

Innovation @ MAS Holdings: Becoming a Preferred Sourcing Partner for Global Fashion Brands

Abstract

This case study is about the innovations that the Sri Lanka-based MAS Holdings and its subsidiaries brought in to meet the challenging demands of their clients and to cater the needs of the ever-changing fashion industry. Each innovation at MAS Holdings was a result of some predicament inherent and unique to fashion industry. The case takes a close look at how MAS overcame its challenges by following the path of innovation in products and processes and the innovative use of technology, which established it firmly as a preferred sourcing partner for some of the world's leading world-class brands in Intimate wear, Active wear, and Fabrics.

Issues

Understand the issues and challenges in Supply Chain Management.

Analyze the importance of Quality, Uniqueness, Use of Technology, Flexibility, and Responsiveness in supply chain management.

Appreciate the importance of the Buyer-Supplier relationship in the functioning of a supply chain.

Study the phases of Innovation (both Product and Process) in a company and identify the steps at which Value Addition is done.

Understand why and how a company should go in for Supply Chain Integration (taking a cue from MAS).

Debate whether MAS should go in for Effectiveness or Efficiency.

Discuss the concept of Lean Processes and explore ways in which MAS has gone in for Lean Manufacturing.

Reference Numbers

ICMR	OPER 096
ECCH	
Organization(s)	MAS Holdings
Countries	Sri Lanka / Global
Industry	Fashion / Apparel
Pub/Rev Date	2010
Case Length	11 Pages
TN Length	3 Pages

Toyota Motor Company: Losing its Quality Edge?

Abstract

This case study is about quality management at Toyota Motor Corporation (Toyota), the world's leading automaker. Over the years, the Japanese automaker had built up a

reputation for manufacturing reliable cars and trucks. Toyota's products were a byword for quality for customers so much so that its manufacturing techniques were followed by its competitors world over. Toyota's commitment to manufacturing world class and quality automobiles was entrenched in its entire manufacturing philosophy right through the development stages to manufacturing. At Toyota, quality was in built into each manufacturing process and employees from all divisions ensured that defective items did not pass on to the next process. At the core of the company's success was the Toyota Production System (TPS), which made use of concepts like *genchi genbutsu*, Just-in-Time (JIT), Kaizen, Kanban, and Jidoka to reach a high level of efficiency in production.

Toyota recognized quality as one of the most important factors affecting customer satisfaction and strove to achieve excellence in manufacturing quality products. To ensure zero defects in the finished product, Toyota set up quality assurance systems across various divisions, including development, purchasing, and production. To overcome quality assurance problems caused due to rapid globalization, Toyota adopted the "Toyota Way" – a set of management principles and communicated them to all its overseas manufacturing plants. Due to its efficiency in manufacturing, Toyota became one of the most trusted brands in the global automobile industry.

But some analysts felt that Toyota had become a victim of its own success. In the mid-2000s Toyota expanded its production facilities rapidly in a bid to grow globally and to achieve its goal of becoming the number one auto maker in the world. Toyota's rapid growth affected its product quality with the company reportedly compromising on its manufacturing techniques. Customers began to face safety related problems in Toyota vehicles. Later a series of recalls followed which put the company's hard-earned reputation for quality at risk. Analysts opined that constant recalls had damaged the reputation and brand image of Toyota and hindered its return to profitability. In a quest for market share, Toyota had sacrificed its legendary quality and ignored its own management principles and customers, they said. To verify the cause of recalls and improve quality, Toyota set up a committee headed by its president Akio Toyoda in early 2010. The committee was to inspect every process in the Toyota Production System to ensure delivery of quality products to customers

Issues

Study quality management practices at Toyota that helped it earn a reputation for quality.

Analyze the importance of quality in the Toyota Production System.

Understand the manufacturing principles adopted by the Toyota Production System.

Examine the reasons for the quality-related problems faced by Toyota.

Discuss and debate whether Toyota was losing its quality edge.

Explore strategies that Toyota could adopt in the future to regain its quality edge

Reference Numbers

ICMR	OPER 095
ECCH	610-020-1
Organization(s)	Toyota Motor Corporation
Countries	Japan / Global
Industry	Automotive
Pub/Rev Date	2010
Case Length	29 Pages
TN Length	5 Pages

Supply Chain Restructuring at Sainsbury' Supermarkets Limited

Abstract

The case examines the supply chain restructuring process at the UK-based retailer Sainsbury's. Sainsbury's, one of the largest retailers in the UK lost its leadership position to Tesco Plc. during the mid-1990s and continued to lose its market share till the end of 1990s. To address this issue, the company initiated a supply chain restructuring program that replaced the existing depots with highly automated fulfillment factories and consolidation centers to manage transportation of goods in an integrated manner. The existing distribution centers were replaced with fulfillment factories, some of which were fully automated and could handle different kinds of products. However, the implementation of new systems faced several problems and affected the availability of stock in the stores.

In October 2004, Sainsbury's reported its first ever loss in a history of over 100 years. At this juncture, Justin King, who had assumed the role of CEO of Sainsbury's in March 2004, came out with another supply chain restructuring plan. The plan included the introduction of partially automated systems in the place of fully automated systems.

Several steps were taken to improve the availability of stock, like rolling out hand held devices to report exact stock position, extra manual support, night shifts to stock the stores, etc. With these and other supply chain initiatives, by the end of 2005, the product wastage reduced and instances of 'out of stock' went down. In 2006, most of the issues related to the stock availability were sorted out.

Issues

Understand the role of efficient supply chain management in the retail industry.

Analyze the key operational reasons that led Sainsbury's lose its leadership position in the UK retail industry.

Evaluate the differences in operational efficiency between the fully automated, partially automated and manual supply chains. Study the supply chain restructuring process at Sainsbury's and understand how it helped to turn around the company.

Reference Numbers

<i>ICMR</i>	<i>OPER 094</i>
<i>ECCH</i>	610-016-1
<i>Organization(s)</i>	<i>Sainsbury's Supermarkets Limited</i>
<i>Countries</i>	<i>UK</i>
<i>Industry</i>	<i>Retail</i>
<i>Pub/Rev Date</i>	<i>2010</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Sakhalin-1 Project: Delivering Excellence in Project Execution

Abstract

This case is about the Sakhalin-1 Project considered to be the largest and the most ambitious world-class oil and gas development projects in the world. Located on the northeast shelf of Sakhalin Island in Russia, the project is developed by a consortium of Russian, Indian, Japanese, and US oil and gas companies.

Operated by Exxon Neftegas Ltd (ENL), the Sakhalin 1 Project includes three offshore oil fields, the Chayvo, Odoptu, and Arkutun Dagi. The project is being developed in four phases using both onshore and offshore drilling fields. The total recoverable reserves were estimated at 307 million tons of oil and 485 billion cubic meters of natural gas.

The case describes the development and execution of the project. Advanced technologies and construction methods were adopted in the execution of the project which reduced the overall cost of development and minimized environmental impact. The case highlights how the project overcame the technical and environmental difficulties to achieve its goals. It discusses how the project team successfully managed the challenges associated with the project such as limited infrastructure, complex regulatory rules, limited skilled labor, and difficult logistics. Analysts opined that with careful planning and efficient use of technologies, the project successfully completed its first phase of development.

The project, one of the largest single foreign direct investments in Russia, aimed to fulfill the growing energy demand worldwide. It provided energy supplies for domestic use and for export to Northeast Asia and consolidated Russia's strategic position as an energy supplier to world markets. The

case also discusses the benefits the project brought to Russia, particularly to people of the island of Sakhalin. The case concludes by discussing the future phases of the Sakhalin-1 Project.

Issues

Gain insights into project execution and management.

Identify the factors which led to the successful execution of the Sakhalin-1 project.

Understand the importance of innovation and teamwork in project management.

Evaluate the benefits of the Sakhalin-1 project.

Identify and manage the risks associated with oil exploration projects.

Examine the further challenges faced by the Sakhalin-1 Project and how these could be overcome.

Reference Numbers

<i>ICMR</i>	<i>OPER 093</i>
<i>ECCH</i>	610-011-1
<i>Organization(s)</i>	<i>Exxon Neftegas Limited, Sakhalin-1 consortium</i>
<i>Countries</i>	<i>Russia</i>
<i>Industry</i>	<i>Oil & Gas Industry</i>
<i>Pub/Rev Date</i>	<i>2010</i>
<i>Case Length</i>	<i>26 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Supply Chain Management at Airbus - Implementing RFID Technology

Abstract

European aircraft manufacturer Airbus received 'The Best RFID implementation' award in May 2008. The award was given for the successful implementation of RFID technology in its operations with an objective to improve the company's operational efficiency. Airbus, a leading aircraft manufacturer in the world, had a complex supply chain including multiple assembly plants and thousands of suppliers. The company followed a principle of continual improvement of its operations. Airbus' efforts to improve its operating efficiency included projects like Sup@irWorld and implementing RFID across its own as well its suppliers' operations. The case examines these initiatives which helped Airbus cut down its costs while improving its efficiency.

Issues

Study the supply chain processes of Airbus.

Understand the implementation of RFID technology in an aircraft manufacturing company.

Analyze how RFID technology can improve the operational efficiency of an aircraft manufacturing company.

Examine the advantages and disadvantages of implementing RFID technology in a manufacturing company.

Reference Numbers

<i>ICMR</i>	<i>OPER 092</i>
<i>ECCH</i>	610-018-1
<i>Organization(s)</i>	<i>Airbus</i>
<i>Countries</i>	<i>Europe</i>
<i>Industry</i>	<i>Aircraft Manufacturing</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>

Cross-docking Helps JCPenney Reduce Materials Handling and Make Logistics More Efficient

Abstract

The case study is about JCPenney Corporation, Inc. (JCP), a leading retail chain in the US. It discusses how JCP used cross-docking. The case discusses the operations at the JCP's Lathrop, California, Retail Logistics Center, the sixth cross-dock facility of the company that was opened in July 2007. It illustrates how the use of cross-docking helped JCP reduce materials handling and made its logistics more efficient. The case also highlights how the use of energy-efficient technologies and processes and proper site selection helped JCP reduce costs and mitigate supply chain risk.

Issues

Study JCP's operations in Lathrop, California, Retail Logistics Center.

Understand the issues and challenges in employing cross-docking and how it compared to other commonly used distribution strategies.

Understand the issues and challenges in materials handling.

Understand how retailers and other companies can mitigate supply chain risks.

Reference Numbers

<i>ICMR</i>	<i>OPER 091</i>
<i>ECCH</i>	610-005-1
<i>Organization(s)</i>	<i>JCPenney</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Retail</i>
<i>Pub/Rev Date</i>	<i>2010</i>
<i>Case Length</i>	<i>10 Pages</i>
<i>TN Length</i>	<i>3 Pages</i>

"Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."

– Paul Hawken

Velib': Paris's Public Bike Sharing System

Abstract

This case is about Velib, Paris's public bike system that was started in July 2007 by one of the world's leading advertising agencies, JCDecaux. This was a bid by the city administration to improve the transportation system for Parisians. JCDecaux modeled Velib after its successful bike sharing program, Velo'v that had been launched in Lyon, France, in May 2005. As part of the deal, JCDecaux provided 20,600 bicycles and also maintained the Velib system consisting of bicycles, bike stations, and terminals. In return, JCDecaux got access to the 1,628 billboards in Paris for outdoor advertising. The case discusses the operating model of the Velib in detail and the challenges faced by it. According to experts, the Velib system was a huge success with over 50 million trips being reported since its launch and August 2009. Some experts commended JCDecaux for developing a system that helped reduce environmental impact while improving the mobility of Parisians. While Velib was reported to be a successful program, the downside was increasing theft and vandalism. JCDecaux contended that these problems had rendered the present business model of Velib unsustainable. However, some critics believed that the company was making a lot of fuss over the issues just to negotiate a better deal with the city of Paris.

Issues

Study the Velib public bike sharing system. Understand the importance of design (product design/ system/ processes) in meeting the operational objectives.

Study the operating model of the Velib system.

Analyze whether the Velib system is sustainable.

Examine the challenges in implementing the Velib system and explore strategies that the Velib team can adopt in the future.

Reference Numbers

ICMR OPER 090
 ECCH 610-002-1
 Organization(s) . JCDecaux/ City of Paris
 Countries Paris, France
 Industry Media / Public sector
 Pub/Rev Date 2009
 Case Length 18 Pages
 TN Length 4 Pages

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Environmental Sustainability Initiatives at International Business Machines Corporation (IBM)

Abstract

As a pioneer in responding to environmental challenges, IBM's contributions encompassed multiple areas. This case discusses the company's initiatives in terms of energy efficiency of its operations; constructing sustainable buildings; eliminating hazardous chemicals in the manufacture of products; data center efficiency; product recycling and reuse; water conservation and reuse; and supply chain efficacy to reduce overall impact on the environment. For its customers, it provided energy efficient products and green consulting services. It also engaged its stakeholders in its attempts to lessen the overall damage to the environment caused by its business operations. It was rated as the world's #1 company by both Ceres and Greenpeace in terms of its contribution as a technology company to environmental sustainability. Acting upon the feedback from third-party assessments might help IBM explore frontiers of environmental sustainability in the best interests of all its stakeholders.

Issues

Energy efficiency of operations and products.

Environmental sustainability through product design, recycle, and reuse.

Importance of collaborations with other organizations.

Third-party assessment of performance on the sustainability front.

Reference Numbers

ICMR OPER 089
 ECCH
 Organization(s) IBM Corporation
 Countries Global
 Industry Computers, IT and ITeS
 Pub/Rev Date 2009
 Case Length 26 Pages
 TN Length 3 Pages

Environmental Sustainability Initiatives at Hewlett-Packard Company (A): Addressing Climate Change Concerns

Abstract

HP, which had a portfolio of information technology products and services that addressed the needs of consumers and businesses, had won many accolades in the 21st century for its corporate environmental

responsibility. The company had taken various environment-friendly initiatives in the areas of chemicals management in product design; reducing the carbon footprint of its operations; bringing innovations in energy-efficient solutions for its customers; establishing a vast network for recycling of various categories of products; and finally, making its supply chain actively participate in the company's environmental sustainability commitment. However, as of 2008, HP was reported to be lagging behind a few leading companies (in technology and consumer goods sectors) in its efforts toward mitigating climate change. Given its legacy of responsible leadership in the industry with respect to environmental sustainability, should HP strive to gain the top slot in its efforts to mitigate the impact of climate change?

Issues

Energy efficiency of worldwide operations toward a 'low carbon economy'.

Environmental sustainability as a business opportunity.

Political advocacy and involvement of external stakeholders in climate change mitigation.

Corporate governance to address climate change concerns.

Reference Numbers

ICMR OPER 088
 ECCH
 Organization(s) Hewlett-Packard (HP)
 Company
 Countries Global
 Industry Computers, IT and ITeS
 Pub/Rev Date 2009
 Case Length 27 Pages
 TN Length 3 Pages

Dyson Appliances Ltd. and its Approach to Innovation

Abstract

This case discusses the innovation principles and processes adopted by Dyson Appliances Limited (DAL), a market leader in the vacuum cleaner market. Experts felt that product design was a core competency at DAL and the innovative designs of its product had enabled it to command a premium price in a market that was previously known for price discounting. According to analysts, DAL's constant focus on innovation had led to its cornering a market share of 32 percent and 46 percent in the US and UK vacuum cleaner markets in 2008. Analysts attributed the success of the company to the innovation principles and processes institutionalized by DAL's founder James Dyson (Dyson). They felt that Dyson was the source of innovation at DAL. He is himself widely known as the

inventor of the first bag less vacuum cleaner (DC01, DAL's first product) that took the vacuum cleaner market by storm in the early 1990s. Since then, he and his team had churned out innovative models of vacuum cleaners that had helped DAL gain a market leadership position. In addition to vacuum cleaners, its other products such as The Contrarotator (a washing machine) and Dyson Airblade (a hand dryer), were hailed by experts as being equally innovative. Analysts felt that DAL's deep-set culture of innovation gave it an edge over its competitors. DAL approach to innovation drew inspiration from Thomas Alva Edison's (Edison) step-by-step approach where he made a single change to the prototype at a time in order to perfect his invention. Inspired by the thoughts of Edison, the engineering and design staff at DAL made a single change to the prototype that led to the launch of an innovative product. The case also discusses the integrated approach to design and development of new products adopted by engineers and design staff at the company, and how Dyson had fostered a culture of innovation at DAL.

Issues

Study the innovation principles and processes followed by DAL.

Study DAL's integrated approach to new product development and design.

Understand how Dyson fostered innovation and creativity at DAL and institutionalized a culture of innovation.

Understand how innovation helped DAL emerge as the leader in the vacuum cleaner industry.

Understand how innovation can lead to a competitive advantage and how DAL had developed a core competency in product design.

Reference Numbers

ICMR	OPER 087
ECCH	609-038-1
Organization(s)	Dyson Appliances Ltd.
Countries	UK; Europe; US
Industry	Electricals & Electronics
Pub/Rev Date	2009
Case Length	27 Pages
TN Length	4 Pages

Supply Chain Management Practices at Nokia Corporation

Abstract

Finland-based Nokia Corporation (Nokia) is the world's leading manufacturer of mobile devices. Analysts attributed Nokia's success to its supply chain management practices. The company had an integrated supply chain which inter-linked suppliers, manufacturing plants, contract manufacturers, sales, logistics

service providers, and the consumers. It entered into a long-term relationship with its suppliers and also supported them in improving their processes, which in turn helped the company. Nokia was able to keep its costs low because of its efficient manufacturing systems and processes. The company adopted a hybrid manufacturing system which was a combination of in-house manufacturing and outsourcing. It also adopted the Smart manufacturing technique so as to enhance the competitiveness of its manufacturing facilities. The company had a wide distribution network which helped it to effectively reach the end customers. The case highlights the unique supply chain management practices of Nokia. It also discusses the impact of global economic slowdown on Nokia's revenues and profitability. The case examines how the company is making its supply chain efficient to counter the impact of reduced demand of mobile handsets.

Issues

Understand the importance of efficient supply chain management practices in the success of any business.

Study the supply chain management practices at Nokia.

Appreciate the need for a customized supply chain while operating in different countries.

Analyze the challenges faced by Nokia in the near future.

Reference Numbers

ICMR	OPER 086
ECCH	609-039-1
Organization(s)	Nokia Corporation
Countries	Finland, US
Industry	Telecom
Pub/Rev Date	2009
Case Length	14 Pages
TN Length	3 Pages

Spring Airlines: China's Low-cost Airline

Abstract

The case is about Shanghai-based low-cost airline, Spring Airlines Ltd. (Spring), and its low cost business model. As of 2009, Spring was the only low-cost carrier (LCC) in China. The airline which began its operations in 2005 had to face many challenges in its initial year of operation but by 2006, it emerged as a successful LCC. Analysts attributed its success to its extremely low-cost business model. The case discusses in detail the operational strategies adopted by Spring to maintain its low-cost business model. The airlines' operations were based on the operational model of the most successful discounter of all time – the Dallas-based

Southwest Airlines (Southwest). Spring adopted most of the operational policies which had made Southwest so successful, but also tried to innovate further to keep costs down. As of mid-2009, Spring was struggling to meet the increase in passenger demand. In June 2009, the airline planned to offer standing-only tickets to passengers on its flights. The move was expected to cut down costs for the airline further while increasing the seating capacity. Moreover, it would lower the airfares for passengers who opted to stand during flights. The idea received mixed reactions from industry analysts, experts, and consumers. Some aviation experts dismissed the idea in view of safety concerns. Some experts pointed out that while major carriers were making efforts to recoup their losses by offering luxury services to the passengers, Spring was planning to make flying even less comfortable. Experts felt that while Spring had done well in the Chinese civil aviation industry at a time when the major state-owned airlines were struggling, China still did not have the right environment for LLCs to flourish. For instance, Okay Airlines which had started operating as an LLC in 2005, was forced to give up the low-cost business model within eight months of its operations since it felt it was difficult to maintain such a business model and shifted to the conventional model. As such, Spring would have to overcome many more challenges to maintain its low-cost business model and sustain itself in the highly regulated industry.

Issues

Analyze the business model and operating strategies adopted by Spring to emerge as a successful LLC in China.

Identify the sources of competitive advantage for Spring and the differentiating strategy it adopted to overcome competition and environmental factors.

Study and analyze the structure of civil aviation industry in China and how it posed some serious challenges for private LLCs.

Examine the viability of the low cost business model in the Chinese aviation industry.

Identify the challenges that Spring Airlines faced in the Chinese aviation industry and explore strategies that it could adopt to sustain itself in the industry.

Reference Numbers

ICMR	OPER 085
ECCH	609-033-1
Organization(s)	Spring Airlines Ltd.
Countries	China
Industry	Aviation
Pub/Rev Date	2009
Case Length	27 Pages
TN Length	6 Pages

IKEA's Cost Efficient Supply Chain

Abstract

The case examines the supply chain management practices of IKEA, Sweden based furniture retailer. IKEA, the world's leading retailer by sales had its presence across the globe. The company focused on providing its customers affordable yet stylish and functional furniture. It made efforts to eliminate several activities that added to the final cost of the furniture but could be avoided. Its USP lied in its packaging. IKEA designed its products in a manner to disassemble the whole unit and transport the parts of the furniture in flat packages. That saved IKEA huge costs in transport. The case explains the evolution of IKEA's business model, expansion strategies, supply chain planning process, relationship management with its suppliers, warehouse operations and store design. It highlights the measures taken by the company to make its supply chain cost efficient. The case is designed to achieve the following teaching objectives.

Issues

Understand IKEA's business model.

Examine the supply chain management practices of IKEA.

Appreciate IKEA's innovative method of designing and packaging of products.

Identify the strengths and weaknesses of IKEA's supply chain.

Evaluate how the efficient supply chain system helped IKEA in maintaining low prices.

Reference Numbers

ICMR	OPER 084
ECCH	609-031-1
Organization(s)	IKEA
Countries	Sweden
Industry	Retail
Pub/Rev Date	2009
Case Length	14 Pages
TN Length	4 Pages

Best Buy's Supply Chain Management Practices - A Customer-Centric Approach to Business

Abstract

The case examines the growth of Best Buy from a small car stereo retailer to a market leader in consumer electronics retailing business in the US. Best Buy was appreciated for its customer-centric supply chain management practices. It extensively used information technology (IT) for managing its

supply chain in its effort to optimize all supply chain processes. The company's technology driven initiatives help it take informed decisions on several aspects of business which resulted in higher customer satisfaction and loyalty.

The case details how Best Buy managed its supply chain; the technologies it implemented in optimizing its supply chain, and how it modified its supply chain to fit the customer-centric approach it took to conduct the business.

Issues

Study the concept of customer centrality in supply chain management.

Understand the use of information technology (IT) in supply chain management.

Examine the concept of angel and demon customers in consumer electronics retailing.

Analyze the changes made by Best Buy in its supply chain in accordance with its customer-centric strategy.

Reference Numbers

ICMR	OPER 083
ECCH	609-030-1
Organization(s)	Best Buy Co. Inc.
Countries	United States of America
Industry	Retail
Pub/Rev Date	2009
Case Length	15 Pages
TN Length	4 Pages

Environmental Sustainability at Wipro: 'Green IT' and 'IT for Green'

Abstract

The case discusses the evolution of environmentally sustainable 'Green IT' practices at Wipro and its pursuit of 'IT for Green' as a big business opportunity. Responding to criticism from government and non-government agencies, Wipro introduced an electronic waste clearance service in 2006 for its customers. In June 2008, it unveiled an enterprise-wide charter called eco-eye to promote ecologically sustainable business practices. The eco-eye blueprint embraced several goals to reduce the organization's carbon footprint, manage its water and energy efficiently, develop new benchmarks in recycling waste, minimize the use of hazardous substances, and motivate employees to follow green practices in their professional and personal lives.

The scope of Wipro's green initiatives included its internal infrastructure and operations; environment-friendly products, green computing solutions, and take-back services for its customers; as well as advocacy for e-waste legislation.

Issues

Role of external stakeholders in influencing a company's environmentally sustainable business practices

'Green IT' operations and 'IT for Green' as a business opportunity.

The need for top management to champion enterprise-wide commitment to environmental sustainability.

Need for regulation in an emerging economy to create a level-playing field on issues such as e-waste.

Reference Numbers

ICMR	OPER 082
ECCH	610-021-1
Organization(s)	Wipro
Countries	India
Industry	Information Technology and Related Services
Pub/Rev Date	2009
Case Length	16 Pages
TN Length	3 Pages

PfizerWorks: New Outsourcing Model to Improve Employee Productivity

Abstract

In 2005, Pfizer, Inc. (Pfizer) was faced with a financial crisis with many of its leading drugs nearing patent expiry. The company announced cost-cutting initiatives including a reduction of its annual budget by US\$4 billion. However, the company realized that cost-cutting measures alone wouldn't suffice. To ensure that Pfizer once again moved to a strong position, it had to adopt a strategy to leverage its human capital in an efficient manner. On analyzing the activities of the employees, Jordan Cohen (Cohen), who is now the head of PfizerWorks program, found that instead of focusing on high-value work for which they were recruited, spent a disproportionate amount of their time on mundane tasks such as data entry, researching, creating documents, working with PowerPoint, etc. This led Cohen to start the PfizerWorks program (initially called 'Office Of The Future') in early 2008 after months of testing the initiative with some employees. It involved outsourcing the time wasting tasks to two Indian-based business process outsourcing (BPO) firms. The program was well received by employees of Pfizer and was appreciated by industry observers. However, some industry observers were not happy about the initiative as they felt that instead of outsourcing these tasks to other countries, these should be outsourced to companies or people in the US. According to Cohen, the PfizerWorks program had helped increase productivity of its employees and

these highly-paid employees of Pfizer were now able to better focus their time and attention on more strategic aspects of their work rather than waste precious time and effort on more mundane tasks. As of mid-2009, Cohen was also exploring ways to make the program more effective.

Issues

Understand how the workplace has changed in the 21st century and understand how organizations are trying to get the best out of their employees in the new milieu.

Understand how organizations are trying to improve the productivity of its employees.

Understand how job and task analysis could help companies adopt a strategy to leverage its human capital in an efficient manner.

Understand the differences between productive tasks and reproductive tasks and how this knowledge can be used to improve employee productivity.

Understand the issues and challenges related to outsourcing and off shoring and understand how organizations are using these innovatively.

Explore further changes that Pfizer could make in its PfizerWorks program to make it more effective.

Reference Numbers

<i>ICMR</i>	<i>OPER 081</i>
<i>ECCH</i>	609-032-1
<i>Organization(s)</i>	<i>Pfizer, Inc.</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Pharma and Biotech</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	13 Pages
<i>TN Length</i>	3 Pages

Domino's Master Franchise Model

Abstract

The case discusses the master franchise model of the US-based Domino's Pizza Inc (Domino's). Domino's, which was started in the 1960s, expanded in international markets mainly through its master franchise model. Under this model, the franchisees were provided with exclusive rights to operate stores, or to sub-franchise them in a particular area. Domino's recruited franchisees with business experience and knowledge of local markets as master franchisees, and was able to mitigate the risks associated with entering and operating in international markets. Under master franchising, in markets where there was high potential for development, Domino's transferred market exclusivity to an individual/company, who had a significant presence and knowledge about the local markets. These individuals/companies in turn invested in establishing the master franchise, whose responsibilities include building stores, sub-

franchising, operating distribution system, etc. The case discusses in detail the store operations of Domino's and the benefits of its master franchise system.

Issues

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

Examine some of the unique features of the master franchise model of Domino's.

Analyze the store operations of Domino's.

Examine the training/support provided by Domino's to the franchisees.

Understand how the master franchise model helped Domino's in facing the adverse impact of global economic slowdown successfully.

Reference Numbers

<i>ICMR</i>	<i>OPER 080</i>
<i>ECCH</i>	609-025-1
<i>Organization(s)</i>	<i>Domino's</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Food and Beverage</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	19 Pages
<i>TN Length</i>	4 Pages

Fostering Innovation: Wipro Technologies' Innovation Framework

Abstract

This case focuses on the innovation initiatives carried out at Wipro Technologies' (Wipro) and explains how it let innovation be the driving force for its product development process. Since the launch of innovation initiatives in 2000, the company offered a comprehensive portfolio of products based on innovative solutions. It also ingrained a culture of innovation at the company to encourage employees to come out with innovative ideas and help the company achieve growth and attain a competitive advantage. The case also discusses Wipro's applied innovation framework that helped the company identify new opportunities for business and resolve business challenges through its innovative solutions. Because of its constant focus on developing innovative solutions and efforts to nurture a corporate culture which fostered innovation, Wipro was able to achieve its target of earning 10 percent revenues from its innovation initiatives by 2008. Analysts felt that Wipro's constant focus on innovation coupled with its deep-set culture of innovation gave Wipro an edge over its competitors. Moreover, it helped the company establish itself as one of the leading players in the Indian IT industry.

Issues

Analyze Wipro's innovation framework.

Study the processes and systems that the company had put in place to foster innovation.

Understand how Wipro's applied innovation framework that helped the company identify new opportunities for business and resolve business challenges through its innovative solutions.

Understand how an IT company uses innovation as a tool for differentiation.

Understand how the implementation of an innovative working environment benefits the company and the employees.

Reference Numbers

<i>ICMR</i>	<i>OPER 079</i>
<i>ECCH</i>	609-024-1
<i>Organization(s)</i>	<i>Wipro</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Information Technology and Related Services</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	23 Pages
<i>TN Length</i>	4 Pages

The Tata Nano Project - Making of the World's Cheapest Car

Abstract

The case discusses the making of Tata Nano, the world's cheapest car, manufactured by India based Tata Motors. On March 30, 2009, Tata Nano was launched with an ex-factory price tag of INR 100,000 (about US\$ 2000). The case explains the design and development process of Tata Nano.

The car was the result of a five year research and development project carried out by Tata Nano development team. While developing the car, Tata Motors and its suppliers constantly made efforts to reduce the costs while ensuring quality of each and every component including engine, steering, wheels, tires, windshield washing system, gear shifter etc. Analysts opined that Tata Nano had created a new segment in the passenger car market. However, they were concerned about the company's lack of capacity to fulfill high demand. They also argued that considering the low margins the company would get, it would take a long time for the project to break even. The case ends with a discussion on the challenges Tata Nano might face in the future.

Issues

Understand the challenges in developing an innovative, cost-effective product.

Study the Tata Nano project with a focus on design and development process of the car.

Understand the efforts put in by Tata Motors to cut down the costs at every stage of development and production of Nano.

Analyze the challenges that Tata Nano may face in future.

Reference Numbers

<i>ICMR</i>	<i>OPER 078</i>
<i>ECCH</i>	609-022-1
<i>Organization(s)</i>	<i>Tata Motors</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	16 Pages
<i>TN Length</i>	5 Pages

BIXI: Montréal's Innovative Public Bike System

Abstract

In the latter part of 2007, the city of Montréal, as part of its transport plan called 'Reinventing Montréal', wanted to set up a comprehensive public biking system similar to that in many European countries. This was an attempt to develop public transit and improve the overall mobility in the city, in keeping with sustainable development principles. The Société en commandite Stationnement de Montréal (Stationnement de Montréal), the city's parking authority, came up with a public biking system with the help of partners such as renowned industrial designer Michel Dallaire, Cycles DeVinci, and 8D Technologies Inc. The system they came out with, called BIXI, consisted of technical platforms, bike docks, bikes, pay stations, and backroom software. Being made from recyclable aluminum, the bikes were light and environment friendly. The entire system was solar powered and modular, and thus needed no permanent bolting to the sites. So the dock stations could be removed and shifted from one place to another, as necessary. Another distinguishing feature of the Bixi bike system was that it was Radio Frequency Identification (RFID) enabled. The entire program was modeled to be self sustaining primarily through user fees and membership and through some support from corporate sponsorship - very different from the advertising revenues-based models adopted by many of the existing public bike systems around the world. Most analysts appreciated the design and operating model of Bixi and said that it was very innovative. They said that if Bixi became a success, it would one of the first self sustaining public bike systems in the world. They pointed out some limitations of the system as well. While the system looked better prepared to face the biggest challenge of such biking systems - theft and vandalism - whether it would actually be able to control such abuses was yet to be ascertained. After a successful test launch in September 2008, Stationnement de Montréal was preparing for the full-fledged launch of the system in May 2009. With the Bixi system drawing a lot of attention from the transport departments of other cities that wanted to set up similar systems Stationnement de Montréal was actively considering commercializing the

project by offering it, in whole or in part, to other cities.

Issues

Study the Bixi public bike sharing system and understand why it is considered a major innovation.

Understand the importance of design (product design/ system/ processes) in meeting the operational objectives.

Study the operating model of the Bixi system.

Analyze whether the Bixi system is sustainable.

Analyze the advantages and disadvantages faced by public sector/governmental organizations in fostering innovation.

Examine the challenges in implementing the Bixi system and explore strategies that the Bixi team can adopt in the future.

Reference Numbers

<i>ICMR</i>	<i>OPER 077</i>
<i>ECCH</i>	609-023-1
<i>Organization(s)</i>	<i>Stationnement de Montréal</i>
<i>Countries</i>	<i>Canada</i>
<i>Industry</i>	<i>Public Sector / Travel and Tourism</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	19 Pages
<i>TN Length</i>	4 Pages

Tesla Roadster: The Car of the Future?

Abstract

The case discusses the efforts of Tesla Motors Inc. (Tesla) in developing and marketing the Tesla Roadster, an electric car powered by Lithium-ion batteries. It describes how the company was set up by Martin Eberhard and Elon Musk, their subsequent efforts to secure funding for the project, and the design and development process for the car. The case also discusses some of the technical challenges and management problems which complicated and delayed the development and production of the car. It also briefly touches on the relative advantages of electric cars, and describes some of the challenges faced by Tesla, and the future outlook for electric cars.

Issues

Understand the technical challenges faced by a company developing a revolutionary, new product.

Identify the need for proper management control during new product development.

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

Reference Numbers

<i>ICMR</i>	<i>OPER 076</i>
<i>ECCH</i>	609-021-1
<i>Organization(s)</i>	<i>Tesla Motors Inc.</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	18 Pages
<i>TN Length</i>	4 Pages

Designing Speedo LZR Racer: Speedo's Innovative and Controversial Line of High-end Swimsuits

Abstract

This case discusses in detail the design and development of the Speedo LZR Racer, a new swimsuit from leading manufacturer and distributor of swimsuits Speedo International. Launched on February 12, 2008, the LZR Racer was considered the world's fastest swimsuit with technically advanced features. Approved by international swimming governing body FINA, the suit was endorsed by well known swimming athletes. Made from a lightweight, low drag water repellent fabric, the LZR Racer was the first laser bonded swimsuit with no visible seams. The suit's unique design increased the oxygen intake efficiency of the swimmers and helped them to swim swiftly for a longer period. It compressed the swimmer's body into a streamlined shape and enabled him/her to cut through the water with more agility. The case explains the designing process of the suit. The product was the result of a three-year research and development project carried out by Speedo's Research & Development team Aqualab. While designing and developing the LZR Racer, Speedo harnessed the expertise of several agencies including US space agency NASA, the Australian Institute of Sport (AIS), ANSYS, and international fashion label Comme des Garçons. The new suit was readily accepted by swimmers and swimmers sporting the LZR Racer broke many world records. As of 2008, a total of 108 world records were broken by swimmers wearing the LZR Racer. The case also discusses the criticism faced by Speedo pertaining to the LZR Racer, as some experts felt that the suit provided an unfair advantage to its wearers. When athletes competing in the LZR Racer suits broke world records, several rival companies and national teams protested against the use of this technologically advanced swimsuit. They called it 'technological doping'. The case concludes with a description of the new amendments and requirements for swimwear approval put forth by FINA. These rules are to be followed worldwide by swimwear manufacturers who develop competitive swimwear.

Issues

Understand the issues and challenges in coming out with an innovative product.

Study the LZR Racer development process and understand the importance of design in the new product development process.

Understand the importance of computer modeling and simulation in designing of a product.

Analyze the reasons for the criticism of Speedo and its product the LZR Racer and discuss the ethical issues related to it.

Explore strategies that Speedo could adopt while designing the next technologically advanced swimsuit in keeping with the new FINA guidelines pertaining to design and shape of products.

Reference Numbers

<i>ICMR</i>	<i>OPER 075</i>
<i>ECCH</i>	609-020-1
<i>Organization(s)</i>	<i>Speedo International Limited</i>
<i>Countries</i>	<i>United Kingdom</i>
<i>Industry</i>	<i>Sports and Sporting Goods Equipment</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>20 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

BMW Group Plant Oxford's 'The New Oxford Way' (NOW) Program: From Culture Clash to Performance Culture

Abstract

In 2000, the Germany-based BMW Group (BMW) sold off The Rover Group (Rover Group) that it had acquired in 1994, but it retained its iconic MINI brand. As part of the changes initiated, BMW shifted production from Longbridge to Cowley (in Oxford), the plant which had rolled out the original Mini. BMW wanted to come out with a new MINI. However, the management at the new plant faced challenges in upgrading the site and processes and in preparing for the launch of the new vehicle. It also had to face the huge challenge of integrating the erstwhile Rover and BMW cultures, which differed vastly from each other. Besides, there was a strong feeling of 'us' and 'them' among the employees. The massive layoffs that accompanied the production shift from Longbridge to Cowley complicated matters further. This prompted BMW to launch 'The New Oxford Way' (NOW) program which was aimed at integrating the erstwhile Rover and BMW cultures, improving productivity, and decreasing costs by empowering the workers. As part of the initiative, huge investments were made to refurbish the Oxford plant as it prepared to come out with a

new generation MINI. A key component of the NOW was the Working in Groups (WINGS) project that was aimed at increasing the involvement of the workers by empowering them. The initiative soon started showing results, leading to better employee morale, reduced costs, and increased productivity. In 2002, the production target (100,000 units) was exceeded by 60 percent. BMW was also credited with handling its production strategy well in keeping with the high demand for the MINIs in the subsequent years. In 2004, the Oxford plant rolled out the 500,000th MINI in August 2004, two years ahead of schedule, and in the following year, production for the year crossed the 200,000 mark. The company was credited with transforming the culture of the Oxford plant from a culture marked by confrontation and negativism to that of a performance culture.

Issues

Study the production strategy adopted by the BMW Group pertaining to MINI.

Understand the issues and challenges in job design and team working.

Understand issues and challenges in employee empowerment.

Understand how the culture of the BMW Group Oxford Plant was changed from that of confrontation and negativism to a performance culture.

Analyze 'The New Oxford Way' (NOW) program and the 'Working in Groups' initiative.

Reference Numbers

<i>ICMR</i>	<i>OPER 074</i>
<i>ECCH</i>	609-017-1
<i>Organization(s)</i>	<i>BMW</i>
<i>Countries</i>	<i>Germany</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>3 Pages</i>

BMW Group's MINI Production Triangle

Abstract

This case is about German automobile manufacturer, the BMW Group's "MINI Production Triangle", a production network of its premium small car brand MINI. The BMW Group started production of the MINI at its Oxford plant in the UK in April 2001. In 2006, in order to further increase the existing production capacity of the MINI, the management of the BMW Group integrated its three manufacturing units in the UK and started a production triangle called the "MINI Production Triangle" (MPT).

The three plants which geographically looked like three points of a triangle were the Oxford plant, the Swindon plant, and the Hams Hall

plant. Plant Oxford was responsible for the bodyshell production, paintshop, and final assembly of the MINI. The Hams Hall plant supplied petrol engines while the Swindon plant supplied pressings and sub-assemblies to Plant Oxford.

The case discusses the objectives of the MINI Production Triangle and briefly describes the MINI production process. The production of the MINI involved three steps - Bodyshell Production, Paintshop, and Assembly. Bodyshell production was carried out at Plant Oxford and included manufacturing the body of the MINI. The second step in the MPT was the paintshop where the bodyshell was painted with several coats of color.

During the assembly process, the 2,415 different inner and outer parts of the MINI were mounted on to the painted bodyshell. The engines were delivered from Hams Hall just-in-sequence to the assembly line in Oxford as per the production requirements. The pressings and body components were delivered just-in-time from Swindon directly to the body production facility at the Oxford plant.

The entire production process, right from the delivery of the engine components to the complete assembly of the components, took around seven days. The case also talks about other aspects related to the MINI Production Triangle such as logistics, training and development of associates, efficient resource management, and community involvement in the MINI Production Triangle.

It concludes with a description of the results achieved in terms of sales and production volumes of MINI after the implementation of the MINI Production Triangle.

Issues

Study the MINI production strategy adopted by the BMW Group, with special emphasis on the MINI Production Triangle set up in 2006.

Understand the issues and challenges associated with the MINI production process.

Examine the role of the three production plants in the MINI Production Triangle.

Understand concepts such as Just-in-time and Just-in-sequence, and their importance.

Analyze the significance of integrating manufacturing plants in automobile production to improve productivity and enable customization.

Reference Numbers

<i>ICMR</i>	<i>OPER 073</i>
<i>ECCH</i>	609-016-1
<i>Organization(s)</i>	<i>BMW</i>
<i>Countries</i>	<i>Germany</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Australia's Leading Retailer Woolworths' Retail Operations

Abstract

This case is about Woolworths Limited (Woolworths), the leading retailer in Australia. It discusses the transition of Woolworths from a chain of small variety stores to big supermarkets, and details its growth strategies. Woolworths, well known as the 'fresh food people' in Australia, was established in 1924. Its businesses included supermarkets, consumer electronics stores, discount department stores, petroleum and liquor outlets, and hotels. The case discusses the operating divisions of Woolworths that included supermarkets, general merchandise and consumer electronics, and hotels. It also details some of the strategies that Woolworths adopted in the areas of supply chain and pricing, that helped it provide the customers with wide choice, high quality, and reasonable prices. The case also outlines the challenges faced by Woolworths in the Australian retail market.

Issues

Analyze the factors behind the growth of Woolworths.

Understand Woolworths' operations and operational strategies.

Analyze the supply chain practices adopted by Woolworths.

Determine the challenges faced by Woolworths in the competitive Australian retail market.

Reference Numbers

ICMR	OPER 072
ECCH	609-015-1
Organization(s)	Woolworths
Countries	Australia
Industry	Retail
Pub/Rev Date	2009
Case Length	22 Pages
TN Length	3 Pages

Family-Owned Grocery Retailer Nugget Markets' Store Operations and Work Culture

Abstract

This case describes the store operations and work culture at Nugget Markets, Inc. (Nugget), a US-based family-owned grocery retail chain. It also focuses on the employee empowerment initiatives and human resource management practices of the company. Since its inception in 1926, Nugget had created a niche for itself with its focus on providing high quality and specialty products in stores that were famous for their ambience and interiors. Nugget thrived for generations and attracted a

loyal customer following, which enabled it to maintain a niche for itself in a market crowded with aggressive competitors.

Over the years, the company also focused on creating an employee-friendly work culture. After taking over as the president and CEO of the company in 1996, Eric Stille (Eric) built on the strengths of the company and brought about further changes in the operations. Many of these changes attracted the attention of the industry observers.

The company gained recognition for its retail operations and also featured for three consecutive years (2006-2008) on the Fortune Magazine's '100 Best Companies to Work for' in the USA. The case examines the elements of Nugget's store operations and work culture and how these have contributed to its business success and toward making it a great place to work.

The case concludes with the future prospects of Nugget and the issues and challenges faced by Eric as he planned to grow further by expanding across new locations.

Issues

Study the key aspects of the retail operations of Nugget Markets and analyze the reasons for the company's success.

Analyze the factors that contributed to a strong work culture at Nugget.

Understand issues related to work organization such as employee empowerment, team-working, flexible working, control versus commitment, etc., and how these contribute to the success of a firm.

Examine the steps taken by Nugget to ensure employee satisfaction.

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

Reference Numbers

ICMR	OPER 071
ECCH	609-014-1
Organization(s)	Nugget Markets, Inc.
Countries	United States of America
Industry	Retail
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	3 Pages

Nokia's Chinese Operations

Abstract

The case discusses the operations of Finland-based telecom major, Nokia, in China. Nokia entered China in the 1990s, and initially supplied network equipment to Chinese manufacturers. Nokia entered into joint ventures with local companies, which helped it understand the local market better. By the end of the 1990s, China emerged as Nokia's second largest market after the USA, but

Motorola continued to be the market leader in China.

By the early 2000s, the Chinese companies were making inroads into the market, and Nokia's sales dropped drastically. The main reasons for the reduction in sales were the limited range of handsets, and absence of clamshell models from Nokia, and limited distribution facilities, due to which the phones did not reach the rural areas where the demand was growing. Nokia was quick to react, and revamped its product, distribution, and promotional strategies.

It introduced several new products specific to the Chinese market, which included models with predictive text input in Chinese, lunar calendar, handsets using a stylus to write Chinese, English dictionary, China specific wallpapers, phones with multiple address books, etc. The changes brought out in the distribution system included decentralizing the distribution operations, increasing the number of regional distributors, hiring third party representatives, opening sales offices all across the country, and direct distribution of products to retail outlets. Several China-specific promotional campaigns were also launched.

Nokia also made several investments in technology in the country. All these efforts had a positive impact on Nokia's fortunes in China and by 2005 it had emerged as the leading handset manufacturer in the country. China also emerged as Nokia's largest market by the end of the year. Nokia's strong run continued in the country, and it sold over 70 million handsets in China in 2007.

By the end of 2008, though Nokia was doing well in the market, it also faced challenges in the form of new competitors like Tianyu and the changes being brought about in the Chinese telecom sector.

Issues

Analyze how Nokia became a market leader in the Chinese mobile handset market.

Study and analyze Nokia's operational strategies in China.

Gain insights into changes that Nokia brought in its strategy to capture the market, particularly with respect to its distribution and product design.

Examine the challenges faced by Nokia in China and explore strategies that the company can adopt.

Reference Numbers

ICMR	OPER 070
ECCH	609-013-1
Organization(s)	Nokia
Countries	Finland / China
Industry	Consumer Electronics
Pub/Rev Date	2009
Case Length	25 Pages
TN Length	5 Pages

Menlo Innovations: A New Approach to Workplace & Project Management

Abstract

This case discusses software design and development company Menlo Innovations' (Menlo) approach towards project management and innovation. Menlo's founder and president, Richard Sheridan (Sheridan) established the company in association with his colleagues based on Thomas Edison's Invention Factory. Sheridan advocated the use of project management during software implementation. Menlo adopted agile project management practices namely extreme programming that helped it simultaneously run several projects successfully. This required employees to work in pairs encouraging knowledge sharing and learning from each other. Similar to Edison's Invention Factory, the culture at Menlo was characterized by an open, flexible, and a collaborative working environment.

The case also discusses Menlo's flexible workplace practices that helped it in curbing attrition and employee retention while its innovative approach to project management encouraged employee engagement and led to innovation.

However, a few analysts opined that it remained to be seen whether Menlo's flexible workplace approach could also be applied in a corporate environment.

Issues

Understand how Sheridan and the other co-founders at Menlo fostered innovation at the company.

Compare and contrast Menlo's approach to project management with the practices of traditional software project management.

Understand the significance of project management in the success of a company.

Understand the rationale behind Sheridan adopting a flexible approach to workplace based on Edison's Invention Factory.

Understand how the implementation of an innovative working environment benefits the company and the employees.

Discuss the challenges faced in implementing such a system in a corporate environment.

Reference Numbers

ICMR	OPER 069
ECCH	608-045-1
Organization(s)	Menlo Innovations
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2008
Case Length	16 Pages
TN Length	4 Pages

Supply Chain Practices of Three European Apparel Companies: Zara, H&M and Benetton

Abstract

The case discusses the supply chain practices of three of the leading apparel retailers in Europe – Zara, Hennes & Mauritz, and Benetton. Zara, one of the pioneers of fast fashion, developed a fully integrated supply chain model. The processes like design, production and distribution were carried in-house and it owned and operated all the stores. H&M, on the other hand, designed and distributed the garments, and owned the stores, while the manufacturing was completely outsourced. Benetton designed and manufactured all the garments, but did not own any stores. The case details the design, production and distribution practices of the three companies.

Issues

Study the supply chain practices of Zara, H&M and Benetton.

Understand the importance of supply chain in the apparel industry.

Analyze the strengths and weaknesses of different types of supply chains, and the linkage between strategy and the choice of supply chain type.

Evaluate how the three companies, through efficient supply chain management, were able to hasten the product delivery process.

Reference Numbers

ICMR	OPER 068
ECCH	608-020-1
Organization(s) Zara / Benetton / Hennes & Mauritz AB	
Countries	Spain / Sweden / Italy
Industry	Textile, Apparel, and Accessories
Pub/Rev Date	2008
Case Length	14 Pages
TN Length	4 Pages

Tesco's 'Steering Wheel' - A Tool for Strategic Value Creation and Business Transformation

Abstract

The case examines Tesco's 'Steering Wheel' which is Tesco's version of the Balanced Scorecard (BSC). The concept of BSC was developed by Dr. Robert Kaplan and Dr. David Norton in the early 1990s. BSC proposed that organizations should be mission-driven rather than finance-driven. BSC proposed to convert strategy into an integrated management system defined across finance,

customer, internal processes, and learning & growth. The case discusses how Tesco developed the 'Steering Wheel' from the BSC and used it as a tool for strategic value creation and business transformation. The 'Steering Wheel' was used to communicate strategic goals and objectives across all the levels of the organization and to measure corporate performance. The 'Steering Wheel' played a crucial role in transforming Tesco of the 1990s - then the third largest retailer in the UK, with not much of international presence - to the Tesco of 2007, which is among the top retailers in the world, and the #1 retailer in the UK with a market share of over 30% and operations in over a dozen countries across the world.

Issues

Understand Tesco's Steering Wheel and its impact in steering Tesco ahead of the competition.

Understand how implementation of Balanced Scorecard techniques can help in improving the performance of an organization.

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

Learn the importance of goals and strategies in guiding any organization.

Reference Numbers

ICMR	OPER 067
ECCH	608-008-1
Organization(s)	Tesco
Countries	United Kingdom
Industry	Retail
Pub/Rev Date	2008
Case Length	21 Pages
TN Length	16 Pages

H&M's Supply Chain Management Practices

Abstract

The case discusses the innovative supply chain management practices of Sweden based apparel retailer - Hennes & Mauritz AB (H&M), which enabled the company to gain advantage over other fashion retailers in the world. H&M designed garments centrally at Stockholm, Sweden. These were then sent to the production offices of the company and then to the manufacturers. H&M did not own any manufacturing facilities and all the production was carried out by more than 700 independent suppliers located in Asia and Europe. In the case of garments that were in demand, H&M used the facilities of the manufacturers in Europe. The garments with longer lead times were made in Asia. The garments manufactured at different locations across the world were sent to a central warehouse located in Hamburg, Germany. In

every country in which it operated, H&M had a distribution center. From Hamburg, the garments were sent to these distribution centers, from where they were distributed locally. The garments were replenished every day depending on the demand. With constant replenishment, H&M maintained novelty in its products, due to which the customers visited the company's store repeatedly. The case explains in detail the design, production, distribution and store management processes at H&M.

Issues

Analyze H&M's supply chain management practices.

Study the design, production, distribution and store management processes of H&M.

Evaluate how H&M, through its efficient supply chain management, was able to bring new designs and trends to the customers in quick time.

Reference Numbers

ICMR	OPER 066
ECCH	608-004-1
Organization(s)	Hennes & Mauritz AB
Countries	Sweden
Industry	Textile, Apparel, and Accessories
Pub/Rev Date	2008
Case Length	18 Pages
TN Length	4 Pages

Benetton's 'Dual Supply Chain' System

Abstract

The case discusses the dual supply chain system practiced by Italy based clothing company Benetton SpA (Benetton). During the 1980s and early 1990s, Benetton was the world leader in the casual apparel market with stores spread across the world. The company was well known for its postponement strategy, wherein the dyeing of the garment was postponed till the colors in vogue for the season were identified.

By the late 1990s, Benetton could not compete with the fast fashion retailers which were launching several collections a year, as against only two collections brought out by Benetton. In order to meet the changing demands of the customers, Benetton revamped its supply chain, and opted for a Dual Supply Chain system.

In this system, production was carried out in Asian and European countries, depending on the time required to market the product. The dual supply chain focused both on pull as well as push based demand. After implementing the new supply chain system, Benetton was able to launch five collections in each season, with some of the collections

incorporating the latest trends. The case explains the postponement strategy of Benetton, the supply chain problems it faced in the late 1990s and the Dual Supply Chain system.

Issues

Analyze the supply chain operations of Benetton.

Understand the postponement strategy of Benetton.

Study the production and distribution process followed by Benetton.

Critically evaluate the 'Dual Supply Chain' of Benetton.

Reference Numbers

ICMR	OPER 065
ECCH	608-003-1
Organization(s)	United Colors of Benetton
Countries	Italy
Industry	Textile, Apparel, and Accessories
Pub/Rev Date	2008
Case Length	19 Pages
TN Length	3 Pages

The Making of Apple's iPod

Abstract

The case discusses in detail about the development process and launch of iPod, a digital music player, by the US based Apple Inc. in October 2001. Although iPod was priced high when it was launched, the demand for iPod kept on increasing as it was seen as a fashion statement especially amongst the youth. iPod emerged as a highly successful product generating about 40% of Apple's total revenues in 2006.

The case also describes few complaints against iPod including poor battery life, low durability, the vulnerability of iPod screen to scratches and some patent infringements etc.

Issues

Understand the product development process of iPod

Evaluate the product features of iPod

Study the deal of Apple with music companies

Examine the reasons for the success of iPod

Critically examine the criticisms against iPod

Analyze the status and future prospects of digital entertainment industry

Reference Numbers

ICMR	OPER 064
ECCH	607-026-1
Organization(s)	Apple Inc.
Countries	United States of America

Industry	Consumer Electronics
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	4 Pages

Dell's Supply Chain Management Practices

Abstract

US-based Dell Inc., one of the leading PC manufacturers in the world, pioneered a unique model of selling PCs directly to the consumers, bypassing the resellers.

The model is popularly known as the Direct Model. The case describes this model in detail and explains how it enabled Dell to manage its supply chain efficiently. In the third quarter of 2006, Dell's major competitor HP had overtaken the company in terms of market share to become the top PC manufacturer in the world.

Industry experts opined that lack of new products, poor customer service, increasing support costs, lack of retail presence and the limitations of the Direct Model were some of the reasons for Dell's poor performance. Dell's Direct Model, which was company's strength, lost its sheen, with the competitors gaining better supply chain efficiencies and opting for a mixed sales model.

The case examines how Dell planned to consolidate its supply chain and manufacturing activities globally and venture into retail business in order to regain its leadership status.

Issues

Study and understand Dell's Direct Model

Critically examine the limitations of Dell's Direct Model

Understand the problems faced by Dell in late 2006 and 2007

Critically evaluate Dell's retail strategy

Reference Numbers

ICMR	OPER 063
ECCH	607-021-1
Organization(s)	Dell
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2007
Case Length	28 Pages
TN Length	4 Pages

"If you pick the right people and give them the opportunity to spread their wings and put compensation as a carrier behind it-you almost don't have to manage them."

– Jack Welch

Quality and Safety Practices at LEGO

Abstract

LEGO bricks are some of the most popular toys in the world. LEGO was known for the emphasis it laid on quality and safety management in making its toys, as its main customers were children. This case discusses the quality and safety management practices followed by LEGO. It describes how the company ensured that the toys it made were of the very best quality. The preventative safety measures taken by the company, as well as its monitoring activities are also discussed.

The case concludes with a discussion of LEGO's decision in 2006 to outsource a part of its production, and questions whether outsourcing will adversely affect LEGO's reputation for quality.

Issues

Examine the quality management practices at a popular toy company

Understand the need for effective quality management and safety practices at the company in light of its main target market

Study the company's future prospects in light of the increasing competition for its primary product

Examine the case for and against outsourcing at a company known for the quality of its products

Reference Numbers

ICMR	OPER 062
ECCH	607-015-1
Organization(s)	LEGO Group
Countries	Denmark
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	3 Pages

The Making of Xbox 360

Abstract

US based Microsoft, a major software developer, entered into the gaming industry by launching Xbox in 2001.

Microsoft was the first American company to manufacture gaming consoles. By entering the market, the company intended to move ahead of companies like Nintendo and Sony, which had a strong presence in the gaming consoles market.

However, Xbox performed below expectations, while Sony's PlayStation 2 gaming console gained significant share in

the market. To compete with Sony successfully, Microsoft planned to launch the next version of Xbox, well ahead of Sony's PlayStation 3.

The new version of Xbox, called Xbox 360, was launched in November 2005. Xbox 360 received rave reviews for its additional features like Media Center, photo archive, music download, and Internet access and for its sleek design.

With the subsequent launch of PlayStation 3 and Nintendo Wii, industry experts felt that Xbox 360 would face major competition in the near future.

Issues

Examine the reasons for the unsuccessful launch of Xbox

Understand the importance of product development strategies in the successful launch of a product

Critically evaluate the features of Xbox 360
Study Xbox 360's convergence features.

Analyze the status and future prospects of the global gaming console industry

Reference Numbers

ICMR	OPER 061
ECCH	607-014-1
Organization(s)	Microsoft
Countries	United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2007
Case Length	20 Pages
TN Length	4 Pages

Sysco's Supply Chain Management Practices

Abstract

This case is about the supply chain management practices at SYSCO Corporation (SYSCO), the largest foodservice marketing and distribution company in North America. Analysts attributed the company's success in distribution to its innovative supply chain practices, implementation of the latest Information Technology (IT) tools, building strong relationships with vendors, and having an organized management structure.

The case discusses some of the company's key supply chain initiatives like the National Supply Chain Project, the ChefEx Program, etc., and the benefits that accrued to SYSCO through these initiatives.

Issues

Understand the role of supply chain management (SCM) in the foodservice distribution business in North America

Analyze the supply chain management initiatives adopted by SYSCO Corporation

Evaluate the importance of redistribution, using new technologies like RFID, and other Information Technology applications to improve the efficiency of the supply chain

Reference Numbers

ICMR	OPER 060
ECCH	606-051-1
Organization(s)	Sysco
Countries	United States of America
Industry	FMCG
Pub/Rev Date	2006
Case Length	19 Pages
TN Length	3 Pages

Infosys' Global Delivery Model

Abstract

The case examines the global delivery model (GDM) of the leading India based software company - Infosys Technologies.

Infosys used GDM as a strategic outsourcing tool; using it, the company could take the work to the place where it could be best performed at lowest cost with minimum risk. By using GDM, Infosys delivered the highest process and quality standards, while leveraging differences in cost, quality, and skill sets of manpower in different global locations.

The case presents in-depth information on the operational aspects of GDM and its benefits to Infosys. It also discusses the challenges faced by the company from foreign and Indian software companies like Accenture, IBM Global Services, EDS, TCS, and Wipro who had already adopted or were in the process of adopting a similar model like Infosys' GDM.

Issues

Study and analyze the operational aspects of the Global Delivery Model of Infosys

Analyze how GDM emerged as a source of competitive advantage to Infosys

Understand the factors that contributed to the success of GDM

Examine the challenges faced by Infosys from foreign and Indian software companies

Reference Numbers

ICMR	OPER 059
ECCH	606-050-1
Organization(s)	Infosys
Countries	India / Worldwide
Industry	Information Technology and Related Services
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	15 Pages

The AXA Way: Improving Quality of Services

Abstract

The case discusses the implementation of process improvement technique called 'The AXA Way' in AXA, a France based insurance and wealth management company. In a span of two decades, AXA went in for several mergers and acquisitions and gained global presence. In order to improve the quality of its services, the company launched 'AXA Way,' which involved the application of DMAIC principles. The AXA Way was a continuous improvement program that focused on improving the existing processes and making them more customer-oriented. The case also describes the benefits reaped by AXA after implementing the program including cost reduction and customer retention.

Issues

Study the importance of 'Six Sigma' quality in the service industry; Examine the systems employed by AXA to improve the quality of its services; Understand benefits of process improvement and making services customer-oriented; Appreciate the benefits reaped by AXA by adopting 'The AXA Way' program.

Reference Numbers

ICMR	OPER 058
ECCH	
Organization(s)	AXA
Countries	France
Industry	Financial Service
Pub/Rev Date	2006
Case Length	15 Pages
TN Length	N/A

Supply Chain Management at GCMMF

Abstract

The case discusses the supply chain practices of Gujarat Co-operative Milk Marketing Federation (GCMMF). GCMMF was owned by a chain of farmers who had formed a network of cooperative societies. Milk was collected from more than 2.4 million farmers in 11,615 villages twice a day, and tested, graded, and transported to the processing centers. GCMMF's products were marketed through 50 sales offices located across India to 4,000 stockists. These stockists supplied the products to more than 500,000 retail outlets. The case examines in length the milk procurement, processing and distribution activities of GCMMF's supply chain.

Issues

Study the unique aspects of GCMMF's supply chain management practices; Understand the procurement, processing and distribution activities of GCMMF's supply chain

Reference Numbers

ICMR	OPER 057
ECCH	
Organization(s)	GCMMF, AMUL
Countries	India
Industry	Dairy Products
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	N/A

The Making of Airbus A380: A Triumph of Science & Engineering

Abstract

In 1999, the European aircraft manufacturer Airbus initiated the A380 project to manufacture the world's first double-decker aircraft with a passenger seating capacity of more than 800. Airbus adopted a decentralized manufacturing process. The centers which manufactured various parts were spread out across Europe and the final assembly was done at Toulouse, France. Materials like composites and GLARE, which reduced the overall weight of the aircraft, were used in the manufacture of the A380. The case details the design and manufacturing process of A380. It also highlights the technical features of the aircraft.

Issues

Study the design and manufacturing process of Airbus 380; Examine the technical features of the aircraft.

Reference Numbers

ICMR	OPER 056
ECCH	
Organization(s)	Airbus, Boeing
Countries	France, Germany, Spain
Industry	Aircraft Manufacturing
Pub/Rev Date	2006
Case Length	13 Pages
TN Length	N/A

Zara's Supply Chain Management Practices

Abstract

This case discusses the unique supply chain management practices of Spanish garments retailer Zara, which enabled it to gain competitive advantage over other fashion retailers in the world. Zara's vertically

integrated supply chain system enabled the company to place the latest designs in any store across the world within a period of two to three weeks. The company produced garments as per the latest trends in a limited quantity. Zara introduced 12,000 designs every year, with new designs appearing in the stores globally, twice a week. The case explains in detail the design, production and distribution processes of Zara's supply chain.

Issues

Analyze Zara's way of managing supply chain; Study the design, production and distribution processes of Zara; Evaluate how Zara was able to maintain exclusivity of its products through efficient supply chain management.

Reference Numbers

ICMR	OPER 055
ECCH	606-021-1
Organization(s)	Zara
Countries	Spain
Industry	Retail
Pub/Rev Date	2006
Case Length	13 Pages
TN Length	N/A

Tesco's Supply Chain Management Practices

Abstract

This case discusses the best practices in supply chain management of UK based retailer - Tesco. Effective supply chain management can be termed as one of the factors that helped Tesco emerge as a market leader in the retailing industry in the UK. Tesco introduced lean management solutions into its supply chain successfully. It adopted path-breaking techniques and systems like point of sales data, primary distribution, continuous replenishment and RFID technology to make its supply chain more efficient.

Issues

Analyze the SCM initiatives adopted by Tesco; Understand the role of SCM in retail industry; Evaluate the importance of using new technologies like RFID in supply chain.

"If you pick the right people and give them the opportunity to spread their wings-and put compensation as a carrier behind it-you almost don't have to manage them."

— Jack Welch

Reference Numbers
 ICMR OPER 054
 ECCH 606-015-1
Organization(s) Tesco
Countries UK
Industry Retail
Pub/Rev Date 2006
Case Length 19 Pages
TN Length N/A

The Making of Boeing's 787 'Dreamliner'

Abstract

In mid-2003, the US based aircraft manufacturer Boeing embarked upon an ambitious project to manufacture a mid-size aircraft called 787 Dreamliner. This was the first commercial aircraft being manufactured using 50 percent of composite materials. The case examines the reasons for Boeing to initiate the 787 project. It details the design and manufacturing process of the aircraft. The case also highlights the technical features of the aircraft and explains why it is superior over the existing aircrafts of Boeing and Airbus.

Issues

Study the design and manufacturing process of Boeing 787 Dreamliner; Examine the technical features of the aircraft.

Reference Numbers
 ICMR OPER 053
 ECCH 606-016-1



Case Studies in Supply Chain Management Volume I
 Paperback: 263 Pages,
 15 Case Studies
 INR 2000/-

Organization(s) Boeing
Countries US
Industry Aircraft Manufacturing
Pub/Rev Date 2006
Case Length 18 Pages
TN Length N/A

Six Sigma: A Tool to Increase Customer Satisfaction at Bank of America

Abstract

The case examines the initiatives taken by Bank of America, to implement the Six Sigma quality tool in the 2000s to improve customer satisfaction level. The case discusses in brief the concept of Six Sigma, its implementation procedure and its benefits. It also explores the implementation procedure at Bank of America and the benefits derived by the company on account of adopting Six Sigma.

Issues

Concept and importance of Six Sigma; Circumstances leading to the adoption of the Six Sigma initiative at Bank of America; Approach, methodology, process involved in the implementation of Six Sigma in a service-based company; Benefits derived by Bank of America from the Six Sigma initiative and its contribution to the company's sustained superior financial performance and competitive advantage.

Reference Numbers
 ICMR OPER 052
 ECCH 606-002-1
Organization(s)
Countries
Industry
Pub/Rev Date 2005
Case Length 13 Pages
TN Length N/A

Mass Customization at BMW

Abstract

For years BMW had a reputation for cars that combined great styling with exceptional performance. However, since the 1990s, the company has also gained recognition for its customization program, which allowed buyers to design their own cars from a set of available options. The cars were then delivered within 12 days of the order being placed. Industry analysts have termed this process 'mass customization', implying that it combined the features and advantages of both mass production and customization.

This case discusses the process and elements of mass customization at BMW. It traces the process from the time an order is placed till the final delivery of the cars. It talks about the supply chain and logistics practices that BMW followed. It also discusses the benefits of mass customization to the company and customers, and the challenges in the implementing the process. The case concludes with a note on the future of mass customization.

Issues

Understand the concept of mass customization and how it differs from mass production and customization; Competitive advantages accruing to a major car maker employing mass customization; The role of suppliers in implementing manufacturing changes and lowering inventory.

Reference Numbers
 ICMR OPER 051
 ECCH 305-612-1
Organization(s) BMW Group
Countries Germany
Industry Automobile
Pub/Rev Date 2005
Case Length 12 Pages
TN Length 4 Pages

Six Sigma at Motorola

Abstract

Motorola is the pioneer in introducing the 'Six Sigma' quality program. The company has won the Malcolm Baldrige National Quality Award twice in 1988 and 2002. The case discusses the circumstances that led to the evolution of Six Sigma in Motorola. It explains in detail how Six Sigma was implemented at Motorola and the results achieved by the company after its implementation. The case also throws light on the recent developments in the Six Sigma concept including Motorola's 'New Generation Six Sigma' program and explains how the company intends to use it for bottomline improvement and better business performance.

Issues

The circumstances behind the evolution of Six Sigma program at Motorola.

Reference Numbers
 ICMR OPER 050
 ECCH
Organization(s)
Countries US
Industry Telcom
Pub/Rev Date 2005
Case Length 12 Pages
TN Length N/A

SCM and ERP Implementation at Nike: From Failure to Success

Abstract

The case gives a detailed account of the failure of Supply and Demand Planning software implementation at Nike, a leading Footwear and Apparel company. The case traces the history of supply chain and ERP software implementation at Nike and presents the rationale behind their implementation. It details the circumstances that led to the SCM software implementation failure and also examines the steps taken by Nike to fix the problem. Finally, the case explores how Nike was able to use the learning from the failure to its advantage and emerge successful with the SAP implementation, a part of the Nike Supply Chain Project.

Issues

Study and analyze the problems faced in supply chain management (SCM) and ERP software implementation.

Reference Numbers

ICMR OPER 049
 ECCH
 Organization(s)
 Countries US
 Industry Footwear & Apparels
 Pub/Rev Date 2005
 Case Length 16 Pages
 TN Length 6 Pages

Dell.Com's IT Architecture

Abstract

The case study discusses the hardware and software infrastructure of Dell's website. It also shows how the website benefited Dell's customers and suppliers and brought considerable cost savings for the company.

Issues

e-commerce-enabled websites and their role in electronic SCM.

Reference Numbers

ICMR OPER 048
 ECCH 902-009-1
 Organization(s) Dell

"Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."
 – Paul Hawken

Countries USA
 Industry Computers and Information Technology
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 4 Pages

Global Supply Chain Management: Best Practices at Li & Fung Limited

Abstract

The case discusses the global supply chain management practices of Hong Kong based Li & Fung Limited, a global consumer goods export trading giant. It examines how Li & Fung has positioned itself as a global supply chain manager, describing its supply chain management strategy including the dispersed manufacturing technique and its global supplier network. The case also describes how Li & Fung is using the Internet as a tool to make supply chains more transparent.

Issues

Study the importance of efficient supply chain management for a global company.

Reference Numbers

ICMR OPER 047
 ECCH 604-069-1
 Organization(s) Li and Fung
 Countries Hong Kong, US, Europe
 Industry Trading, FMCG
 Pub/Rev Date 2005
 Case Length 15 Pages
 TN Length N/A

Project Scorpio: The Making of India's First Indigenous Sports Utility Vehicle

Abstract

The case discusses the making of Mahindra and Mahindra (M&M's) sports utility vehicle Scorpio, which was launched in June 2002. Scorpio had been in the making for five years and M&M collaborated with first tier suppliers from around the world for its components. The manufacturing system was based on Integrated Design and Manufacturing (IDAM), which allowed the company to make vehicles flexibly, according to customers' preferences, through quick product development. M&M also used a lean young team of 120, the average age being 27. Scorpio became an instant success when it was launched, not only helping M&M regain its slipping market share, but also to shake off its image as a maker of sturdy but aesthetically unappealing vehicles.

Issues

Cross-functional teams, manufacturer-supplier relationship, automobile industry, the making of Scorpio.

Reference Numbers

ICMR OPER 046
 ECCH 605-005-1
 Organization(s) Scorpio
 Countries India
 Industry Automobile
 Pub/Rev Date 2005
 Case Length 8 Pages
 TN Length 4 Pages

Supply Chain Management in L&T(ECC Division)

Abstract

The case highlights the main operational functions of L&T's construction division - ECC. It discusses in detail the supply chain management strategies adopted by ECC in order to streamline its supplier network and improve the efficiency of its supply chain. It also identifies the importance of information technology in ECC's supply chain. A lot of importance has been given to the functioning of ECC's enterprise information portal (EIP) and its web-based supply chain management solution. The case also tries to bring out the fact that implementation of Information Technology in the supply chain of ECC has helped it make its operations lean and agile.

Issues

Vendor Management, Inventory Management, Supply Chain Integration, Supply Chain Collaboration.

Reference Numbers

ICMR OPER 045
 ECCH 605-006-1
 Organization(s) L&T
 Countries India
 Industry Construction
 Pub/Rev Date 2005
 Case Length 8 Pages
 TN Length 4 Pages

The Making of Boeing 777

Abstract

The case explains in detail the designing and manufacturing process of Boeing 777. The Boeing 777 was designed and developed in close collaboration and involvement of Boeing's customers, fellow aircraft manufacturers, airline users, engineers, finance experts, technicians and computer

experts. Various computer based technologies like CAD, CAM and CATIA were used in designing the 777. The 777 has a distinction of the first paperless designed aircraft in the aeronautical history. The case highlights the benefits of the approach followed by Boeing in designing and manufacturing of the 777 and illustrates how this model was technically superior as compared to other competing models during the time of its launch.

Issues

To get insights into the design and manufacturing processes of Boeing 777.

Reference Numbers

ICMR OPER 044
ECCH 605-004-1
Organization(s) Boeing
Countries US
Industry Aircraft Manufacturing
Pub/Rev Date 2005
Case Length 16 Pages
TN Length N/A

Taiichi Ohno and the Toyota Production System

Abstract

Toyota's production system has been one of the most studied systems in the field of production and operations management. The core elements of the system, like JIT, Kaizen and Kanban were emulated by several other organizations around the world, sometimes successfully and sometimes not. Taiichi Ohno was the architect of the TPS and was generally acknowledged as the father of 'lean manufacturing', which was the western adaptation of the TPS.

The case discusses the various elements of TPS and the role played by Ohno in the design and implementation of the system. Concepts like JIT, Kaizen, Kanban, and Jidoka are discussed in detail. The case also studies the benefits Toyota obtained from the TPS, as well as the main challenges in implementing the system. It concludes with a study of the applications of the TPS in other companies and the role that it is likely to play in the future of manufacturing.

Issues

Application of tools like JIT, Kanban, Kaizen, and Jidoka and their role in production management, Importance of human element in the design and operation of production systems.

Reference Numbers

ICMR OPER 043
ECCH 604-070-1

Organization(s) Toyota
Countries Japan
Industry Automobile
Pub/Rev Date 2004
Case Length 18 Pages
TN Length 4 Pages

Volvo's Product Development Practices: Focus on Safety

Abstract

The case describes the product development practices of Swedish automobile manufacturer - Volvo Car Corporation. It elaborates on Volvo's production system and explains how the system was oriented towards manufacturing the safest cars in the world. At Volvo Safety Center, one of the most advanced safety engineering facilities, vehicles and their components were subjected to safety tests including computer simulation, component testing and crash testing. The case also discusses the various safety features incorporated in the Volvo Safety Concept Car and provides an overview of other advanced safety features which Volvo plans to introduce in the future.

Issues

Automobile safety, safety engineering.

Reference Numbers

ICMR OPER 042
ECCH 604-064-1
Organization(s) Volvo Car Corporation
Countries Sweden
Industry Automobile
Pub/Rev Date 2004
Case Length 18 Pages
TN Length N/A

Consumer Driven Six Sigma at Ford

Abstract

The case discusses in detail the implementation of Six Sigma in the US-based Ford Motor Company. It discusses how Ford went about implementing the DMAIC (Define, Measure, Analyze, Improve and Control) cycle, an integral part of a Six Sigma initiative. The case discusses how Ford imparted various levels of Six Sigma training including Green Belts, Black Belts, Master Black Belts and Project Champions. The case finally discusses the problems faced and the benefits reaped by Ford while implementing Six Sigma.

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Issues

Tools in DMAIC Cycle, Six Sigma Training.

Reference Numbers

ICMR OPER 041
ECCH 604-051-1
Organization(s) Ford
Countries US
Industry Automobile
Pub/Rev Date 2004
Case Length 11 Pages
TN Length N/A

The Ford Production System

Abstract

Ford has pioneered several innovative automobile manufacturing techniques since its inception. In the mid 1990s, Ford restructured its manufacturing operations in its efforts to induce more flexibility and enhance the efficiency of its automobile production systems. The restructuring effort was known as Ford Production System (FPS). The case discusses the keys elements of FPS and how it was implemented by Ford. The case also discusses how Ford implemented the principles of lean manufacturing through FPS at its manufacturing operations. Finally, the case discusses the benefits reaped by the company after the implementation of FPS.

Issues

Lean Manufacturing, advanced manufacturing practices, just- in-time production.

Reference Numbers

ICMR OPER 040
ECCH 604-052-1
Organization(s) Ford
Countries US
Industry Automobile
Pub/Rev Date 2004
Case Length 14 Pages
TN Length N/A

The Need for Accurate Forecasting

Abstract

The case focuses on the importance of forecasting and the role of forecasting in the planning and control functions of an organization. Though forecasting cannot predict future demand with absolute accuracy, it can provide vital information for strategic,

tactical and operational planning. The case examines the need for good forecasting and throws light on the process of forecasting.

Issues

The role of forecasting in strategic, tactical and operational planning.

Reference Numbers

ICMR	OPER 039
ECCH	604-002-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Improving Operational Efficiency in a Bank

Abstract

The case discusses the need for improving the operational efficiency of a bank to deliver better customer service. It examines the advantages and disadvantages of automating a bank's services. It studies the ways of reducing waiting time for customers through change in production and operations standards. It throws light on the various work methods and behavioral dimensions of job design. The case also discusses the role of technology in improving the operational efficiency of a bank.

Issues

The role of technology in providing faster and better customer service.

Reference Numbers

ICMR	OPER 038
ECCH	604-004-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Employee Satisfaction Survey

Abstract

The case focuses on the need to measure employee productivity and employee satisfaction at the workplace. It examines the reasons for the automation of production processes and also evaluates the performance of people after automation. The

case also studies the reasons for drop in productivity after automation and the ways in which the efficiency of workers could be increased to maximize the output. It also throws light on the behavioral dimensions of job design and the ways in which employees' psychological needs can be met.

Issues

The need for motivating the employees of an organization.

Reference Numbers

ICMR	OPER 037
ECCH	604-005-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Dilemma of a Manufacturer: Standardized v/s Customized Products

Abstract

The case discusses the dilemma a furniture manufacturer faces in striking a balance between the production of customized and standardized products. It also examines the various factors that affect the plant layout in such a condition. It also throws light on the various policy decisions that need to be considered when finalizing the design of the plant layout.

Issues

Difference in plant layouts for standardized and customized products.

Reference Numbers

ICMR	OPER 036
ECCH	604-007-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Demand Estimation for a Call Center

Abstract

The case examines the wide variation in the demand for call centers. It discusses the importance of demand forecasting for call centers. The case also takes a look at

difficulties involved in estimating the demand for call centers. It also discusses the various strategies that can be adopted to overcome uneven demand conditions.

Issues

The importance of and difficulties in demand forecasting for call centers.

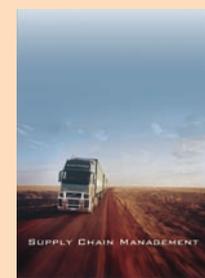
Reference Numbers

ICMR	OPER 035
ECCH	604-003-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Operations at Whirlpool

Abstract

This case discusses the operations management processes adopted by Whirlpool. The case begins with a detailed description of the history of Whirlpool. It describes how Whirlpool grew from being a small firm manufacturing wringer washers in 1911, to becoming one of the most well-established brands in the world appliance market by the early-2000s. The case explains the various initiatives on operations management taken up by Whirlpool. It also explains the reasons behind the company changing its manufacturing strategy from a 'push' system to a 'pull' system and further to a 'hybrid push/pull' system.



Supply Chain Management
Paperback; 325 Pages

Issues

Supply Chain Management in a global company.

Reference Numbers

ICMR OPER 034
 ECCH 604-023-1
 Organization(s) Whirlpool Corporation
 Countries USA
 Industry Consumer Appliances
 Pub/Rev Date 2004
 Case Length 13 Pages
 TN Length 4 Pages

Carrefour: Managing the Global Supply Chain

Abstract

France based Carrefour (the second largest retailer in the world) is believed to be the most global retailer with its operations spread out all over the world. Managing a global supply chain is a very difficult and complex task. The case examines the supply chain management practices of Carrefour and describes how it managed its supply chain including procurement, logistics and warehouse management, globally. It explains how the company customized its supply chain operations according to the countries in which it operated. The case also discusses the use of IT by Carrefour to enhance its supply chain efficiency.

Issues

Global supply chain management practices of a leading retailing company.

Reference Numbers

ICMR OPER 033
 ECCH 604-022-1
 Organization(s) Carrefour
 Countries France
 Industry Retailing
 Pub/Rev Date 2004
 Case Length 12 Pages
 TN Length N/A

Yellow Transportation Inc.

Abstract

Yellow was set up in the 1920s to provide bus and taxi services in Oklahoma. Very soon, the company realized that freight shipping was a more lucrative business and divested its taxi business to operate full-time in transporting freight. After the trucking industry

was deregulated by the US Congress in 1980, the company found itself unequipped to deal with the increased competition and a dynamic industrial environment. It also had a narrow view of what its business was, and did not give due importance to the broader area of service. Consequently, its performance began to decline.

Issues

The problems faced by a mature transportation company.

Reference Numbers

ICMR OPER 032
 ECCH 604-017-1
 Organization(s) Yellow Corp
 Countries USA
 Industry Logistics
 Pub/Rev Date 2004
 Case Length 11 Pages
 TN Length 4 Pages

PepsiCo's Distribution and Logistics Operations

Abstract

The case discusses in detail the distribution and logistics operations of the US-based PepsiCo, one of the world's leading beverages and snack foods companies. The case details the distribution system of the company clearly explaining the significance of various distribution channels used including supermarkets/retail stores, fountain/restaurant, convenience stores, vending machines and others for distributing beverages and snack foods. The case also describes the logistics operations of PepsiCo's bottler (Pepsi Americas) and elaborates on how by employing the latest wireless technology

solutions it enhanced the efficiency of its distribution and logistics operations significantly.

Issues

Distribution operations of a leading beverages and snack food company.

Reference Numbers

ICMR OPER 031
 ECCH 604-018-1
 Organization(s) PepsiCo
 Countries USA
 Industry Food & Beverages
 Pub/Rev Date 2004
 Case Length 11 Pages
 TN Length N/A

Inventory Problems at Nike

Abstract

This case deals with the problems experienced by Nike, the leading manufacturer of shoes and other sports equipment in the world, in implementing a new software application to streamline its supply chain and manufacturing processes. Nike sourced its products from manufacturing facilities located in the developing Asian countries like Taiwan and Korea. Consequently, the company had a complicated supply chain system where orders were placed by retailers six months ahead of delivery dates. These orders had to be forwarded to the factories in Asia and the final product had to be shipped back to the retailers.

Issues

Effective supply chain system, especially for a manufacturing company.

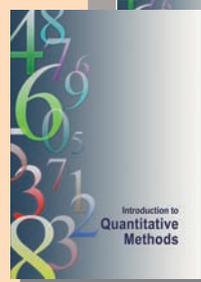
Reference Numbers

ICMR OPER 030
 ECCH 604-020-1
 Organization(s) Nike
 Countries USA
 Industry Sports & Apparel
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length 4 Pages

FedEx: The Leading Global Supply Chain Solutions Provider

Abstract

The case discusses how FedEx Corporation (FedEx) emerged as the leading global provider of supply chain management (SCM) services to corporate customers. The case discusses in detail the SCM services offered



Introduction to Quantitative Methods

Paperback: 395 Pages,
 ISBN No: 81-314-0040-9
 (Workbook also available)

by FedEx and its infrastructure facilities that enabled the company to offer these services. The operations at the Memphis hub of FedEx are described in detail. Finally, the case provides real-life examples of how FedEx solved the supply chain problems of Fujitsu (US) and Cisco Systems by offering a customized SCM solution.

Issues

Operations of a leading global third party supply chain solutions provider.

Reference Numbers

ICMR OPER 029
ECCH 604-019-1
Organization(s) FedEx
Countries USA
Industry Logistics
Pub/Rev Date 2004
Case Length 14 Pages
TN Length N/A

Wal-Mart's Supply Chain Management Practices (B)

Abstract

The US-based Wal-Mart, is believed to be the best supply chain operator of all times. Much of the efficiency achieved by the company in managing its supply chain is because of its proactive use of IT and Internet-enabled technologies. The case discusses in detail the supply chain management practices of Wal-Mart and explains how the company employed IT/Internet to enhance the efficiency of each function of supply chain including procurement, warehouse and logistics management, inventory management and demand forecasting. The case focuses particularly on some of the important technologies used by the company and their benefits including EDI, voice-based tools and applications and the Retail Link system.

Issues

Use of IT/Internet to enhance the efficiency of the supply chain.

Reference Numbers

ICMR OPER 028
ECCH 604-012-1
Organization(s) Wal-Mart
Countries USA
Industry Retail
Pub/Rev Date 2004
Case Length 16 Pages
TN Length N/A

Unilever Restructures its Supply Chain Management Practices

Abstract

The case examines the supply chain management (SCM) restructuring initiative undertaken by Unilever, one of the world's largest food and consumer goods companies. It explains in detail how the company restructured various components of its SCM practices including supply chain organization, procurement, warehousing and distribution. The case also examines how Unilever used the Internet and various information technology tools to improve the efficiency of its supply chain. It concludes with a discussion on the benefits reaped by Unilever due to these measures.

Issues

Importance of an efficient SCM system for improving operational efficiency.

Reference Numbers

ICMR OPER 027
ECCH 604-011-1
Organization(s) Unilever
Countries USA
Industry Retailing
Pub/Rev Date 2004
Case Length 15 Pages
TN Length N/A

Sear's Logistics Management Practices

Abstract

This case examines the logistics management practices of Sears Roebuck & Company, a leading US-based retailer. The case explains how Sears implemented military logistics practices in the mid 1990s. It discusses how Sears used various IT tools and Internet technologies for logistics management. The case also details how Sears used mobile applications for managing logistics. The benefits reaped by Sears due to its efficient and effective logistics management practices and usage of IT is also covered. Finally, the case describes the recent supply chain initiatives of implementing collaborative planning, forecasting and replenishment (CPFR) by Sears.

Issues

Importance of an efficient logistics management system.

Reference Numbers

ICMR OPER 026
ECCH 604-010-1

Organization(s) Sears, Roebuck & Company
Countries USA
Industry Retail
Pub/Rev Date 2004
Case Length 13 Pages
TN Length N/A

Nordstrom's Perpetual Inventory System

Abstract

The case deals with the inventory and merchandise management efforts undertaken by the US-based specialty retailer Nordstrom during the late 1990s and early 21st century. The case analyzes how Nordstrom realized that its poor performance was largely due to it not adopting modern inventory management practices. Thereafter, the features and implementation of the new perpetual inventory management system adopted by the company are explained. The case ends with information on how Nordstrom was reaping the (initial) fruits of its efforts in late-2003. Finally, it provides information on the two general inventory models adopted by firms - the P and Q systems.

Issues

Inventory management in operations management framework.

Reference Numbers

ICMR OPER 025
ECCH 604-013-1
Organization(s) Nordstrom
Countries USA
Industry Pharmaceuticals
Pub/Rev Date 2004
Case Length 13 Pages
TN Length N/A

The Six Sigma 'Plus' Quality Initiative at Honeywell

Abstract

The case examines the implementation of the 'Six Sigma Plus' quality management system at the leading US-based technology and manufacturing company Honeywell International. It gives detailed information regarding the quality management systems followed at AlliedSignal and Honeywell, [Six Sigma and Honeywell Quality Value (HQV, based on the Malcolm Baldrige Quality Model and the European Foundation for Quality Management) respectively] before they merged to form Honeywell International in 1999.

Issues

Evolution and study of a new quality model based on six sigma.

Reference Numbers

ICMR OPER 024
 ECCH 604-014-1
 Organization(s) ... Honeywell International Inc, AlliedSignal
 Countries USA
 Industry Aerospace
 Pub/Rev Date 2004
 Case Length 15 Pages
 TN Length N/A

Amazon.com's Inventory Management

Abstract

The case provides an overview of Amazon.com's inventory management. Jeffrey Preston Bezos the founder of Amazon.com launched the company when he realized that Internet provided immense scope for online trading. Although the site was originally launched as an online bookstore it eventually offered several other products to keep abreast of the competition. The case takes a look at the different products and features offered on the site. The case also discusses Amazon's value propositions and its criteria for choosing strategic partners. It then elaborates on the strategies adopted by Amazon for managing its inventory.

Issues

Facilities offered and the technologies adopted by online shopping sites.

Reference Numbers

ICMR OPER 023
 ECCH 604-009-1
 Organization(s) Amazon.com
 Countries USA
 Industry Online Retailing
 Pub/Rev Date 2004
 Case Length 13 Pages
 TN Length 4 Pages

Operational Restructuring at Harley Davidson

Abstract

The case discusses the operational restructuring initiatives undertaken by leading US-based motorcycle company Harley-Davidson, to improve productivity. The case examines the reasons behind

Harley-Davidson's decision to restructure its supply chain management practices in the mid-1990s. The following strategies are focused upon: supplier relationship management, use of IT in supply management, overhauling the maintenance, repairs and operations (MRO) set-up, and logistics and distribution management. It also describes the benefits reaped by Harley-Davidson on account of these initiatives. Finally, the case addresses the problems that continue to plague Harley-Davidson on the operational front in the early 21st century and comments upon its future prospects.

Issues

Dynamics of the US motorcycle industry.

Reference Numbers

ICMR OPER 022
 ECCH 603-022-1
 Organization(s) Harley Davidson
 Countries USA
 Industry Automobile
 Pub/Rev Date 2003
 Case Length 15 Pages
 TN Length N/A

Implementing the Tata Business Excellence Model in Tata Steel

Abstract

This case explains in detail the Tata Business Excellence Model (TBEM) followed by several Tata Group companies to achieve organization-wide business excellence through continuous improvement of quality in business processes and by focusing on other areas of management including leadership, customer and market focus, strategic planning, business performance, information management, and so on. The case also provides details of how Tata Steel implemented TBEM and, as a result, reaped several benefits.

Issues

Broad-based business excellence models, quality management.

Reference Numbers

ICMR OPER 021
 ECCH 603-005-1
 Organization(s) Tata Steel
 Countries India
 Industry Steel
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A

Wal-Mart's Supply Chain Management Practices (A)

Abstract

The case examines the supply chain management practices at Wal-Mart, the leading retailer in the world. The case explains in detail how Wal-Mart managed various components of the supply chain including procurement, distribution, logistics and inventory management. It covers how the use of innovative IT tools has helped the company in improving the efficiency of supply chain. The case concludes with a discussion on the benefits reaped by Wal-Mart due to its efficient and effective supply chain management system.

Issues

Importance of efficient distribution and logistics management systems.

Reference Numbers

ICMR OPER 020
 ECCH 603-003-1
 Organization(s) Wal-Mart
 Countries USA
 Industry Retailing
 Pub/Rev Date 2003
 Case Length 11 Pages
 TN Length N/A

Operational Restructuring: The Philips India Way

Abstract

The case examines the initiatives taken by Indian consumer electronics major Philips India to maintain profitability and market share despite adverse industry and market conditions. It explores the company's efforts to enhance its operational efficiency by restructuring its supply chain and other measures. The case also briefly discusses the concept of supply chain management and the benefits of revamping the SCM practices.

Issues

Attaining value chain efficiencies through SCM.

Reference Numbers

ICMR OPER 019
 ECCH 602-055-1
 Organization(s) Philips India
 Countries India
 Industry Consumer Electronics
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 5 Pages

Ashok Leyland's ISO 14001 Journey

Abstract

The case examines the initiatives taken by leading Indian M&HCV manufacturer Ashok Leyland, to achieve the ISO 14001 certification. The case discusses in detail the need for ISO 9000 and ISO 14000 standards, their components and benefits, and their adoption by organizations. It also explores Ashok Leyland's efforts to transform its manufacturing practices to achieve ISO standards.

Issues

ISO 14001 certification, Environment protection issues.

Reference Numbers

ICMR	OPER 018
ECCH	602-066-1
Organization(s)	Ashok Leyland
Countries	India
Industry	Automobiles
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	5 Pages

General Motors: The CAD/CAM/CAE Journey

Abstract

The case examines the reasons behind GM's implementation of CAD/CAM/CAE tools in the 1990s. It discusses in detail the concept of CAD/CAM/CAE and the benefits associated with the software. The case looks at GM adopted these new age manufacturing technologies and how it benefited from these technologies.

Issues

CAD/CAM/CAE tools and their application in the automobile industry.

Reference Numbers

ICMR	OPER 017
ECCH	602-065-1
Organization(s)	General Motors
Countries	India
Industry	Automobiles Manufacturing
Pub/Rev Date	2002
Case Length	13 Pages
TN Length	4 Pages

Titan: The Outsourcing Journey

Abstract

The case examines the initiatives taken by Titan, India's largest watch manufacturer to opt for outsourcing its manufacturing activities

in the late 1990s. The case discusses the concept of outsourcing and the benefits and perils associated with outsourcing. It also explores the results of the outsourcing initiatives at Titan and briefly comments on the company's future prospects as well.

Issues

Reasons for the growing popularity of outsourcing manufacturing activities.

Reference Numbers

ICMR	OPER 016
ECCH	602-050-1
Organization(s)	Titan Industries Ltd.
Countries	India
Industry	Manufacturing
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	5 Pages

Six Sigma at GE

Abstract

The case examines the initiatives taken by GE, one of the world's largest diversified companies to implement the Six Sigma quality tool in the 1990s. The case discusses in detail the concept of Six Sigma, its implementation procedure and its benefits. It also explores the implementation procedure at GE and the benefits reaped by the company on account of adopting Six Sigma.

Issues

Six sigma.

Reference Numbers

ICMR	OPER 015
ECCH	602-064-1
Organization(s)	GE
Countries	USA
Industry	Various
Pub/Rev Date	2002
Case Length	12 Pages
TN Length	5 Pages

Lean Manufacturing Initiatives at Boeing

Abstract

The case examines the problems faced by leading aircraft manufacturer Boeing on the production front due to which it was even forced to close down its manufacturing plants for one month. The case details the reasons for the failure of lean manufacturing initiatives implemented by Boeing in the early 1990s and the steps it took to overcome these

problems. The case also provides information about the lean manufacturing concept, its history and benefits and highlights the differences between lean manufacturing and traditional manufacturing.

Issues

Lean manufacturing.

Reference Numbers

ICMR	OPER 014
ECCH	602-052-1
Organization(s)	Boeing
Countries	USA
Industry	Aerospace
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	5 Pages

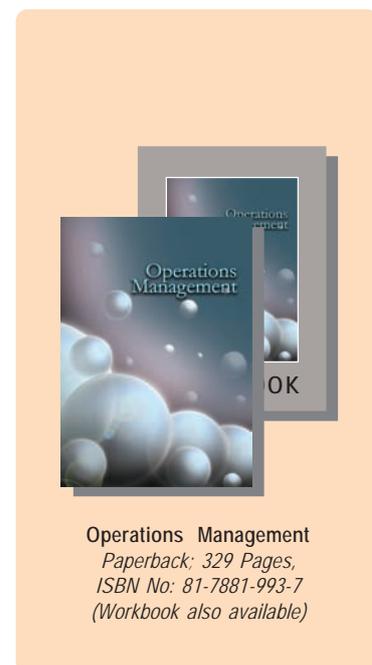
Ellora Time's Manufacturing Woes

Abstract

The case examines the reasons behind Ellora Time Pvt. Ltd. The leading Indian clocks and calculators manufacturer's decision to shift its production base from India to China. The case explores in detail the differences in the regulatory setup in India and China that has made manufacturing in China much more lucrative and profitable. The case also briefly mentions the reasons for China's popularity as a manufacturing destination for companies all over the world.

Issues

Differences between business environments of India and China, Plant location issues.



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(Workbook also available)

Reference Numbers

ICMR OPER 013
 ECCH 602-054-1
 Organization(s) Ellora Time Pvt. Ltd.
 (Ellora)

Countries India
 Industry
 Pub/Rev Date 2002
 Case Length 10 Pages
 TN Length 4 Pages

Xerox: The Benchmarking Story**Abstract**

The case examines the benchmarking initiatives taken by Xerox, one of the world's leading copier companies, as a part of its 'Leadership Through Quality' program during the early 1980s. The case discusses in detail the benchmarking concept and its implementation in various processes at Xerox. It also explores the positive impact of benchmarking practices on Xerox.

Issues

Concept and importance of benchmarking.

Reference Numbers

ICMR OPER 012
 ECCH 602-051-1
 Organization(s) Xerox
 Countries USA
 Industry Office Automation
 Pub/Rev Date 2002
 Case Length 13 Pages
 TN Length 5 Pages

TISCO: The World's Most Cost Effective Steel Plant**Abstract**

The case talks about the operational changes at TISCO that enabled the company to become the lowest cost producer of steel in the world. TISCO initiated a five-phase modernization program in the early 1980s, to overcome problems in the steel-making process. The program's primary objectives were to enhance the operational processes and reduce costs. The operational aspect were addressed in the Phase III of the program with the help of consultants McKinsey and Booz Allen-Hamilton. McKinsey designed a program called Total Operational Performance (TOP). TOP's main objective was to impact the bottomline with minimum expenditure and minimum time. TOP enabled TISCO to improve its performance.

Issues

Factors that enabled TISCO to become the world's lowest cost steel producer.

Reference Numbers

ICMR OPER 011
 ECCH 602-062-1
 Organization(s) TISCO
 Countries India
 Industry Steel
 Pub/Rev Date 2002
 Case Length 12 Pages
 TN Length 4 Pages

Sundaram Clayton: Winning the Deming Prize**Abstract**

The case examines the quality initiatives taken up by leading Indian air-brakes manufacturer, Sundaram Clayton to win the world's highest award for quality, the Deming Prize. The company's TQM experience and its preparation for winning the award are explored in detail. The case also provides information about the Deming Prize, its history, its importance and the parameters it is awarded on.

Issues

Benefits from TQM initiatives, winning the Deming Prize.

Reference Numbers

ICMR OPER 010
 ECCH 602-053-1
 Organization(s) Sundaram Clayton
 Countries India
 Industry Automobile components
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 5 Pages

Gujarat Ambuja: Redefining Operational Efficiency**Abstract**

The case examines the initiatives taken by the Indian cement major Gujarat Ambuja Cements Ltd. (GACL) to maintain profitability and market share despite adverse industry and market conditions. The company's efforts to improve its operational efficiency through productivity enhancement, quality control, pollution control and cost-cutting measures are explored in detail. The case also discusses the future prospects of the company

in light of the fact that the company might not be able to continue to reap the benefits of the above measures.

Issues

Innovation and operational efficiency improvements in the cement industry.

Reference Numbers

ICMR OPER 009
 ECCH 602-056-1
 Organization(s) Gujrat Ambuja
 Cements (GACL)
 Countries India
 Industry Cement
 Pub/Rev Date 2002
 Case Length 13 Pages
 TN Length 4 Pages

Mahindra & Mahindra: Implementing BPR**Abstract**

The case examines the reasons behind automobile major Mahindra & Mahindra's decision to implement a Business Process Reengineering (BPR) program. The case explores in detail the implementation procedure at the company and the benefits that accrued from the BPR program. In addition, the case discusses the concept of BPR, its benefits, and the steps that need to be taken to ensure the success of such initiatives.

Issues

Benefits that a BPR program can offer when it is effectively implemented.

Reference Numbers

ICMR OPER 008
 ECCH 602-063-1
 Organization(s) Mahindra & Mahindra
 Countries India
 Industry Automobiles
 Pub/Rev Date 2002
 Case Length 12 Pages
 TN Length 4 Pages

"Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes it should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm."

– Peter F. Drucker

Toyota's Kaizen Experience

Abstract

The case looks at how Kaizen was adopted by Toyota Motor Corporation to improve productivity and efficiency in its production systems. The case examines in detail the labor crisis faced by Toyota in the early 1990s and how the company used Kaizen to modify its assembly line and wage systems in order to make them human friendly. The case also details the concept of Kaizen and the pre-requisites for its successful implementation in an organization.

Issues

Concept of Kaizen and pre-requisites for its implementation in an organization.

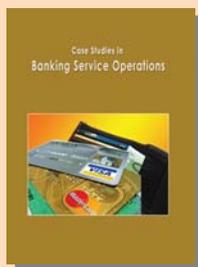
Reference Numbers

ICMR OPER 007
 ECCH 602-060-1
 Organization(s) Toyota
 Countries Japan
 Industry Automobiles
 Pub/Rev Date 2002
 Case Length 12 Pages
 TN Length 5 Pages

Toyota's JIT Revolution

Abstract

The case focuses on the Just-in-Time manufacturing system pioneered by Toyota. The case discusses in detail the 'Kanban' concept, which was one of the principles on



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which Toyota's JIT was based. The Kanban philosophy is compared with the western manufacturing philosophy, and the JIT system is compared with non-JIT systems. The case also touches on the disadvantages of JIT and the future of JIT.

Issues

The role of JIT in helping an organization compete successfully in global markets.

Reference Numbers

ICMR OPER 006
 ECCH 602-061-1
 Organization(s) Toyota
 Countries Japan
 Industry Automobiles
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 4 Pages

Domino's India Logistics Management

Abstract

The case gives an overview of Domino's revamped supply chain operations in India. It discusses the various benefits of the new logistics model and the reasons for the revamp. The benefit of low costs achieved through the new model was passed on to the customers in the form of lower prices. The case also compares Domino's new supply chain model with McDonald's supply chain model.

Issues

The supply chain of a fast food company.

Reference Numbers

ICMR OPER 005
 ECCH 603-004-1
 Organization(s) Domino's
 Countries India
 Industry Food & Beverages
 Pub/Rev Date 2002
 Case Length 10 Pages
 TN Length 4 Pages

Revamping the Supply Chain: The Ashok Leyland Way

Abstract

The case gives an overview of the issues concerning the revival of Ashok Leyland effected through a thorough revamp of the supply chain. It outlines how Ashok Leyland, which was reeling under the weight of recession, staged a comeback by

reengineering its in-bound and out-bound supply chain which resulted in huge cost savings. The case discusses various aspects of supply chain management and emphasizes its importance in the context of cost management with specific reference to Ashok Leyland. The case seeks to understand the components of supply chain and their critical importance and how it can be reengineered to help organizations save costs.

Issues

Revival of Ashok Leyland, revamping of supply chain.

Reference Numbers

ICMR OPER 004
 ECCH 602-024-1
 Organization(s) Ashok Leyland
 Countries India
 Industry Automobiles
 Pub/Rev Date 2002
 Case Length 10 Pages
 TN Length 4 Pages

The Crompton Greaves' Operations Overhaul

Abstract

The case presents the changes introduced by Crompton Greaves, an electrical equipment manufacturer in India, on the operational front at one of its plants in Nashik, Maharashtra. Examining in detail the changes made in operational and human resources practices at the Nashik switchgear factory, it discusses the efficacy of these changes in boosting productivity.

Issues

Crompton Greaves and single piece flow system; Operations overhaul.

Reference Numbers

ICMR OPER 003
 ECCH 602-040-1
 Organization(s) Crompton Greaves
 Countries India
 Industry Electrical Equipment
 Pub/Rev Date 2002
 Case Length 6 Pages
 TN Length 4 Pages

Tata Indica: The Making of a Small Car

Abstract

The case provides an understanding of the issues concerning the supply chain management system at Telco in regard to its

small car, Indica. It outlines how Telco, built the supply chain for the car by leveraging its existing competencies and how it transformed itself from an integrated truck manufacturer to an automobile integrator and from a product centric company to competence- centric company.

The case discusses various components of the supply chain and emphasizes how Telco orchestrated them with the objective of minimizing costs.

Issues

Concept of the supply chain and its practical dimensions.

Reference Numbers

ICMR	OPER 002
ECCH	602-006-1
Organization(s)	Telco
Countries	India
Industry	Automobiles
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	5 Pages

McDonald's Food Chain in India

Abstract

McDonald's is a fast food chain with restaurants all over the world. It serves burgers and other fast food customized to local tastes. It's philosophy has been 'one world, one burger;' which meant that the burger must be consistent in terms of cost and quality. To meet such high standards, it was essential to have an excellent supply chain management system. In India as in other parts of the world, McDonald's had a very well orchestrated supply chain, called the 'Cold Chain.' The case study looks at McDonald's supply chain management system in India and discusses in detail its outsourcing mechanism.

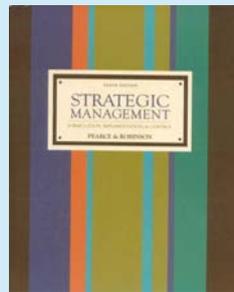
Issues

Benefits reaped by McDonald's because of its supply chain strategies.

Reference Numbers

ICMR	OPER 001
ECCH	602-076-1
Organization(s)	McDonalds
Countries	India
Industry	Food, Beverages
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	5 Pages

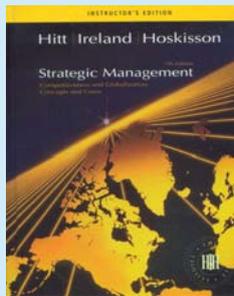
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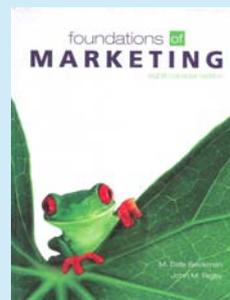
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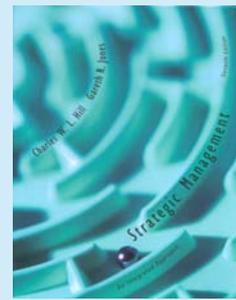
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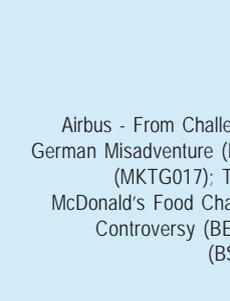
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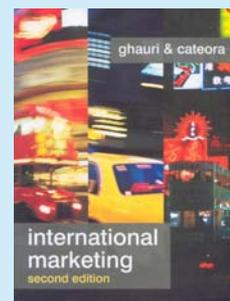
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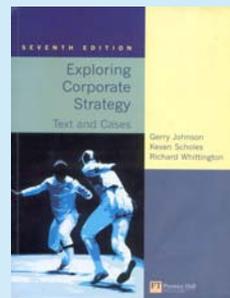
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