  
 Organization(s) ..... Parle Agro  
 Countries ..... India  
 Industry ..... Food & Beverages  
 Pub/Rev Date ..... 2001  
 Case Length ..... 7 Pages  
 TN Length ..... 4 Pages

**Fast Food Fables****Abstract**

The case discusses the localization strategies adopted by the multinational fast food chains - McDonald's, Domino's and KFC in India. Initially, these fast food chains found it tough to cater to Indian tastes. Soon, they customized their menu, positioned their products and advertised to appeal to Indian customers. McDonald's and Domino's succeeded to a certain extent, while KFC still had a long way to go. The case tries to understand the localization strategies adopted by the multinational fast food chains. It also examines the factors that forced the fast food chains to understand the local market and modify their strategies to suit local requirements.

**Issues**

Localization strategies adopted by fast food chains.

*Reference Numbers*

ICMR ..... MKTG 004  
 ECCH ..... 502-028-1  
 Organization(s) ..... McDonalds, Dominos, KFC  
 Countries ..... India  
 Industry ..... Food & Beverages  
 Pub/Rev Date ..... 2002  
 Case Length ..... 7 Pages  
 TN Length ..... 4 Pages

*"If you're trying to persuade people to do something, or buy something, it seems to me you should use their language, the language in which they think."*

– David Ogilvy

## Amway's Indian Network Marketing Experience

### Abstract

The case 'Amway Indian Network Marketing Experience' examines in detail the experiences of the leading global direct marketing major Amway in India. In the initial stages, Amway had to face a host of problems, which are explored in detail.

The case then studies the remedial measures taken by the company to counter these problems. The case also provides a brief introduction to the concept of multilevel marketing, with a note on the Indian MLM industry.

### Issues

Multilevel Marketing

#### Reference Numbers

ICMR .....	MKTG 003
ECCH .....	501-059-1
Organization(s) ..	Amway Indian Network, Eureka Forbes
Countries .....	India
Industry .....	Business Services and Equipment
Pub/Rev Date .....	2001
Case Length .....	8 Pages
TN Length .....	5 Pages

## The Coke – Pepsi Rivalry

### Abstract

When the cola giants, Pepsi and Coke, entered the Indian market, they brought with them the cola wars that had become part of global folklore. This case study details the various battles fought in India by the two rivals with its focus on the publicity campaigns where the two sought to steal each other's fizz. The case also outlines battles fought on other fronts - conflicts with bottles, product modifications, attempts to steal the rival's employees and other mini wars. On the whole, the case attempts to provide a comprehensive perspective regarding the dimensions of the cola wars and the direction in which they are heading.

### Issues

Marketing warfare, Comparative advertising.

#### Reference Numbers

ICMR .....	MKTG 002
ECCH .....	501-060-1
Organization(s) .....	Coca Cola India Ltd, Pepsi India Ltd
Countries .....	India
Industry .....	Food, Beverages
Pub/Rev Date .....	2001
Case Length .....	8 Pages
TN Length .....	6 Pages

## Speed Breakers Galore: Maruti

### Abstract

When the Indian car industry opened its doors to new players, Maruti Udyog Ltd, which had till then enjoyed an enviable position in the market was suddenly faced with severe market erosion. This case study looks at the various strategies MUL adopted to regain its place in the market - particularly its price-reduction strategies and the widening of its product range.

The case also looks at the reactions and moves of other players in the industry, viz. Hyundai, Daewoo, Telco, etc.

### Issues

Upheavals in the Indian small car segment in the late 1990s, Pricing strategies.

#### Reference Numbers

ICMR .....	MKTG 001
ECCH .....	501-061-1
Organization(s) .....	Maruti Udyog limited
Countries .....	India
Industry .....	Automobiles
Pub/Rev Date .....	2001
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