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

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

Issues
Study the business model adopted by Roundabout Outdoor in association with PlayPumps International, to cater to the Bottom of the Pyramid (BoP) population in certain African countries.
Understand the concept of developing and emerging markets and the BoP segment.
Understand the issues and challenges in catering to the needs of the BoP population.
Understand how, in regions like Africa and other developing countries, companies can adopt hybrid business models to address social problems while still making a profit.
Study the reasons for the success of RO and PI, and the criticism it was attracting, and explore ways in which the venture can be scaled up further in Africa and beyond.

Reference Numbers
ICMR ___________________ BSTR279
ECCH ___________________ 310-152-1
Organization(s) ... Roundabout Outdoor / PlayPumps International
Countries __________________ Africa
Industry __________ Social / Safe water
Pub/Rev Date ______________ 2010
Case Length ______________ 23 Pages
TN Length ________________ 13 Pages

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

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

Issues
Understand the issues and challenges in turning around an ailing company.
Understand the issues and challenges in restructuring a company.
Understand the issues and challenges in foraying into global markets from the perspective on an Indian firm and how Crompton Greaves made this transition.
Explore strategies that Crompton Greaves could adopt in the future.

Reference Numbers
ICMR ___________________ BSTR380
ECCH ___________________ 310-144-1
Organization(s) ... Crompton Greaves Ltd
Countries ____________ India; Global
Industry __________ Electrical equipment and Engineering
Pub/Rev Date ______________ 2010
Case Length ______________ 25 Pages
TN Length ________________ 4 Pages

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

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

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

The company, which positioned itself as a ‘premier global provider of electric vehicle services’, was able to raise US$ 200 million by convincing a few investors. It tied up with select automakers to manufacture cars which would be compatible with its charging infrastructure and battery swapping facilities. It also received support from the regulatory authorities in Israel, Australia, Denmark, Japan, and some states of the United States and Canada.
However, it remained to be seen whether the proposed ecosystem and business model would encourage widespread adoption of electric vehicles, reduce the dependence on fossil fuels, and contain the levels of environmental pollution. While the company intended to make the world a better place by accelerating the transition to sustainable transportation, was its business model sustainable in the long run?

Issues
Ecological sustainability as a business opportunity.
Entrepreneurship, innovative business models, and risks.
Disruptive innovation in the automobile industry.
Stakeholders and their roles in a ‘green ecosystem’

Reference Numbers
ICMR ___________________ BSTR378
ECCH ___________________ 310-147-1
Organization(s) ... Better Place
Countries ____________ Global
Industry __________ Auto and Ancillaries
Pub/Rev Date ______________ 2010
Case Length ______________ 22 Pages
TN Length ________________ 13 Pages

“Take time to deliberate; but when the time for action arrives, stop thinking and go in.”
—Andrew Jackson
Chery Auto’s Success Story

Abstract

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

Issues

Study and analyze the competitive strategies of Chinese automobile companies.

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

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

Study the globalization strategies of Chery Auto.

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

Reference Numbers

ICMR ................. BSTR376
ECCH ........................... 310-149-1
Organization(s) .......... Chery Auto
Countries ......................... China
Industry ......................... Automobile
Pub/Rev Date ..................... 2010
Case Length .................... 13 Pages
TN Length ....................... 4 Pages

CEMEX’s Acquisition Strategy - The Acquisition of Rinker Group

Abstract

CEMEX SAB de CV (CEMEX) is a Mexico based cement company. As of 2008, it is one of the top ten cement manufacturers in the world. The operations of CEMEX grew rapidly since the mid-1980s as the company chose both inorganic and organic route for expansion. Over the years, CEMEX had developed post merger integration expertise and was able to generate enough cash flows from the acquired company to pay most of the debts it incurred for the acquisition. However, in mid-2007, CEMEX’s acquisition of Australia based Rinker group landed the company in a financial debt trap.

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

Issues

Examine the rationale for CEMEX’s acquisition of Rinker.

Understand the advantages of strong post merger integration expertise.

Appreciate the importance of timing of an acquisition.

Analyze the disadvantages of excessive debt financing.

Study the importance of geographical diversification.

Reference Numbers

ICMR .......................... BSTR376
ECCH ........................... 310-149-1
Organization(s) .......... CEMEX S.A.B de C.V
Countries ......................... Mexico, Australia
Industry ......................... Cement
Pub/Rev Date ..................... 2010
Case Length .................... 29 Pages
TN Length ....................... 5 Pages

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

Abstract

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

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

Issues

Study how a consumer goods company forayed into services.

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

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

Discuss and debate certain aspects of P&G’s strategy.
Explore strategies that P&G could adopt to succeed in the service sector.

Reference Numbers
ICMR ......................... BSTR375
ECCH ..........................

Organization(s) .......... Procter & Gamble Company
Countries ...................... US
Industry ......................... Consumer Packaged Goods/Services
Pub/Rev Date ............... 2010
Case Length ................. 21 Pages
TN Length ..........................

Google's Problems in China (B)

Abstract

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

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

Issues

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

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

Evaluate the growth opportunities of the Internet businesses in China.

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

Reference Numbers
ICMR ......................... BSTR374
ECCH .......................... 310-079-1
Organization(s) .......... Google Inc.
Countries ...................... China, US
Industry ......................... Internet Search
Pub/Rev Date ............... 2010
Case Length ................. 17 Pages
TN Length ..........................

Cisco’s Strategy in Recessionary Times

Abstract

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

Issues

Examine Cisco's growth strategies over the years.

Understand the impact of recession in 2001 on Cisco.

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

Reference Numbers
ICMR ......................... BSTR373
ECCH .......................... 310-078-1
Organization(s) .......... Cisco Systems Inc
Countries ...................... US
Industry .......................... IT - Networking Equipments
Pub/Rev Date ............... 2010
Case Length ................. 16 Pages
TN Length ..........................

PVR’s Aborted Acquisition of DLF’s DT Cinemas

Abstract

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

Issues

Evolution and growth prospects for the multiplex industry in India.

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

Reference Numbers
ICMR ......................... BSTR372
ECCH .......................... 310-146-1
Organization(s) .......... PVR Ltd., DLF’s DT Cinemas
Countries ...................... India
Industry ......................... Media and Entertainment
Pub/Rev Date ............... 2010
Case Length ................. 15 Pages
TN Length ..........................

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

Abstract

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

Ford India’s strategic options for long-term growth and success in the Indian market. Potential for Ford India to contribute to the global competitiveness of the parent company.

Reference Numbers
ICMR.................. BSTR370
ECCH................. 310-151-1
Organization(s) Ford India Pvt. Ltd
Countries.................. India
Industry ............... Auto and Ancillaries
Pub/Rev Date............. 2010
Case Length............ 18 Pages
TN Length.............. 6 Pages

Brilliance Auto: A Chinese Automaker with Global Ambitions

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

Issues
New product development, through constant innovation and technology transfers from partnerships with global auto giants. Strategies for entering international markets.

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

Problems at China Airlines

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

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

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

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

Issues
Understand the reasons for China Airlines’ problems.
Understand how politics could affect the business prospects of an organization.
Analyze the initiatives adopted by China Airlines to restore consumer confidence and bring the company back into profits.
Analyze how China Airlines could benefit from the improvements in cross-strait relations between Taiwan and mainland China.
Explore other ways in which China Airlines can bring the company back into profits.

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

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Reorganizing Dell Inc.

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

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

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

Issues
Understand the changing dynamics of the global PC industry.
Examine the growth strategies of Dell over the years.
Evaluate the efficacy of the measures adopted by Michael Dell to improve the financial performance of the company during his second term as the CEO of Dell.
Analyze the impact of global financial crisis on Dell.
Examine the future strategy of Dell.

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

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

Abstract
McDonald’s Corporation is one of the oldest chains of quick service restaurants in the world and the largest. It was started in the late 1930s by two brothers Richard and Maurice McDonald in California, the US. Within a few years, the chain had become quite popular and it started to grow in numbers. The founders started to franchise out the stores to other partners at a premium price. In 1967, it started its international expansion for the first time by entering Canada and subsequently ramped up its presence in other international markets. McDonald’s opened its first outlet in Russia in 1990. It entered at a time when the country was still struggling to gain political and economic stability after reforms had been introduced. It started by developing the food processing unit and training the local suppliers. McDonald’s became an instant hit in the country where the culture of fast food was as new as the burger. The company experienced many obstacles along the way but it continued its slow and steady growth in the country. As of 2010, Russia was one of its key markets in Europe and some experts considered it as the jewel in McDonald’s system.

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

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Turnaround of Schering-Plough Corporation

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

Issues
Understand entry and expansion strategies for an international company.
Evaluate McDonald’s globalization strategies.
Study and analyze the entry and expansion strategies of McDonald’s in Russia.
Learn about the challenges of international operation for a fast food chain in an emerging economy like Russia.
Explore the strategies McDonald’s can adopt in the future to sustain growth in the Russian market.

Reference Numbers
ICMR................................. BSTR366
ECCH ........................... 310-055-1
Organization(s) .............. McDonald’s Corporation
Countries ............................ Russia
Industry ............................. Fast Food
Pub/Rev Date ...................... 2010
Case Length ........................ 34 Pages
TN Length ........................... 6 Pages
company’s revenue grew and it started recording profits from the fiscal year 2005 onwards. In November 2009, in a deal orchestrated by Hassan, SP was merged with one of the leading pharmaceutical companies, Merck & Co.

Issues
Analyze the problems faced by SP
Evaluate the strategies adopted by Hassan in turning around SP
Examine the changes brought in by Hassan at SP
Understand the issues and challenges in turning around a company.

Reference Numbers
ICMR ................................. BSTR365
ECCH ................................. 310-036-1
Organization(s) ............ Schering-Plough Corporation
Countries .................. USA, Global
Industry .................. Pharmaceuticals
Pub/Rev Date .................... 2010
Case Length .................. 28 Pages
TN Length .................. 4 Pages

Comcast-NBC Universal Joint Venture Deal

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

Issues
Study the dynamics of the US cable and entertainment industry.
Understand the rationale for Comcast - NBCU joint venture deal.
Debate whether the deal would be approved by the regulatory authorities or not.

Reference Numbers
ICMR ................................. BSTR364
Organization(s) ............ Comcast Corporation / NBC Universal / GE
Countries .................. USA, Global
Industry .................. Media and Entertainment
Pub/Rev Date .................... 2010
Case Length .................. 19 Pages
TN Length .................. 5 Pages

Carrefour’s Misadventure in Russia

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

Issues
Understand the nature of problems faced by retailers like Carrefour in emerging markets.
Study and analyze the entry strategies of Carrefour in Russian retail markets.
Examine the reasons that prompted Carrefour to exit Russia in a short period.
Analyze the retail industry in Russia.

Reference Numbers
ICMR ................................. BSTR363
ECCH ................................. 310-037-1
Organization(s) ............ Carrefour SA
Countries .................. Russia, France
Industry .................. Retail
Pub/Rev Date .................... 2010
Case Length .................. 17 Pages
TN Length .................. 5 Pages

Toyota: The Once-in-a-Century Challenge

Abstract
This case study is about Toyota Motor Corporation (Toyota), the world’s leading automaker. When Akio Toyoda (Akio) took over as President of the iconic Japanese automaker on June 23, 2009, the automotive industry was going through a very difficult phase. Moreover, Toyota was also facing some serious problems itself. In mid-2009, the company reported its first losses since 1963, the year it began reporting business data. Analysts felt that the global financial crisis had had its impact on Toyota and that the company was also trying to cope with a shift in the global automobile industry. The challenge before Akio, grandson of the founder of Toyota, was to bring the automaker back to profits. Akio immediately announced a slew of measures to bring the company back to profits. According to him, the industry was going through a ‘once-in-a-century transformation’ and thus he wanted to break from the past to provide a solution for this ‘once-in-a-century challenge’. The case study discusses some of the measures taken by Akio and also discusses the challenges that he faced in bringing Toyota back into profits. While many analysts felt that Toyota would bounce back, some analysts expressed doubts over whether Akio would be able to manage a turnaround and pull the company out of the crisis. Some insiders were also worried that the selection of a member of the founding family as President might lead to disunity within the company.

Issues
Examine some of the reasons for the problems faced by Toyota in 2009.
Analyze the strategy adopted by Akio Toyoda in his bid to bring Toyota back to profits.
Examine the challenges faced by Akio in achieving his objective.
Explore strategies that Akio could adopt in these difficult economic times.

Reference Numbers
ICMR ................................. BSTR362
Organization(s) ............ Toyota Motor Corporation
Countries .................. Global
Industry .................. Automotive
Pub/Rev Date .................... 2010
Case Length .................. 17 Pages
TN Length .................. 7 Pages

Sony Corporation - Restructuring Continues, Problems Remain

Abstract
Japan-based electronics and communications company, Sony Corporation, was subjected to a spate of restructuring exercises since 1994 to improve the financial performance and competitiveness of the company. With the initial efforts to restructure the company not yielding results, Sony went in for a revamp of the top management in 2000. The efforts
by the top management in organizational restructuring failed to put Sony back on the growth track. At this juncture, in 2005, Howard Stringer became the first non-Japanese CEO of Sony. Under his leadership, Sony was subjected to a major reorganization in September 2005. Stringer's efforts started to show results and Sony reported encouraging results for the financial years ending March 2007 and March 2008. However, by late 2008, Sony was again in deep trouble. For the fiscal year ending March 2009, the company announced annual loss of ¥ 98.9 billion. In February 2009, Sony announced another round of reorganization, with Stringer assuming more powers as the President of the company. Through this reorganization, Sony formed two business groups - The Networked Products & Services Group and The New Consumer Products Group. The case details the restructuring exercise and outlines the pros and cons of these efforts. It also discusses in detail the main reasons for Sony's problems including culture, competition and macro-environment issues.

Issues

Examine the adverse implications of frequent restructuring at Sony Corporation.

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

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

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

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

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

Zipcar: Revolutionizing Car Rentals?

Abstract

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

Issues

Innovation and its impact on mature markets.

Popularizing a new concept, in an established industry.

Reference Numbers
ICMR .................. BSTR395
ECCH ............. 310-011-1
Organization(s) .... Redbox Automated Retail, LLC
Countries .............. USA
Industry ................. DVD Rentals, Entertainment
Pub/Rev Date ................. 2010
Case Length .................. 14 Pages
TN Length .................. 4 Pages

Redbox: Disruptive Innovation in DVD Rentals

Abstract

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

Issues

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

Appreciate the use of technology in improving the customer experience.

Evaluate the different business models in the DVD rental industry.

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

www.icmrindia.org

Transforming Sanofi-Aventis

Abstract

This case study is about Sanofi-Aventis, the world’s third-largest pharmaceutical company by global sales. Christopher A. Viehbacher (Viehbacher), a GlaxoSmithKline veteran, took over as CEO of Sanofi-Aventis on December 1, 2008, when the company was going through a difficult phase. It was faced with patent expiries of a number of its key drugs through 2013, threatening more than one-third of its revenues. Despite having a costly research and development (R&D) operation, its new drug pipeline was almost dry with few drugs that could compensate for the loss of sales due to patent expiries. Moreover, experts felt that Sanofi-Aventis was being run like France’s national treasure, making it incapable of keeping up with the rapid changes in the pharmaceutical industry.

After taking charge, Viehbacher took some bold initiatives, restructuring top management and the R&D function in a bid to transform Sanofi-Aventis from a Europe-US-centric research-based pharmaceutical company into a global diversified healthcare leader. The new strategy focused on a total overhaul of the R&D function and enhanced focus on emerging markets and diversification into other healthcare segments (non-prescription drug segments). Unlike some of its rivals, Sanofi-Aventis focused on bolt-on acquisitions that created value rather than opting for multi-billion dollar mega-mergers. The company’s performance in 2009, particularly its second-quarter results, was strong. Its stocks also grew at a faster rate than those of its peer group - a complete reversal of fortunes for a company whose stocks had been considered as the worst-performing among its peer group barely a year earlier. Analysts appreciated Viehbacher’s strategy and leadership but some felt that he faced some serious challenges going forward. The biggest challenge, according to Viehbacher himself, was how to adapt the Sanofi-Aventis model to suit the rapidly changing pharmaceutical environment and create more sustainable growth.

Issues

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

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

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

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

Explore strategies that Sanofi-Aventis could adopt in the future to adapt its business model to suit the changing demands of the pharmaceutical environment.
Issues
various challenges before it could reap the
analysts also felt that Fortis had to overcome
healthcare industry in India. However, some
would strengthen Fortis's position in the
to expand its hospitals with the remaining
total debt of Rs. 34 billion. Besides, it planned
reduce its debt burden of Rs. 5 billion of the
from the acquisition as it would be able to
Wockhardt Hospitals was expected to benefit
billion revenue earning company by 2012.
expected to help Fortis realize its ambition of
management team. Moreover, it was also
give Fortis access to Wockhardt Hospitals'
fortifying its position as one of the leading
eastern, and western states of India thereby
network of hospitals. Besides, the acquisition
help would it have a presence in the southern,
eastern, and western states of India thereby
fortifying its position as one of the leading
healthcare providers in India. It would also
give Fortis access to Wockhardt Hospitals’
management team. Moreover, it was also
expected to help Fortis realize its ambition of
owning 6,000 beds and becoming a US$ 1
tillion revenue earning company by 2012.
Wockhardt Hospitals was expected to benefit
from the acquisition as it would be able to
reduce its debt burden of Rs. 5 billion of the
total debt of Rs. 34 billion. Besides, it planned
to expand its hospitals with the remaining
money. Some analysts opined that the deal
would strengthen Fortis’s position in the
healthcare industry in India. However, some
analysts also felt that Fortis had to overcome
various challenges before it could reap the
benefits from the deal.

Issues
Understand and appreciate the role of mergers
and acquisitions as a growth strategy.
Understand and discuss the rationale behind
Fortis’s acquisition of Wockhardt Hospitals.
Discuss the advantages and disadvantages
of this decision from both Fortis’s and
Wockhardt Hospitals’ point of view.
Identify the challenges Fortis is going to face
in the future and explore strategies it can adopt
to overcome the challenges.

Reference Numbers
ICMR ................................. BSTR358
ECCH .............................. 310-012-1
Organization(s) .......... Sanofi-Aventis
Countries ............... France, Global
Industry ................. Healthcare/Pharmaceuticals
Pub/Rev Date ............... 2010
Case Length ................. 17 Pages
TN Length ................. 6 Pages

Fortis’s Acquisition of Wockhardt Hospitals

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

Issues
Understand and appreciate the role of mergers
and acquisitions as a growth strategy.
Understand and discuss the rationale behind
Fortis’s acquisition of Wockhardt Hospitals.
Discuss the advantages and disadvantages
of this decision from both Fortis’s and
Wockhardt Hospitals’ point of view.
Identify the challenges Fortis is going to face
in the future and explore strategies it can adopt
to overcome the challenges.

Reference Numbers
ICMR ................................. BSTR358
ECCH .............................. 310-012-1
Organization(s) .......... Sanofi-Aventis
Countries ............... France, Global
Industry ................. Healthcare/Pharmaceuticals
Pub/Rev Date ............... 2010
Case Length ................. 17 Pages
TN Length ................. 6 Pages

Tata Steel’s Acquisition of Corus (B)

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

Issues
Study and analyze the impact of global
economic slowdown on the global steel
industry.
Examine the rationale for the acquisition
of Corus by Tata Steel.
Understand how Tata Steel went about
realizing the synergies after the acquisition
of Corus.
Study the factors that led to losses in TSG’s
operations.
Analyze the strategic measures taken by TSG
to turn around its operations and evaluate
the effectiveness of these measures.

Reference Numbers
ICMR ................................. BSTR355
ECCH .............................. 110-005-1
Organization(s) ....... Tata Steel Limited,
Corus Plc.
Countries ............... UK, Netherlands, India
Industry ................. Steel
Pub/Rev Date ............... 2009
Case Length ................. 17 Pages
TN Length ................. 6 Pages
Orange and T-Mobile Merger in the UK

Abstract

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

Issues

Understand and discuss the rationale behind the Orange and T-Mobile merger in the UK. Discuss the advantages and disadvantages of this decision from both Orange and T-Mobile's view. Identify the challenges the joint venture is going to face in the future and explore strategies it can adopt to overcome the challenges.

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

Afrigator: A Killer Start-up in Africa

Abstract

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

Issues

Analyze the social media scenario in the African continent. Evaluate the business model of Afrigator. Understand the reasons behind the initial success of Afrigator. Identify the factors challenging the growth of the social media in the African continent. Explore ways in which Afrigator can overcome the challenges and achieve its growth objectives.

Reference Numbers
ICMR ........................................... BSTR353
ECCH ............................... 310-005-1
Organization(s) ............................... Afrigator Internet (Pty) Ltd.
Countries ............................... Africa

Edulcomp Solutions Limited's Business Model

Abstract

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

Issues

Understand how a strong product and first mover advantage could help a startup become a market leader. Examine how cost effectiveness can be a key selling point in education business in the developing markets. Analyze growth strategies of Edulcomp. Examine the challenges Edulcomp faces in the near future.

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

Maruti Suzuki India Limited - Competitive Strategies of the Market Leader

Abstract

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

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

Issues

Study the state of global private banking industry.

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

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

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

Reference Numbers

ICMR ................................................. BSTR350
ECCH ........................................... 309-312-1
Organization(s) ............... Standard Chartered, American Express Bank
Countries ................... USA / UK Industry .................... Banking
Pub/Rev Date ......................... 2009
Case Length .......................... 12 Pages
TN Length ........................... 4 Pages

Emerging Markets Strategy: Nokia

Life Tools for Rural Markets

Abstract

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

Issues

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

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

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

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

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

Reference Numbers

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

Aldi Inc. - Optimizing Profits in Economic Recession

Abstract

The case examines the business strategy of the US-based Aldi Inc., part of the Aldi Süd division of the Aldi Group (Aldi) based in Germany. Aldi (Short for Albrecht Discount), a discount retailer, entered the US in 1976. The discount retailer emphasized on keeping its cost low so that it could offer lower prices to its consumers. In order to fulfill its objective, Aldi selected lands for its stores in the city outskirts to take advantage of low rent. Aldi stores were smaller than a typical supermarket in the US. They were kept open only during the prime shopping time. In Aldi stores, the merchandise was displayed on pallets rather than on shelves so that less number of employees was required to arrange products on the shelves. Consumers had to carry their own shopping bags, or had to buy a reusable Aldi bag. The case details how Aldi’s cost effective operating strategy helped it to optimize profits during economic recession in
the US. It also discusses a number of strategic initiatives that Aldi took to gain market share. The case ends with an analysis of whether Aldi would be able to sustain its growth in the US after recession or not.

Issues
Understand the business model of Aldi.
Discuss the growth strategies of Aldi over the years.
Analyze the impact of recession on the US retail market.
Evaluate the business strategy of Aldi during economic recession in the US
Examine the reasons for Aldi’s success in the US in a recessionary environment.

Reference Numbers
ICMR ........................................ BSTR348
ECCH ............................... 309-308-1
Organization(s) ................. Aldi Inc.
Countries ................... US, Germany
Industry ............................ Retail
Pub/Rev Date ....................... 2009
Case Length ...................... 11 Pages
TN Length ......................... 4 Pages

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

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

Issues
Examine the rationale behind the acquisition of AEB by Standard Chartered bank.
Understand the benefits Standard Chartered derived from the deal.
Analyze the post acquisition issues and challenges.

Reference Numbers
ICMR ........................................ BSTR347
ECCH ............................... 309-315-1
Organization(s) ................. Standard Chartered Bank, American Express Bank
Countries ................... UK, USA
Industry ............................ Banking / Financial Services
Pub/Rev Date ....................... 2009
Case Length ...................... 18 Pages
TN Length ......................... 4 Pages

The Acquisition of ABN AMRO (B)

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

Issues
Study the rationale behind the acquisition of ABN AMRO by the RBS led consortium.
Analyze the impact of sub-prime crisis on the consortium members after ABN AMRO’s acquisition deal.
Critically examine and arrive at an appropriate valuation for ABN AMRO.
Appreciate the importance of due diligence and conservative valuation of an acquisition deal in the light of deteriorating macroeconomic environment.

Reference Numbers
ICMR ........................................ BSTR346
ECCH ............................... 309-307-1
Organization(s) ................. ABN AMRO, Royal Bank of Scotland, Fortis, Banco Santander, Central Hispano
Countries .................. UK, Belgium, Spain, Netherlands
Industry .................. Banking / Financial Services
Pub/Rev Date ....................... 2009
Case Length ...................... 23 Pages
TN Length ......................... 6 Pages

The Acquisition of ABN AMRO (A)

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

Issues
Study the rationale for the acquisition of ABN AMRO.
Analyze the bidding war between the consortium and Barclays.
Examine the benefits the consortium members could derive from the acquisition.
Understand how the acquisition of ABN AMRO was financed.

Reference Numbers
ICMR ........................................ BSTR345
ECCH ............................... 309-307-1
Organization(s) ................. ABN AMRO, Royal Bank of Scotland, Fortis, Banco Santander Central Hispano
Countries .................. UK, Belgium, Spain, Netherlands
Industry .................. Banking / Fin. Services
Pub/Rev Date ....................... 2009
Case Length ...................... 20 Pages
TN Length ......................... 4 Pages

“Perception is strong and sight weak. In strategy it is important to see distant things as they were close and to take a distanced view of close things.”

– Miyamoto Musashi
Bajaj Auto Limited’s Business Strategy - From Market Leader to Follower

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

Issues
Understand the structural changes happening in the Indian two wheeler industry in the 1990s and early 2000s and its implications.
Examine the growth strategy of Bajaj Auto over the decades.
Study the transformation process initiated by Bajaj Auto and its impact.
Analyze the shortcomings in the business strategy of Bajaj Auto.

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

Maghound: Business Model Innovation in the Magazine Industry?

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

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

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

Pfizer’s Acquisition of Wyeth

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

Issues
Evaluating the growth strategy adopted by Pfizer over the decades.
Examining the benefits to Wyeth from the acquisition deal.
Understanding the synergies and challenges arising out of Pfizer’s acquisition of Wyeth.
Analyzing the deal between Pfizer and Wyeth quantitatively and qualitatively.
Appreciating the importance of intellectual property in knowledge based industries.
Understanding the dynamics of the US pharmaceutical industry.
Craigslist and its Business Model

Abstract

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

Issues

- Identify the forces that are changing the traditional advertising model in today’s economic environment.
- Understand the structure and practices of an innovative firm that is attempting to adapt to the new realities in advertising.

Reference Numbers

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

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

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

Issues
Analyze the reasons for the financial problems faced by Chrysler.

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

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

Analyze the future challenges of Chrysler.

Strategic Sale of Satyam Computers

Abstract
The case discusses in detail the events that happened in India-based Satyam Computers, after its Founder and Managing Director, Ramalinga Raju confessed of being responsible for accounting irregularities in the company accounting to Rs.70 billion. The confession impacted not only the employees and customers of Satyam, but the IT sector in the country as a whole. The Government of India, intervened immediately, and constituted a new board for the company, whose focus was to find a strategic investor for Satyam.

The board had to carry out this task in a fair and transparent manner, as soon as possible. At the same time, it also ensured continuity of operations, and stopping exodus of clients. The board then came up with guidelines for the sale of Satyam that included competitive and open bidding process, and criteria for technical bids. The global bidding process witnessed expression of interest from several companies, and ultimately three companies remained in the fray to acquire the company. Of these, Tech Mahindra emerged the winner as the price it quoted was the highest. The case discusses in detail the bidding process, the reasons due to which several companies opted out of the process, and the selection process of the final bidder. The case also examines the benefits that Tech Mahindra expects and challenges it is likely to face after the acquisition of Satyam.

Issues
Study the concept of strategic sale of companies.

Understand the reasons that led to the problems at Satyam.

Examine the role played by the government constituted board.

Analyze the bidding process and criteria for selecting the winner.

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

Oracle's Acquisition of Sun Microsystems

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

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

Appreciate the importance of successfully commercializing innovative products.

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

Discuss the challenges facing Oracle after the acquisition of Sun.

Walmart Stores Inc. - Success Strategies in Recessory Environment

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

examine the important factors involved in understanding the master franchise model of to boost revenues in the light of global economic downturn. analyze the strategies adopted by domino’s – domino’s pizza group limited (dpil) in india, sri lanka and bangladesh, and domino’s pizza india limited (dpg) in the uk and ireland, domino’s pizza trading services limited (subhiksha), one of the leading retailers in india. subhiksha, which was started as a discount store in 1997, was based in chennai, india. since september 2008, subhiksha faced difficulties in operating its stores. the company had reportedly defaulted on its vendor payments which resulted in empty shelves on its stores. the employees of the retailer were not paid salaries since september 2008. on january 31, 2009, subhiksha admitted in media that it was facing a major financial crisis. on february 11, 2009, following an attack on its stores and warehouses, subhiksha announced that it was closing down all its 1600 outlets till may 2009. although, the management of subhiksha claimed that the financial problem was due to its inability to raise enough equity capital, analysts opined that the fact that the retailer rapidly expanded during the last three years and its poor supply chain management practices had contributed to its financial woes. the case details the events that led to the financial problems at subhiksha. it also describes the corporate debt restructuring (cdr) plan proposed by the bankers of subhiksha to come out of the financial mess. the case ends with a discussion on the challenges that subhiksha could face in the future.

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study the financial and business related problems faced by subhiksha.
analyze the reasons for subhiksha’s financial and operational problems.
examine how rapid expansion funded by high debt can be risky business strategy.
analyze the cdr plan proposed by the bankers of subhiksha and debate whether it will be effective enough for bringing the company out of crisis.

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

**Issues**

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

Evaluate the reasons for the success of Slumdog Millionaire.

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

Examine the opportunities and challenges for the Indian cinema industry.

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**Carrefour’s Foray in Brazil**

**Abstract**

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

**Issues**

Examine the reasons that led Carrefour into trouble.

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

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

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**Speedo: Leading the Swimwear Market**

**Abstract**

This case is about Speedo International Limited, a part of the London-based Pentland Group, Plc. Speedo is the world’s leading swimwear brand. The case highlights the strategies adopted by the company to maintain its position in the global swimwear market. Founded in 1914, Speedo was a pioneer in
Case Length .......................... 20 Pages
TN Length .............................. 5 Pages

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

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

Issues
Evaluate the different business models adopted by two online video websites. Assess which of the business models is more likely to succeed over time.

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

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

Abstract
Home Depot Inc. (Home Depot) was started in 1978, to provide home improvement solutions to the people. The case discusses the culture of customer service at Home Depot. It discusses in detail, how the founders went about building a customer service culture from the very beginning. Its exceptional service became one of the prime reasons for its rapid growth in the 1980s and 1990s. However, when the company started to face some operational inefficiencies (including a watering down of its famed customer service culture), a new CEO, Robert Nardelli (Nardelli) was appointed in 2000. The case highlights how, according to analysts, the company further lost its service culture under the autocratic management style of Nardelli. As a consequence it also lost many customers to its competitors and its stocks started to under perform. In 2007, Nardelli was replaced by Frank Blake (Blake). The case depicts several measures taken by Blake to revive the customer service culture at Home Depot under challenging circumstances.

Issues
Understand the importance of customer service in a retail organization.
Understand how the founders of Home Depot created the service culture and how its high standards of service became a major factor for the success of the company.
Discuss the management style of Nardelli and how in his attempt to improve operational efficiencies, the customer service at the retail chain suffered.

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

Jamie Dimon and the Turnaround of Bank One

Abstract
This case discusses the problems faced by Chicago-based retail banking and credit card major Bank One Corporation (Bank One) and how Jamie Dimon (Dimon), Chairman and CEO of Bank One, steered it through turbulent times in the financial services industry. Dimon initiated a turnaround plan, which included cutting costs, tightening the standards of lending, and cutting down the number of bank branches. He also aimed to consolidate the IT systems into a single platform to ensure consistency across all its branches. Moreover, he also fixed the problems that were a core focus area of Speedo. Since its inception, Speedo had been innovating in the competitive swim suit market to manufacture suits aimed to enhance the performance of swimmers. Over the years, its swimsuits had been hailed as innovative and athletes sporting its swimsuits had won prizes and broken records in various swimming events. More recently, at the 2008 Beijing Olympics, Speedo was the biggest brand success story. Athletes competing in Speedo swimsuits won 47 medals and broke 23 world records. As of 2008, in the US$200 million performance swimwear market, Speedo was the market leader with about 60% of the market share. The case discusses the strategy adopted by Speedo, particularly its technology strategy and how it emphasized the fashion aspect of the brand. The case also discusses the promotion and distribution strategy of Speedo - how Speedo enhanced its brand image by sponsoring world-class athletes, etc. The case also discusses the competitors of Speedo and the controversy surrounding its new swimsuit, the LZR Racer, which some critics felt was giving the wearer an unfair advantage. The case concludes with the challenges faced by Speedo in the performance swimwear market which had a significant effect on the brand’s overall performance. With FINA formulating new guidelines for swimwear manufacturers worldwide, designing new suits while adhering to the new rules was expected to be the biggest challenge for Speedo. Another challenge before the company was to convert the high visibility and publicity gained by the Speedo LZR Racer in the Olympics to sales in the brand. The case also discusses the reasons why Hulu broke two of its content distribution partnerships, in February 2009, and briefly touches on its future business outlook and the challenges it faces.

Issues
Evaluate the different business models adopted by two online video websites. Assess which of the business models is more likely to succeed over time.

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

Business Strategy

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

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

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Restructuring Woolworths Group Plc. - The Attempt that Failed

Abstract

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

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

Issues

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

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

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

Analyze the strengths and weaknesses of a retail organization.

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Mcdonald’s Corporation - Success Strategies in Recessionary Environment

Abstract

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

Issues

Evaluate McDonald’s growth strategy over the decades.

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

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

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

Study the dynamics of fast food industry in the US.

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Acquisition of Axon by HCL Technologies Limited

Abstract

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

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

Issues

Understand acquisition as a growth strategy.

Understand the advantages and disadvantages of cross-border acquisitions.

Understand the need for growth through acquisition in foreign countries.

Examine the rationale behind HCL’s acquisition of Axon.

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

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GM in Trouble

Abstract

The case examines the problems faced by GM, the second largest automaker in the world. These problems have brought the company at the verge of bankruptcy. The major reasons for the crisis at GM were its inability to bring out new vehicles that suit the needs of the customers, poor business strategy, and high...
costs associated with employee healthcare and pension benefits. These problems, coupled with global financial crisis and recession in the economies of several developed and developing countries adversely impacted the revenues of GM, which fell by 11% in 2008 as compared to 2007. In order to solve its liquidity crisis, GM approached the US Government for financial aid.

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

Issues
Examine the flaws in GM’s business strategy that led the company face major problems.
Understand the reasons behind GM’s financial crisis.
Debate whether the US government was right in bailing out GM.
Analyze the challenges faced by GM in the near future.

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

The Delta and Northwest Airlines Merger

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

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

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

The case ends with a discussion on the future prospects of the merged airline.

Issues
Study the merger of Delta Airlines and Northwest Airlines and examine the rationale behind the same.
Analyze the synergies that may result from the merger.
Explore the challenges that Delta may face to make the merger successful.
Critically analyze the future business prospects of Delta post merger.
Study the changing dynamics of the US aviation industry.

Reference Numbers
ICMR .............................................. BSTR320
ECCH ........................................... 309-162-1
Organization(s) Delta Airlines / Northwest Airlines
Countries United States of America
Industry Aviation
Pub/Rev Date ......................... 2009
Case Length ......................... 20 Pages
TN Length ......................... 4 Pages

Oticon A/S: Spaghetti Organization and Beyond

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

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

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

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

Issues
Understand the diverse challenges that threatened Oticon’s position in the hearing aid industry in the late 1980s.
Appraise the business strategy that Lars Kolind adopted to revive the company.
Examine the various tenets of the spaghetti organization structure and discuss its pros and cons.
Critically analyze developments which took place at Oticon after the implementation of the spaghetti organization structure.
Understand the reasons for the partial abandonment of the spaghetti organization at Oticon in later years.
Assess whether Oticon will be able to sustain its growth and continue to excel given the strong competitive scenario in the hearing aid industry.
Explore strategies that Oticon could follow to overcome the challenges posed by changing dynamics in the hearing aid industry and the global financial crisis.

Reference Numbers
ICMR .............................................. BSTR318
ECCH ........................................... 309-158-1
Organization(s) Oticon A/S
Countries Denmark
Industry Others
Pub/Rev Date ......................... 2009
Case Length ......................... 23 Pages
TN Length ......................... 5 Pages
Abstract
The case describes the sequence of events which led to the Tribune Company filing for bankruptcy. It begins with details of the history of the 161-year-old company, and goes on to discuss the reasons for the company's gradual decline which prompted its shareholders to demand its sale.

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

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

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

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

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

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

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

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

Assess the importance of recognizing and responding to market trends.

Reference Numbers
ICMR .............................................. BSTR317
ECCH .............................................. 309-149-1
Organization(s) ............. Kongo Gumi
Countries ............... United States of America
Industry .................. Construction, and Real Estate
Pub/Rev Date .................... 2009
Case Length .................... 13 Pages
TN Length ....................... 5 Pages

Daimler Smart Fortwo Car in the US

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

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

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

Issues
Study the launch of Smart Fortwo car in the US

Examine the unique features of Smart Fortwo car

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

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

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

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

Tata Motors in Trouble

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

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

Issues
Understand the impact of macroeconomic factors on the business.

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

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

Reference Numbers
ICMR .............................................. BSTR316
ECCH .............................................. 309-150-1
Organization(s) ............. Daimler
Countries ............... Germany / USA
Industry .................. Auto and Ancillaries
Pub/Rev Date .................... 2009
Case Length .................... 13 Pages
TN Length ....................... 5 Pages
Critically analyze the problems faced by Tata Motors and suggest probable solutions.

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

**Tata Motors’ Acquisition of Jaguar and Land Rover**

**Abstract**

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

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

**Issues**

Understand the role of acquisition as a growth strategy.
Examine Tata Motors’ inorganic growth strategy.
Examine the rationale behind Tata Motors’ acquisition of Jaguar and Land Rover.
Understand the advantages and disadvantages of cross-border acquisitions.
Understand the need for growth through acquisitions in foreign countries.

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

**Bajaj Electicals Limited: High Voltage Transformation?**

**Abstract**

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

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

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

**Globalization Strategy of McDonald’s Corporation**

**Abstract**

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

Abstract
Yahoo Japan Corporation, a joint venture between US-based Yahoo Inc. and Japan-based SoftBank Corporation, is the largest integrated information portal in Japan. Yahoo Japan's online auctions, launched in 1999, became one of the most popular sites in Yahoo Japan's online auctions, launched in 1999, integrated information portal in Japan. Yahoo

Issues
Examine Yahoo’s entry and expansion in Japan.
Understand Yahoo Japan's strategies for online auctions.
Analyze the reasons for the success of Yahoo Japan Auctions

Reference Numbers
ICMR................................. BSTR310
ECCH................................. 309-143-1
Organization(s)............. Yahoo Japan Corporation
Countries................. Japan
Industry .................. Internet and e-Commerce
Pub/Rev Date ...................... 2009
Case Length ....................... 22 Pages
TN Length ....................... 8 Pages

Starbucks: Back to Basics?

Abstract
Starbucks is a major specialty coffee retailer, with presence in over 40 countries around the world. The financial crisis in the United States and the consequent global economic problems, together with rapid expansion in the number of its outlets created serious problems for the giant coffee retailer. With the economy showing signs of a recession, more and more customers started to cut down on consumption of expensive coffee. In addition, the rapid growth in the 2000s had diluted the ‘Starbucks Experience’ and the company's customers were complaining of falling service quality levels. Moreover, cannibalization of sales as new stores were opened too close to existing outlets also became a serious issue for the company.
The case discusses the possible reasons for the significant drop in traffic and profits at Starbucks in 2008 and the transformational initiatives that Howard Schultz, the founder CEO of the company, implemented to revive the Starbucks brand and bring back customers to its stores.

Issues
Analyze Starbucks' globalization strategies.
Study and analyze the entry and expansion strategies of Starbucks in China.

Reference Numbers
ICMR................................. BSTR308
ECCH................................. 309-141-1
Organization(s)............. Starbucks
Countries................. United States of America
Industry ............... Food and Beverage
Pub/Rev Date ...................... 2009
Case Length ....................... 17 Pages
TN Length ....................... 5 Pages

Turbulent Times for United Airlines

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

Issues
Understand the problems faced by United from time to time, and how the company dealt with the problems.
Understand the reasons behind the company’s poor performance and analyze its strategies.

Reference Numbers
ICMR................................. BSTR307
ECCH................................. 309-138-1
Organization(s)............. United Airlines
Countries................. United States of America
Industry ............... Aviation
Pub/Rev Date ...................... 2009
Case Length ....................... 18 Pages
TN Length ....................... 8 Pages
Examine some of Starbucks’ efforts to localize its offerings in China.
Examine the challenges faced by Starbucks in China.
Explore future strategies that Starbucks can adopt.

Reference Numbers
ICMR .......................... BSTR306
ECCH .......................... 309-139-1
Organization(s) ................. Starbucks
Countries ....................... China / USA
Industry ...................... Food and Beverage
Pub/Rev Date .................... 2009
Case Length ...................... 23 Pages
TN Length .......................... 6 Pages

### Starbucks’ Australian Experience

**Abstract**

This case is about the Australia endeavor of Starbucks Coffee International, one of the largest specialty coffee chains of the world.

In July 2008, the company closed down the majority of its stores in the island continent citing non-performance triggered by the economic meltdown as a key reason behind the closures. The company said that the closures were a part of the transformation strategy being undertaken by its founder Howard Schultz to revive the company’s performance. It also clarified that such a step was unique to Australia and that it would continue to enhance its presence in other international locations.

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

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

**Issues**

Examine reasons for Sainsbury’s growth and its subsequent slide in the 1990s and early 2000s.
Analyze the reasons for the recovery efforts taken under various CEOs including Peter Davis that did not yield the desired results.
Analyze Justin King’s ‘Making Sainsbury’s Great Again’ plan.
Ascertain the challenges the company is likely to face in the future and explore future strategies that the retailer can adopt.

**Reference Numbers**

ICMR .......................... BSTR304
ECCH .......................... 309-137-1
The case discusses the various strategies from the losses and resurrect the business the CEO in 2004 to help the company recover did not produce the desired results. The transformation initiated by Peter Davis, which under different CEOs, particularly the business also talks about some of its recovery strategies company further started to lose market share, competition, leading to it losing its leadership to recognize the threat from the growing supremacy in the market till the early 1990s.

**Issues**

Examine reasons for Sainsbury's growth and its subsequent slide in the 1990s and early 2000s. Analyze the reasons for the recovery efforts taken under various CEOs including Peter Davis that did not yield the desired results. Analyze Justin King’s ‘Making Sainsbury’s Great Again’ plan. Ascertain the challenges the company is likely to face in the future and explore future strategies that the retailer can adopt.

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**News Corporation’s Acquisition of Dow Jones**

This case is about one of the biggest media companies in the world News Corporation’s (News Corp.) acquisition of Dow Jones & Co., Inc. (Dow Jones), the owner of the prestigious business newspaper, The Wall Street Journal (WSJ). The case revolves around how News Corp. managed to convince the Bancroft family, which owned controlling stake in Dow Jones, and acquired the firm. It also discusses the criticism against the deal. News Corp. wanted to acquire Dow Jones in order to expand in the financial news sector and to compete with some other newspaper majors like The New York Times and the Financial Times.

Initially, News Corporation faced severe opposition from both the Bancroft family and the media critics. Critics argued that the editorial integrity of WSJ would be severely compromised under News Corp. in view of the prevailing perception that News Corp. used its publications for promoting its own interests, and that the group’s Chairman and CEO Rupert Murdoch interfered in editorial matters. News Corp. allayed these fears and finally convinced the Bancroft family to go ahead with the deal. It assured the family that the editorial integrity of WSJ would be maintained and promised to constitute an independent editorial committee to safeguard the editorial independence of WSJ. However, not all stakeholders were convinced that WSJ would be able to maintain its editorial integrity post-merger. Finally, News Corp. acquired Dow Jones for a whopping US$5.6 billion.

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

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“The value of a man resides in what he gives and not in what he is capable of receiving.”

—Albert Einstein.
Bharti Airtel Limited and the Indian Telecom Sector

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

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

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

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

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

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

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

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

Reference Numbers
ICMR .................. BSTR200
ECCH .................. 309-134-1
Organization(s) ........ Bharti Airtel Ltd.
Countries .............. India
Industry .............. Telecom and Broadband
Pub/Rev Date .......... 2009
Case Length ............ 21 Pages
TN Length .............. 18 Pages

Best Buy in China

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

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

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

Issues
Examine Best Buy’s international ventures.

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

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

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

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

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

Reference Numbers
ICMR .................. BSTR299
ECCH .................. 309-133-1
Organization(s) ........ Best Buy Co. Inc.
Countries ............. China / United States of America
Industry .............. Retail
Pub/Rev Date .......... 2009
Case Length ............ 21 Pages
TN Length .............. 18 Pages

Mahindra Tractors in the United States

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

Issues
Learn the entry strategy of an automobile company.

Analyze the reasons for the success of a little known company from a developing country in one of the most competitive markets such as the US.
Understand the importance of market segmentation, customer relationship management, brand identity, pricing policy.

Reference Numbers
ICMR BSTR298
ECCH 308-378-1
Organizations: Mahindra & Mahindra
Countries: United States of America / India
Industry: Auto and Ancillaries
Pub/Rev Date: 2008
Case Length: 14 Pages
TN Length: 4 Pages

Business Strategy

Aldi: The European Hard Discounter's Strategy in Australia

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

Issues
Understand Aldi’s business practices and how hard discounters operate.
Study the Australian retail market.
Analyze Aldi’s entry and expansion strategy in Australia.
Analyze the retail management strategies adopted by Aldi in Australia.

Reference Numbers
ICMR BSTR296
ECCH 308-375-1
Organizations: Aldi
Countries: Australia / Germany
Industry: Retail
Pub/Rev Date: 2008
Case Length: 15 Pages
TN Length: 4 Pages

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

Abstract
With the growth in the developed markets approaching saturation, consumer packaged goods (CPG) companies began looking toward developing and emerging markets for future growth. Global CPG major Unilever Plc. (Unilever) was one of the companies that had a presence in several emerging markets including India, where it operated through its subsidiary Hindustan Unilever Ltd (HUL). The case focuses on HUL’s strategy for growing two mature brands with mass appeal - Lifebuoy (bath soap) and Sunsilk (shampoo), by targeting new segments in innovative ways.

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

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

Issues
Understand the issues and challenges faced by global companies operating in emerging markets.
Understand the critical factors for succeeding in emerging markets by looking beyond the stereotypical image of these markets.
Understand the issues and constraints in targeting the huge Bottom of the Pyramid (BoP) segment.
Understand the issues and constraints in targeting the youth population in the rapidly changing scenario in India.
Understand the reasons for Unilever’s success in India and discuss whether the company can leverage on this learning in other emerging markets.

Reference Numbers
ICMR BSTR295
ECCH 308-277-1
Organizations: Hindustan Lever Limited / Unilever
Countries: India / United Kingdom
Industry: FMCG
Pub/Rev Date: 2008
Case Length: 16 Pages
TN Length: 15 Pages

www.icmrindia.org
**MTV Networks: The Arabian Challenge**

**Abstract**

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

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

**Issues**

- Understand the issues and challenges in entering and expanding operations in new markets which were culturally different from the organizations home/traditional/existing markets.
- Understand the pros and cons of entering a new market with a standardized/adapted product to suit local preferences.
- Analyze MTVN’s strategy in the Middle East, identify challenges and explore strategies that the channel could adopt in the future.

**Reference Numbers**

ICMR ........................................ BSTR293
ECCH ....................................... 308-377-1
Organization(s) ........... MTV Networks
Countries ........... Middle East / USA
Industry ........... Media, Entertainment, and Gaming
Pub/Rev Date ...................... 2008
Case Length ............................ 14 Pages
TN Length .................. 5 Pages

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**Tesco in the United States**

**Abstract**

Tesco, a major UK-based retailer, entered the US market in November 2007, opening a small-format store named Fresh & Easy. The case describes Tesco’s decision in April 2007 to halt the opening of new Fresh & Easy stores for three months, after 61 stores had been opened. The case ends with a brief discussion touching on market research, store format, layout, location, etc.

It then discusses some of the criticisms that the store attracted in the US. The case also discusses Tesco’s decision in April 2007 to enter the US, with inflation and recession rearing their heads.

**Issues**

- Understand the entry strategies of a retailer.
- Understand the differentiation strategies of a retailer.
- Understand how following the BoP Protocol could enable business model innovation.
- Understand the challenges faced by MNCs in tapping the BoP segment and explore strategies these companies can adopt to target the BOP segment.
- Analyze Solae’s efforts towards creating mutual value.

**Reference Numbers**

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

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**Baidu: China’s Leading Search Engine**

**Abstract**

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

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

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

**Issues**

- Analyze the fast growing Internet market in China and understand the reasons for Baidu’s success in the market.
- Analyze Baidu’s launch and growth strategy in China and how it attained market leadership.
- Identify the future challenges faced by Baidu in China.

**Reference Numbers**

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

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

**Abstract**

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

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

**Reference Numbers**

ICMR ........................................ BSTR291
ECCH ....................................... 308-283-1
Organization(s) .......... The Solae Company
Countries ........... United States of America / United Kingdom
Industry ............... Retail
Pub/Rev Date ...................... 2008
Case Length ............................ 13 Pages
TN Length .................. 4 Pages
IKEA: The Japanese Misadventure and Successful Re-entry

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

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

Issues
Understand the furniture retail market in Japan
Understand the reasons for IKEA’s exit from Japan
Study the factors that shaped IKEA’s re-entry into Japan
Analyze some of IKEA’s strategies in Japan

Reference Numbers
ICMR .......................... BSTR289
ECCH .......................... 308-281-1
Organization(s) ............... IKEA
Countries ....................... Japan / Sweden
Industry ....................... Retail
Pub/Rev Date .................. 2008
Case Length .................. 15 Pages
TN Length ................... 4 Pages

Alibaba: Competing in China & Beyond

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

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

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

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

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

Lidl: The Hard Discounter

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

Issues
Understand some of the practices of a discount retail chain.
Analyze the strengths and weaknesses of the company.

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

Blu-Ray and HD-DVD: The End Game

Abstract
Toshiba, a leading multinational electronics company, had spent millions of dollars in developing and marketing HD DVD, the next generation in optical disc technology. However, when the competing format, Blu-ray, gained a lead over the HD DVD, several of Toshiba’s partners defected to the rival camp, forcing the company to abandon the format.

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

Issues
The teaching objectives of this case are to:
Recognize the importance of strategic alliances in popularizing new technologies;
Appreciate the significance of market forces in the adoption of new technologies;
Analyze the prospects for physical disc formats in the face of competition from digital downloads

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

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

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

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

Issues
Study the mobile phone industry in Japan.
Understand Vodafone’s operations in Japan.
Analyze the reasons for Vodafone’s failure in Japan.

Reference Numbers
ICMR .. BSTR285
ECCH 308-193-1
Organization(s) Vodafone / Tesco
Countries Japan / United Kingdom Industry Telecom and Broadband
Pub/Rev Date 2008
Case Length 14 Pages
TN Length 4 Pages

The Carrefour and Tesco Swap Deal

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

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

Issues
Study the international expansion strategies of Carrefour and Tesco.
Understand the reasons behind Tesco and Carrefour deciding to swap some of their stores.
Analyze the reasons for Carrefour’s success in Taiwan and Tesco’s success in the Czech Republic and Slovakia

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

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

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

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

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

Reference Numbers
ICMR BSTR283
ECCH
Organization(s) Tata Group
Countries India Industry Conglomerate
Pub/Rev Date 2008
Case Length 14 Pages
TN Length

Moser Baer: Growth through Diversification

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

The case discusses the factors responsible for the success of the company, namely, its ability to be proactive in the market while staying at the forefront of technology, which it achieved through its strong research and development capabilities. The case also describes Moser Baer’s foray into the computer peripherals and home video entertainment businesses. It ends with a discussion on the outlook for the company.

Issues
Illustrate the growth strategies that a firm can pursue.
Introduce the concept of corporate portfolio analysis.

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

eBay in Japan

Abstract
eBay, the US-based online auctioneer, entered Japan in 2000, after making successful forays into some European countries and Australia. However, it was not able to establish itself in the country, and chose to exit Japan in 2002. The case discusses eBay’s international expansion, its entry into Japan, and the reasons behind
its failure in the country. It discusses some of the problems eBay faced in Japan due to competition from Yahoo Japan, and details some of eBay’s practices like credit cards having to be used, a commission for transactions being levied, etc., due to which it was unsuccessful in Japan. The case concludes with eBay’s reentry into the country through a joint venture with Yahoo.

Issues
Examine eBay’s international expansion.
Understand eBay’s operations in Japan.
Analyze the reasons for eBay’s failure in Japan.

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

Carrefour in Taiwan

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

Issues
Study and analyze the entry and expansion strategies of Carrefour in Taiwan.
Examine Carrefour’s localization strategies in Taiwan.
Assess Carrefour’s challenges and future prospects.

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

Dell Inc: Moving Beyond Direct Sales Model

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

Issues
Study Dell’s direct-only business model and understand the advantages and disadvantages of such a business model.
Understand the reasons behind Dell’s decision to move beyond its direct-only model.
Understand the issues and challenges faced by companies in managing the supply chain and in launching new channel strategies.
Understand the issues and challenges faced by companies making a transition from a direct selling model to a multi-channel model.
Gain insight into the fast changing global PC market and understand the competitive landscape.

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

Mylan’s Acquisition of Matrix

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

Matrix, on the other hand, gained the much-needed scale that generic companies required to survive in a very competitive market place. It was very important for Indian pharmaceutical companies considering that these companies did not have research molecules of their own. Analysts felt that with the global generic drugs industry undergoing a consolidation phase, large pharmaceutical companies were eyeing Indian pharmaceutical companies as potential targets of M&A deals. This was because, with considerable pricing pressures in the US, these companies were on the lookout for low-cost suppliers.

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

Issues
Understand the issues and challenges in the global generic drugs industry, with special reference to the pharmaceutical market in the US and India.
Understand the reasons behind the US-based Mylan, Inc.’s foray into the global market, in the backdrop of the challenges it faced in the US market.
Understand the issues and challenges faced by an Indian pharmaceutical company in growing its business in the international market.
Understand and appreciate the role of mergers and acquisitions as a growth strategy.

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

Abstract

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

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

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

Recognizing the need for having a local partner that was more attuned to the needs of the local customers, eBay entered into a joint venture with TOM Online Inc (TOM Online) to form TOM eBay in late 2006.

Issues

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

Understand the reasons behind the decline of eBay in the Chinese e-commerce market.

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

Abstract

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

It raises the question of whether JetBlue’s growth in its early years may be considered unsustainable as argued by some analysts. It also discusses some of the factors that were responsible for JetBlue’s later troubles and the airline’s Return to Profitability plan that aimed at helping it streamline its operations.

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

JetBlue Airways: Growing Pains?

Issues

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

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

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

Yes Bank: Competitive Strategy of a Late Entrant

Abstract

YES BANK (Yes Bank), one of the new generation private sector banks, was set up in India after reforms were introduced in the banking sector in the 1990s. Yes Bank entered the market in late 2004 when the banking space in India was already overcrowded with a number of public sector banks, private sector banks, and co-operative banks.

Foreign multinational banks, which were growth-constrained, were also waiting eagerly for the sector to open up further in 2009 to make a major foray into this emerging market. However, despite being a late entrant, Yes Bank drew the attention of its competitors and analysts by the speed at which it grew and by increasing its operations throughout the country.

The case will help the students to:

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

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

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

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

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

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

Abstract

In the year 2007, the world’s largest telecom company in terms of revenue, Vodafone Plc (Vodafone) made a major foray into the Indian telecom market by acquiring a 52 percent stake in the Indian telecom company, Hutchison Essar Ltd (Hutchison Essar), through a deal with the Hong Kong-based Hutchison Telecommunication International Ltd (HTIL). It was the biggest deal in the Indian telecom market.

Vodafone’s main motive in going in for the deal was its strategy of expanding into emerging and high growth markets like India. In 2007, India had emerged as the fastest growing telecom market in the world outpacing China. But it still had low penetration rates, making it the most lucrative market for global telecom companies.

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

Vodafone had to face face many obstructions in clinching the deal - initial opposition for the Indian partner of HTIL, Essar Ltd., aggressive
 JC Penney’s People Strategy: Setting the Right Climate for Human Resource Development

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

The more than hundred year old company had got into trouble in the late 1990s and the early 2000s, but made a dramatic comeback by the end of fiscal year 2006. Its share prices too showed significant growth. JCP contended that its engaged employees were making the difference.

Issues
The case will help the students to:
Understand the importance of human resources and organizational culture as a source of competitive advantage
Understand the importance of a sound organizational climate and culture in attraction, retention and development of the employees
Understand the importance of supportive communication (sound organizational climate and culture being a prerequisite for this) to making HRD initiatives more effective

Analyze the future prospects of the company.

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

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

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

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

The case ends with a brief discussion on the challenges it may face in the near future.

Issues
Learn more about the casino-resort market in Macau
Analyze the high-risk, high-return strategy adopted by the company
Analyze the future prospects of the company.

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

Wikipedia’s Growth Story

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

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

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

Issues
Critically examine the reasons for the rapid growth of Wikipedia
Discuss the measures to be taken by websites like Wikipedia to curb issues like vandalism and misbehavior on their sites
Debate on whether some amount of supervision is required in a free source project like Wikipedia
Discuss the challenges that Wikipedia may face in the near future.
**Abstract**

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

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

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

**Issues**

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

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

Understand the marketing and branding initiatives adopted by AstraZeneca for Nexium

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

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**Innovation at Cirque Du Soleil**

**Abstract**

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

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

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

**Issues**

Study the various innovations at Cirque du Soleil

Understand ‘Blue Ocean’ Strategy and its implementation at Cirque

Examine the marketing strategies of Cirque

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

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

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

Issues
The teaching objectives of this case are:
- Appreciate the importance of innovation in a dynamic environment like the mobile phone industry
- Examine the reasons for the troubles facing a leading mobile phone company in the world
- Understand the risks in depending too much on a single successful product

This case is meant for MBA/PGDBM students, and is designed to be a part of their Strategy and Business Management curriculum.
The Success Story of Wal-Mart in Mexico

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

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

Issues
Understand the factors that contributed to Wal-Mart’s success in Mexico
Understand the issues and challenges faced by a large retail giant while expanding its operations to a developing country

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

Alan Mulally’s Challenges at Ford Motor Company

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

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

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

Issues
Understand the key challenges faced by Alan Mulally in the turnaround at Ford Motor Company
Discuss the pros and cons of bringing in an outsider to change the culture and performance of a company

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

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

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

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

Issues
Examine the transformation of a company based in a former communist country into a well established brand in Western Europe
Understand the issues in a merger between two companies that differed considerably in their culture, production practices and approach to business
Appreciate the importance of avoiding a win-lose approach in a merger between such companies
Study the various issues involved in enhancing a brand’s image

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

Logan: Renault’s Low Cost ‘World Car’

Abstract
This case discusses Renault’s decision to manufacture a low cost car developed by French auto company Renault SA. The car, which Renault intended to be its ‘world car’, was developed at the company’s Romanian subsidiary, Dacia. Though originally meant to be sold in markets in the developing parts of the world, the Logan found unexpected success even in countries like France, Spain and Germany, leading Renault to introduce a version of the car for these markets as well. This case discusses the factors that prompted Renault to make a low cost car. It then examines the approach that Renault took towards developing a world car with a pre-designated sale price, and the various ways in which costs were kept low during the production process. It also discusses the launch of the Logan and the subsequent events, which resulted in Renault developing a new version of the car for Western Europe. The case concludes with an analysis of Logan’s prospects, with special reference to potential competition.

Issues
Examine the strategic reasons behind a major auto company’s decision to manufacture a low cost car for developing markets
Business Strategy

Reorganizing Yahoo!

Abstract

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

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

Issues

Understand the problems in the business model of Yahoo!
Examine the strategies adopted by Yahoo! to revive its business operations
Critically analyze the reorganization plan of Yahoo!

Reference Numbers
ICMR ........................................ BSTR258
ECCH ...................................... 307-237-1
Organization(s) .................... Yahoo! / India
Countries .......... United States of America
Industry .......... Internet and e-Commerce
Pub/Rev Date ............................. 2007
Case Length ............................. 19 Pages
TN Length .............................. 5 Pages

The Verizon-MCI Merger

Abstract

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

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

Issues

Study the synergies of merger between Verizon and MCI
Understand the reasons for the initial success of the merger
Compare the two mergers of Verizon with MCI and that of AT&T with SBC
Study the legal and regulatory conditions governing the mergers and acquisitions in the US telecom industry
Analyze the trends in the telecom industry in the US

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

Wal-Mart and the Indian Retail Sector

Abstract

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

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

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

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

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

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

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

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

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

The importance of customer orientation in any business transformation program.

Reference Numbers
ICMR................................. BSTR256
ECCH................................. 307-184-1
Organization(s) ...... Telefónica de España
Countries ............. Sweden / United States of America
Industry ..................... Telecom and Broadband
Pub/Rev Date ....................... 2007
Case Length ....................... 20 Pages
TN Length ......................... 4 Pages

Business Transformation at Telefónica De España

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

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

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

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

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

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

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

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

British American Tobacco in South Korea

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

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

Issues
Understand BAT’s global operations in general and South Korean operations in particular.

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

Critically examine the localization strategies of BAT in South Korea.

Examine the challenges faced by BAT in South Korea.

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

www.icmrindia.org
Abstract

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

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

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

Issues

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

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

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

Sanyo's 'Think GAIA' Vision and Turnaround Efforts

Abstract

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

Issues

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

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

Abstract

The case describes BenQ's acquisition of the loss-making Siemens mobile devices division. It describes the events after the acquisition and leading up to the bankruptcy of BenQ Mobile, the new company formed after the acquisition. It then analyzes the reasons for the failure of the acquisition, and also details the criticisms that BenQ and Siemens faced following the bankruptcy announcement.

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

Issues

Understand the competitive situation in the mobile phone industry

Understand the synergies required to make a successful acquisition

Analyze the reasons for failure of some acquisitions
The betapharm Acquisition: DRL’s Inorganic Growth Strategy in Europe

Abstract

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

DRL’s commitment to corporate social responsibility was also a factor that clinched the deal in its favor, despite not being the highest bidder. However, some analysts opined that DRL had paid too much for the acquisition of betapharm. There were also doubts if DRL could get enough leverage from the acquisition as betapharm was reportedly instrumental in DRL’s success. Doubts and financial pressures were evident, as during the period before the acquisition, betapharm was reportedly critical of DRL’s management, stating that the deal would not produce results, it would be a bad deal, and that DRL had paid too much for betapharm.

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

Issues

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

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

Abstract

Tata Motors (TM) and Fiat Auto S.p.A (Fiat) are large auto manufacturers. The case describes the transformation of TM from a commercial vehicle manufacturing company to a leading passenger car company in India, and its forays into global markets. It also details the growth of Fiat, the problems the company faced, and the strategies it adopted to tackle these problems. The case then talks about the alliance between the two companies, and the benefits and costs from the alliance for each company. The case ends with a brief discussion on the future prospects of the alliance.

Issues

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

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

Understand the importance of alliances in the global automobile industry.

Abstract

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

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

Abstract

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

Evaluate the strategy of operating in China through several joint venture partners.
Examine Carrefour’s expansion strategy into China, where it considered the country to be several small markets rather than one huge market.

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

Examine how Carrefour implemented the localization strategies in China.

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

Study the supply chain management practices of Carrefour in China.

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

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

Examine the regulations and their implications on the Chinese retail industry.

**Abstract**

The cases discusses, UK based home improvement retailer, B&Q's foray into China.

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

The rapid growth of the Chinese home improvement industry led several leading international companies like IKEA to expand their operations in the country. By late 2006, B&Q faced stiff competition from foreign as well as local companies like OrientHome.

The case examines the entry and expansion strategies of B&Q in China and how the company is positioned to face increasing competition in the Chinese home improvement industry.

**Issues**

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

Examine B&Q's localization strategies in China.

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

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

Analyze the competitive position of B&Q in China.

**Reference Numbers**

ICMR ........................................ BSTR246
ECCH ........................................ 307-103-1
Organization(s) ......................... Carrefour
Countries ...................... China / France
Industry ................................. Retail
Pub/Rev Date ..................... 2007
Case Length ...................... 30 Pages
TN Length ......................... 14 Pages

**B&Q’s Strategies in China**

**Abstract**

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

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

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

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

**Issues**

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

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

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

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

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

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

**Reference Numbers**

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

**Embraer: The Brazilian Aircraft Manufacturer’s Turnaround and Growth**

**Abstract**

Brazil-based Embraer was the fourth largest aircraft manufacturer in the world behind Airbus, Boeing, and Bombardier Aerospace. Embraer was set up as a government company in 1969, and privatized in 1994. This case examines Embraer’s turnaround and growth after its privatization. It discusses the steps taken by Mauricio Botelho (who became the CEO after the privatization) to return the company to profitability, as well as his handling of various strategic and human resource issues during and after the turnaround. The case then explores Embraer’s entry into the regional jet market, where it had to compete against Canadian aircraft major Bombardier.

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

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

Abstract

The case focuses on the UK based Tesco's globalization strategies and its successful foray into the South Korean market. One of the largest retailers in the world, Tesco's initial experiences with globalization was not successful. However, subsequently Tesco started localizing its stores and products according to the international markets. It entered South Korea in the year 1999 by forming a joint venture with a well established local retailer - Samsung. The joint venture helped Tesco acquire in-depth knowledge of the market and also helped it acquire the best store locations. Tesco began operating in the country under the well established 'Home Plus' banner. Tesco localized its stores according to the preferences of the Korean consumers and brought in some of its global best practices into the country.

Issues

Examine and understand the issues involved in the turnaround of a company
Understand the differences in the business environments of developing and developed countries
Analyze the competitive advantages and disadvantages of an aircraft manufacturer based in a developing country
Understand the strategies adopted by a company based in a developing country to compete in a highly volatile global market
Examine the impact of a successful company on the economic development in its home country
Understand the role of strategic alliances and international partnerships in a highly competitive and technology-intensive industry
Study the implications of international competition on the political and economic relations between countries
Analyze the characteristics, structure and future prospects of the global aircraft manufacturing industry, with a special focus on regional passenger aircraft

Reference Numbers
ICMR......... BSTR242
ECCH .............307-098-1
Organizations .........Tesco
Countries ..........South Korea / United Kingdom / Worldwide
Industry ...........Retail
Pub/Rev Date .............2006
Case Length ..............20 Pages
TN Length ...............5 Pages

Carrefour's Exit from South Korea

Abstract

The case describes Carrefour's entry and expansion strategies into the South Korean market and the reasons that led to its exit from the country. The company failed to localize its stores and the products sold according to the needs and preferences of Korean consumers.

Issues

Understand why Carrefour failed to sustain its operations in South Korea
Study and analyze the entry and expansion strategies of Carrefour in South Korea

Reference Numbers
ICMR......... BSTR241
ECCH .............307-094-1
Organizations .........Carrefour
Countries ..........South Korea / France
Industry ...........Retail
Pub/Rev Date .............2006
Case Length ..............19 Pages
TN Length ...............5 Pages

WorldSpace Satellite Radio: Fading Signals?

Abstract

WorldSpace Corporation, the pioneer in the satellite radio service industry, was formed in 1990 by Noah Samara. The company's mission was to use satellite radio to disseminate information to normally unreachable areas in third world countries. WorldSpace was launched in Africa in 1998 and in Asia in 2000. WorldSpace provided around 60 channels, which included music, news, sports and general information channels, in many languages. Initially the company did not have a clearly articulated business model, as the satellite radio industry was still in its infancy. The company's revenues were dependent only on the sales of its satellite radio receivers. However, in 2004, WorldSpace introduced a global subscription model, whereby it began sell its receivers for a relatively low price, and converted most of its channels into subscription channels. By 2006, India, with more than 75% of the company's subscribers, had become the company's primary market.
Business Strategy

This case discusses the strategies and business models adopted by WorldSpace over the years. It talks about WorldSpace's developmental programs and commercial initiatives in all its markets. The case also discusses WorldSpace's operations in India and how the company adopted a region-centric approach to succeed in this market. The case ends with a discussion on how WorldSpace could improve its revenues in future.

Issues

Analyze the nature, potential and use of satellite radio, and its advantages over terrestrial radio

Study the operational model of a company that was considered the pioneer in its industry

Examine the localization attempts of a global satellite service provider

Analyze the issues involved in localizing a service

Examine the efficacy of experiential marketing as a promotion strategy, especially in the case of new products and services using new technologies

Examine the weaknesses in the business model of the satellite service provider and to examine the potential sources of revenue

Abstract

The case discusses some of the unique governance and control practices of Sweden based Bonnier Group. The Group was founded over two centuries ago and has been recognized globally as a well-managed family-owned business. Dynamic leaders in each generation, strong culture and values helped the family stay together while maintaining their control over the Group's businesses.

As the Bonnier family moved into the sixth generation, the Group had adopted a more professional and transparent approach to governance. The case examines the growth of Bonnier Group over the decades and highlights the best practices in managing a family-owned business.

Issues

Study the best practices in managing a family-owned business

Evaluate the importance of culture, values and leadership in managing a family owned business successfully

Examine the importance of good governance and control in bringing transparency to the operations of family owned business

Reference Numbers

ICMR .................... BSTR238
ECCH ..................... 307-099-1
Organization(s) . WorldSpace Corporation
Countries ............. India / United States of America / Africa
Industry .............. Media, Entertainment, and Gaming
Pub/Rev Date ............... 2006
Case Length ............... 22 Pages
TN Length ................. 8 Pages

Bonnier Group - Sweden's Leading Family Owned Business

Abstract

The case discusses some of the unique governance and control practices of Sweden based Bonnier Group. The Group was founded over two centuries ago and has been recognized globally as a well-managed family-owned business. Dynamic leaders in each generation, strong culture and values helped the family stay together while maintaining their control over the Group’s businesses.

As the Bonnier family moved into the sixth generation, the Group had adopted a more professional and transparent approach to governance. The case examines the growth of Bonnier Group over the decades and highlights the best practices in managing a family-owned business.

Reference Numbers

ICMR .................... BSTR238
ECCH ..................... 306-573-1
Organization(s) ......... Bonnier AB
Countries ................ Sweden
Industry ................. Media, Entertainment, and Gaming
Pub/Rev Date ............... 2006
Case Length ............... 22 Pages
TN Length ................. 8 Pages

Saregama India Ltd.: Striking a Digital Chord

Abstract

Saregama India Ltd. part of the RPG group, is a major player in the Indian music industry. The case describes the turnaround efforts undertaken by the company in the recent past.

It discusses the company’s efforts to digitize its catalog in an effort to make inroads into the digital music market and gives an outline of the Indian music market and declining trend in physical music sales.

The case ends with a brief discussion on the future prospects of the company.

Issues

Gain insights into the Indian music industry

Understand the effect of technology changes on the business of the company

Analyse the turnaround strategy of Saregama India Ltd. and understand the efforts made by a company to align its business to the changed realities of the market

Reference Numbers

ICMR .................... BSTR238
ECCH ..................... 306-576-1
Organization(s) ......... Saregama India Ltd.
Countries ....................... India
Industry ............. Media, Entertainment, and Gaming
Pub/Rev Date ............... 2006
Case Length ............... 21 Pages
TN Length ................. 15 Pages

MTV Networks International: Localizing Globally

Abstract

MTV International (MTVI) was the first major international television network to broadcast its channels in regional languages around the world. MTVI was first launched in Europe in 1987, and later expanded to many countries. In the 1990s the network realized the importance of a ‘region-centric’ approach, and launched localized versions of its channels in regional languages.

As of mid-2006, MTVI reached an audience of over one billion, and operated around 130 channels in more than 25 languages. In addition to the television channels, the network operated broadband services and about 130 websites. MTVI adopted the policy of "Think Globally, Act Locally".

The network not only launched localized versions of its channels, but also acquired several local channels in the countries in which it operated.

This case discusses the localization strategies adopted by MTVI to expand globally. It also talks about the shift in MTV's target audience's preferences from television to online media. It concludes with a discussion on whether MTV can reinvent itself to maintain its relevance to the youth audience, and how the company can meet the challenges posed by emerging media.

Issues

Understand the role and importance of localization to global companies

Analyze the localization strategies adopted by a major media company, in its global expansion

Study the impact of language and culture on a media company's global expansion

Analyze the impact of emerging media like the Internet on traditional media
Coach Inc.: From Staid to Stylish

Abstract
Coach Inc. was a major leather goods company, and one of the few international luxury brands that originated in the US. Since it was set up in 1941, the company had built a reputation for high quality leather bags and accessories. However, despite being highly valued for the quality of its products, over the years the company had lagged behind its competitors on the style dimension. This case discusses the measures taken by Coach to transform itself into a high-end fashion label.

In the late 1990s, Coach underwent a major transformation under the management of its CEO Lew Frankfort and designer Reed Krakoff. Under their direction, Coach adopted a unique positioning as an ‘accessible luxury brand’. In other words, though the company offered high-end products, their prices were lower than the prices of most other luxury brands in the US. This extended Coach’s appeal to a wide range of consumers.

This case talks about Coach’s product strategy and how the various collections launched in the late 1990s and early 2000s managed to raise the brand to the level of high-end fashion labels like Gucci and LVMH. It discusses Coach’s positioning in the market and the company’s image building initiatives since the late 1990s.

The case also talks about the expansion strategy undertaken by Frankfort, which helped the Coach brand gain visibility in the US and around the world. The case ends with a discussion on whether Coach’s unrestricted expansion and its unique pricing strategy might dilute the Coach brand in future.

Jetstar Asia: A Low Cost Airline in Trouble

Abstract
Jetstar Asia Pte Ltd. was a low cost carrier (LCC) operating in the Southeast Asian region. This case discusses the operations of Jetstar Asia, and the various problems the airline faced since its inception in December 2004. Although Jetstar Asia was positioned as a LCC, it did not operate on a completely no-frills model, and consequently, its fares were higher than those of other LCCs operating in the region, notably Tiger Airways. In addition to this, the regulatory environment in the Southeast Asian region also hampered the airline’s growth. As a result, Jetstar Asia was unable to get a foothold in the Southeast Asian air travel market, and posted losses from its inception.

The case then talks about the measures taken by Jetstar Asia to improve its position, such as the merger with Valuair (another LCC in Singapore). It also draws a comparison between the business models of Jetstar Asia and the only other Singapore-based LCC, Tiger Airways. The case concludes with discussion of the measures undertaken by Qantas, a leading Australian airline and the majority shareholder in Jetstar Asia, in order to improve the condition of the airline.

NBC in Trouble

Abstract
The case describes the problems faced by NBC, one of the leading television networks in the US which dominated the television ratings in the mid-1990s. In early 2000s, due to completion of NBC’s hit shows like Friends and ER, the network was in deep trouble.

While NBC was continuously losing its viewers, rivals such as CBS, Fox and ABC had launched blockbuster shows which pushed NBC to the fourth position among the leading US television broadcasters. The case describes the reasons for the decline in the popularity of NBC and the steps taken by NBC’s management to revive the network’s fortunes.

Issues
Examine the reasons that led to the decline in popularity of NBC television network
Critically analyze the effectiveness of the efforts made by NBC’s management to revive the network
Study and analyze the nature of competition among the television networks in the US
Study the trends in the US television broadcasting industry in the recent years
Analyze the impact of cable television and the Internet on the US television industry

Reference Numbers
ICMR .............................................. BSTR236
ECCH ........................................... 307-093-1
Organization(s) ................. MTV Networks
Countries .......... United States of America / Worldwide
Industry ........ Media, Entertainment, and Gaming
Pub/Rev Date ..................................... 2006
Case Length ............................... 14 Pages
TN Length ............................... 6 Pages

Reference Numbers
ICMR .............................................. BSTR235
ECCH ........................................... 306-574-1
Organization(s) ................. Coach Inc
Countries .......... United States of America
Industry ........ Textile, Apparel, and Accessories
Pub/Rev Date ..................................... 2006
Case Length ............................... 23 Pages
TN Length ............................... 8 Pages

Reference Numbers
ICMR .............................................. BSTR234
ECCH ........................................... 306-556-1
Organization(s) ................. Jetstar Asia Airways Pte Ltd.
Countries .......... Singapore
Industry ........ Aviation
Pub/Rev Date ..................................... 2006
Case Length ............................... 14 Pages
TN Length ............................... 7 Pages

Reference Numbers
ICMR .............................................. BSTR233
ECCH ........................................... 306-554-1
Organization(s) ................. NBC
Countries .......... United States of America
Industry ........ Media, Entertainment, and Gaming
Pub/Rev Date ..................................... 2006
Case Length ............................... 23 Pages
TN Length ............................... 5 Pages

Reference Numbers
ICMR .............................................. BSTR232
ECCH ........................................... 306-555-1
Organization(s) ................. Media, Entertainment, and Gaming
Countries .......... United States of America
Industry ........ Media, Entertainment, and Gaming
Pub/Rev Date ..................................... 2006
Case Length ............................... 23 Pages
TN Length ............................... 5 Pages

www.icmrindia.org
Reviving CBS - The Leslie Moonves Way

Abstract
The case describes how Leslie Moonves, the President and CEO of US-based CBS Television, revived the CBS television network. Earlier, the television network aired shows that appealed only to old people and those in rural areas, and with such limited audiences, it was often ranked at the bottom in television rankings. The case examines in length the reasons for the fall of CBS from one of the leading television networks in the 1960s. It discusses the various steps taken by Moonves to attract younger audience, increase the network’s viewership and regain the #1 position in television rankings. The case also describes the competition that CBS faces from other channels such as NBC, ABC and FOX, cable and satellite channels, and the Internet.

Issues
Examine the efforts made by a leader to revive a television network in trouble
Study and analyze the nature of competition among the television networks in the US
Critically analyze the trends in the US television broadcasting industry in the recent years
Study the impact of cable television and the Internet on the US television industry

Abstract
The case examines the measures taken by the UK-based British Broadcasting Corporation (BBC) under the leadership of Director General Mark Thompson, after its editorial and complaint investigation processes were found defective in the Hutton Report. The case discusses the need for restructuring the BBC by Thompson and the organizational changes that were made by his predecessors. It explains the steps taken by Thompson to simplify the organizational structure and prepare the BBC for the digital transformation (shifting from analog to digital transmissions) by 2012. The case puts forth the issues raised by the UK government during the Charter Review and the BBC’s response to overcome them. It also discusses Thompson’s Creative Future strategy aimed to attract young audience, improve BBC’s programming content and prepare the BBC for the digital future. The case also presents the views of analysts on Thompson’s efforts and funding of the BBC through license fee.

Issues
Understand how a public broadcaster has failed to transform itself in the light of rapidly changing business environment in the media industry
Understand the importance of having a simpler organizational structure
Examine the role of IT and the Internet in the media industry
Understand how lack of innovation, differentiation and customization affect a broadcaster
Appreciate the need for visionary leadership in a highly competitive and dynamic industry

Blu-Ray and HD DVD: Betamax - VHS 'Format Wars' Redux?

Abstract
Sony, a leading multinational electronics company, had always been at the forefront of technological innovation. However, in spite of its prowess in research and development, some of the company’s technologies failed to become industry standards in the face of competition from technologies developed by rival firms. The case starts with an analysis of the reasons behind Sony’s failure to establish its Betamax format as the industry standard against the VHS technology developed by JVC. It then describes Sony’s contribution to the evolution of DVD technology, leading up to the development of Blu-ray. The case compares the actions taken by Sony in the 1980s to promote its Betamax technology, with its current efforts to get Blu-ray accepted as the standard.

Issues
Compare and contrast the strategies adopted by a company at two different points in time, to popularize its technology and products
Understand the influence of market forces in the adoption of new technologies
Analyze the factors that delay or quicken the rate of diffusion of innovation

The Break-up of the RPG-DFI Joint Venture

Abstract
The case discusses how an Indian conglomerate, RPG Enterprises (RPG) and a Hong Kong-based retailing giant, Dairy Farm International (DFI) formed a joint venture, FoodWorld Supermarkets Ltd, to operate a supermarket chain in India under the name FoodWorld. It describes the measures RPG and DFI took to make FoodWorld one of the leading supermarket chains in India. The case then talks about how the relationship between the joint venture partners became strained and then came to an end due to disagreements over issues like the use of trademarks, control over joint venture, etc.

The case also talks about the steps taken by RPG and DFI after the split to continue their operations in the retail market. The case also throws light on the competitive scenario in the Indian organized retailing market and its impact on RPG.

Issues
Understand the role of joint ventures in retailing
Analyze the pros and cons of joint ventures; especially those involving foreign partners
Study the impact of liberalization on the organized retailing industry in India
Sony’s Format Wars

Abstract

Sony Corp. is a major player in the global electronics industry. The case attempts to compare and contrast Sony’s reaction to rival formats in the 1980s and mid-2000s. The case describes the strategies that the company adopted when it faced a rival video format in the late 1970s. It also analyzes the strategies that the company adopted when it faced a similar situation in the mid-2000s. The case throws light on the prospects of the company succeeding in its efforts to establish its format as the standard.

Issues

Understand the format wars among major players in the global consumer electronics industry
Compare and contrast the strategies that a company adopted in similar situations but at two different points in time
Understand the issues concerning new technology and their adoption.

eBay’s Acquisition of Skype: Will the ‘Gamble’ Work?

Abstract

This case is about eBay Inc.’s (eBay) acquisition of Skype Technologies SA (Skype), a growing Internet communications company, for US$2.6 billion in September 2005. The case discusses the rationale behind this acquisition and the debate regarding the pricing of the deal. The case also covers the growth strategies adopted by eBay since its inception. Finally, the case highlights the growth of the voice over internet protocol (VoIP) market and some initiatives taken by leading online companies like Google Inc., Yahoo Inc., Microsoft Corporation to capitalize on this opportunity. The impact of VoIP on the future of the telecom industry is also briefly discussed.

Issues

Understand the key issues and growth challenges faced by an online company in the highly competitive Internet economy
Appreciate and understand the issues related to the impact of technology on the business environment, growth through acquisitions, leveraging synergies, and pricing of acquisition deals.

Governance and Control at AXA

Abstract

The case discusses the dual governance structure at AXA, a France based insurance and wealth management company. In a span of three decades, the company went in for several acquisitions globally, bringing several companies into its fold. To achieve its aim of becoming a truly global company, AXA consolidated its operations across the world and went for a judicious mix of centralization and decentralization of its key activities. The company centralized the operations to the extent necessary while its subsidiaries in different countries had full freedom to operate according to local conditions. The case also discusses in length about the roles played by the management and supervisory board to maintain a firm control over the global operations of the company.

Issues

Appreciate the importance of strong governance practices in a global company
Understand the advantages and disadvantages of a dual governance structure in a global company
Examine how AXA maintained the balance between centralization and decentralization of its core activities.

Expanding a Retailer: Future Group

Abstract

The ‘Future Group’ Strategy
Restructuring Pantaloon: The ‘Future Group’ Strategy

Issues

Understand the issues concerning organizational restructuring.

Reference Numbers

ICMR .............................. BSTR 227
ECCH .............................. 307-097-1
Organization(s) .............. Pantaloon Retail (India) Limited
Countries ...................... India
Industry ......................... Retailing
Pub/Rev Date .................... 2006
Case Length .................... 16 Pages
TN Length ....................... N/A

Ebay’s Acquisition of Skype: Will the ‘Gamble’ Work?

Absent

Reference Numbers

ICMR .............................. BSTR 225
ECCH .............................. 306-575-1
Organization(s) .............. Volta Ltd.
Countries ...................... India
Industry ......................... Appliances
Pub/Rev Date .................... 2006
Case Length .................... 22 Pages
TN Length ....................... N/A

Governance and Control at AXA

Absent

Reference Numbers

ICMR .............................. BSTR 226
ECCH .............................. 306-575-1
Organization(s) .............. eBay Inc.
Countries ...................... USA, Europe
Industry ......................... Internet & e-Commerce
Pub/Rev Date .................... 2006
Case Length .................... 20 Pages
TN Length ....................... N/A

Voltas Ltd.: From the Turnaround to the ‘Big Bang’

Abstract

Voltas Ltd., a company under the Tata Group, was one of the leading air-conditioning and engineering companies of India. The case traces the company’s restructuring efforts after it suffered losses owing to diversifications and ill-advised investments. It describes the efforts the company made to organize its businesses around its prime strengths of air-conditioning and engineering. The case also describes the marketing efforts of the company aimed at becoming the leader in the Indian retail air-conditioning market. The case concludes with an account of the growth prospects of the company in its various businesses.

Issues

Gain insights into the turnaround efforts of the company
Know more about the marketing efforts made by the company to gain leadership in a highly competitive market.

Reference Numbers

ICMR .............................. BSTR 226
ECCH .............................. 306-575-1
Organization(s) .............. Volta Ltd.
Countries ...................... India
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Issues

Gain insights into the turnaround efforts of the company
Know more about the marketing efforts made by the company to gain leadership in a highly competitive market.

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Organization(s) .............. Pantaloon Retail (India) Limited
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Pub/Rev Date .................... 2006
Case Length .................... 16 Pages
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Issues

Understand the issues concerning organizational restructuring.
Abstract

In 2004, BPLL, a company which was once a major player in the Indian consumer durables industry, and SECL, a Japanese consumer electronics company, came together to form a joint venture in India. The case traces the ups and downs in the fortunes of the alliance partners before the merger, and looks at the reasons behind BPLL’s gradual decline in the Indian consumer durables market. It also analyzes the challenges faced by the joint venture in view of the highly competitive nature of the industry in which it was to operate. The case ends with a brief discussion on the future prospects of the joint venture company.

Issues

Analyze the structure of the Indian consumer electronics industry in the 2000s, and the nature of changes in the industry
Understand the reasons behind the decline of a market leader
Understand the challenges faced by the joint venture between BPLL and SECL
Analyze the future prospects of the joint venture in view of the partners’ checkered histories, and the competitive nature of the market.

Reference Numbers
ICMR ......................... BSTR 224
ECCH ................................. AXA
Countries .......................... India
Industry .................. Consumer Electronics
Pub/Rev Date .................. 2006
Case Length ................. 17 Pages
TN Length ........................ N/A

BPL Ltd & Sanyo Electric Co. Ltd: An Enduring Alliance

Abstract

In 2004, BPLL, a company which was once a major player in the Indian consumer durables industry, and SECL, a Japanese consumer electronics company, came together to form a joint venture in India. The case traces the ups and downs in the fortunes of the alliance partners before the merger, and looks at the reasons behind BPLL’s gradual decline in the Indian consumer durables market. It also analyzes the challenges faced by the joint venture in view of the highly competitive nature of the industry in which it was to operate. The case ends with a brief discussion on the future prospects of the joint venture company.

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Understand the reasons behind the decline of a market leader
Understand the challenges faced by the joint venture between BPLL and SECL
Analyze the future prospects of the joint venture in view of the partners’ checkered histories, and the competitive nature of the market.

Reference Numbers
ICMR ......................... BSTR 224
ECCH ................................. AXA
Countries .......................... India
Industry .................. Consumer Electronics
Pub/Rev Date .................. 2006
Case Length ................. 17 Pages
TN Length ........................ N/A

Infosys In China

Abstract

The case examines the ‘China Strategy’ of Danfoss, the Danish heating, ventilation and air conditioning equipment manufacturer. It describes the reasons why Danfoss entered the Chinese market and the initial hurdles faced by the company. Danfoss plans to make China its ‘second home’ after Europe. The company had been making losses in the country until 2001, after which the company broke even and started making profits. Danfoss had set a sales target of US$ 480 million in China by 2008. The case explains the strategies followed by the company to turn its operations profitable and debates whether the company will be able to achieve its 2008 revenue target or not.

Issues

Examine the advantages and disadvantages of doing business in China
Study the strategies adopted by Danfoss in the Chinese market
Analyze the future of Danfoss’ operations in China
Study the air-conditioning and refrigeration equipment industry in China.

Reference Numbers
ICMR ......................... BSTR 221
ECCH ................................. Infosys
Countries .................. China, India
Industry .................. Software
Pub/Rev Date .................. 2006
Case Length ................. 16 Pages
TN Length ........................ N/A

Jet Airways’ Attempted Acquisition of Air Sahara

Abstract

The case discusses the attempted acquisition of the third largest airline company in India, Air Sahara by its rival airline company, Jet Airways. It describes why Jet Airways, a leader in the Indian airline company agreed to pay $500 million to acquire Air Sahara. The
case further talks about the advantages and disadvantages that Jet airways expected to have from the acquisition. It also throws light on the changes brought in by the new low cost carriers in the Indian aviation scene. The case also discusses the future prospects of Jet Airways in the highly competitive airline industry both within and outside India.

Issues
Understand the role of mergers and acquisitions in the growth strategy of airline companies
Analyze the benefits and drawbacks of acquisitions for an airline company
Study the impact of liberalization on the Indian airline industry
Understand the implications of competition from low cost carriers to full service airline companies.

Reference Numbers
ICMR ............................................. BSTR 219
ECCH ......................................... 306-333-1
Organization(s) .......... Indiagames Ltd.
Countries ............................................. India
Industry ............................................. Game Development
Pub/Rev Date ..................................... 2006
Case Length ................................. 20 Pages
TN Length ............................................. N/A

Indiagames Ltd:
Mobile Games and Beyond

Abstract
The case study deals with Indiagames Ltd., one of the top five mobile game development companies in the world, from a multimedia training center to a global leader in game development. It describes how the company marketed its products, and also discusses the strategic partnerships and alliances that the company entered into, in order to sustain its competitive edge. The case also discusses the challenges that the company faces in game development and marketing, and ends with a brief discussion on the company's future prospects.

Issues
Learn more about the Indian animation sector
Understand the efforts made by a company to grow by moving up the value chain in the animation industry
Understand the challenges peculiar to an organization that operates in a market that requires high levels of individual creativity and productivity
Analyze the future prospects of the company and the animation industry in India, in view of the challenges such as the shortage of manpower.

Reference Numbers
ICMR ............................................. BSTR 218
ECCH ......................................... 306-333-1
Organization(s) .......... Indiagames Ltd.
Countries ............................................. India
Industry ............................................. Game Development
Pub/Rev Date ..................................... 2006
Case Length ................................. 20 Pages
TN Length ............................................. N/A

Toonz Animation India Pvt. Ltd.

Abstract
The case study deals with Toonz Animation India Pvt. Ltd., one of the leading animation studios in India. It traces the beginnings of the studio when it largely executed outsourced work for overseas animation studios, and then elaborates on the company's efforts to create original content and also engage in distribution of its own content. The case also throws light on the challenges faced by the company. It ends with a brief discussion on the future prospects of the company.

Issues
Learn more about the Indian animation sector
Understand the efforts made by a company to grow by moving up the value chain in the animation industry
Understand the challenges peculiar to an organization that operates in a market that requires high levels of individual creativity and productivity
Analyze the future prospects of the company and the animation industry in India, in view of the challenges such as the shortage of manpower.

Reference Numbers
ICMR ............................................. BSTR 218
ECCH ......................................... 306-333-1
Organization(s) .......... Toonz Animation India Pvt. Ltd.
Countries ............................................. India
Industry ............................................. Animation
Pub/Rev Date ..................................... 2006
Case Length ................................. 20 Pages
TN Length ............................................. N/A

Lupin Limited: India’s Leading Pharma Company

Abstract
The case presents the strategies adopted by Lupin Limited to emerge as one of the leading pharmaceutical companies in India. For the fiscal 2004-05, Lupin reported revenues of Rs. 12.12 billion, placing it among the top six companies in the Indian pharma industry. The company aims at achieving the revenues of US$ 1 billion by 2009. To achieve this target, Lupin has made heavy investments in R&D, manufacturing processes and is focusing on exports. Notwithstanding Lupin's success till date and its plans for future growth, the company faces significant threat in the form of product patents, high debts and rising competition from both local and foreign pharma companies. The case highlights the challenges facing Lupin and its plans to overcome these challenges.

Issues
Recent trends in the Indian Pharmaceutical Industry
Lupin’s journey from a drug manufacturer to a national level pharma company
Growth Strategies of Lupin Limited; Importance of patents (product and process) in the pharma industry
Product patent regime in India.

Reference Numbers
ICMR ............................................. BSTR 216
ECCH ......................................... 306-333-1
Organization(s) .......... Lupin Limited
Countries ............................................. India
Industry ............................................. Pharma
Pub/Rev Date ..................................... 2006
Case Length ................................. 19 Pages
TN Length ............................................. N/A

Sony Ericsson’s Mobile Music Strategy

Abstract
The case discusses the ‘mobile music strategy’ adopted by Sony Ericsson Mobile Communications AB (Sony Ericsson). The company leveraged the strengths of its parent companies, Sony Corporation and Ericsson to introduce the Walkman phone. The case discusses in detail the impact of the Walkman phone on the company’s performance. The case also highlights the competition among mobile phone manufacturers with regard to music phones and the competition with portable music players.

Issues
Understand the impact of the mobile music strategy on the performance of Sony Ericsson
Understand the nature of competition in the mobile phone industry.

“Take time to deliberate; but when the time for action arrives, stop thinking and go in.”
—Andrew Jackson
Grasim Industries Ltd and VSF: Expanding a Commodity Market through Branding and CRM

Abstract
Grasim Industries Ltd. is a dominant player in the Indian Viscose Stable Fiber market and one of the leading players globally. The case begins with a profile of the Indian VSF market. It then outlines the impact of fluctuations in the prices of alternate fibers, mainly cotton and polyester, on the demand for Grasim’s VSF. The case describes in detail the unique business strategy, “Service beyond VSF”, adopted by Grasim with the intention of promoting the usage of its VSF and reducing the impact of price fluctuations in substitute fibers. The case outlines the value added services, and branding and product development initiatives, that the company has carried out to realize its objectives. The case ends with a discussion on the future prospects of Grasim.

Issues
Appreciate the various problems faced by manufacturers of commodity products, and more specifically, VSF manufacturers.

Reference Numbers
ICMR .................. BSTR 213
ECCH .................. N/A
Organization(s) ........ N/A
Countries ............ India
Industry .............. Textile
Pub/Rev Date ........... 2006
Case Length ........... 6 Pages
TN Length ............ N/A

Vodafone in Trouble

Abstract
The case explains the problems faced by Vodafone Group plc (Vodafone), a leading global mobile company in early 2006. It also discusses the position of Arun Sarin (Sarin), CEO Vodafone, after the announcement of ‘impairment review’ of the company’s forecast in February 2006. The case narrates how Chris Gent (Gent), the former CEO of Vodafone, turned the company from a leading wireless operator in the UK to a mobile giant having a ‘global footprint’ through his expansion strategy. It further explains the problems faced by Vodafone during the early 2000s in its key markets such as Europe, Japan and the US. Finally, the case throws light on the new strategic direction that Sarin might adopt to improve the conditions of Vodafone.

Issues
Understand the problems faced by Vodafone.
Understand the strategies adopted by Vodafone to become a global company.

Reference Numbers
ICMR .................. BSTR 212
ECCH .................. 306-223-1
Organization(s) ......... Apple Computer Inc
Countries ............ US
Industry .............. Mobile/ Media
Pub/Rev Date ........... 2006
Case Length ........... 14 Pages
TN Length ............ N/A

PSA Peugeot Citroën: Strategic Alliances for Competitive Advantage?

Abstract
PSA Peugeot Citroën is the fourth largest automobile manufacturer in the world. The case discusses the strategic alliances and joint ventures that the company has entered into. The case throws light on some of the issues concerning these alliances and the benefits that the company has gained from the alliances. It also discusses the challenges that the company faces and its future prospects.

Issues
Analyze the concept of strategic alliances.
Understand the possible advantages of strategic alliances.

Reference Numbers
ICMR .................. BSTR 211
ECCH .................. N/A
Organization(s) ........ PSA Peugeot
Countries ............. France, Western Europe
### News Corporation's Digital Dilemma

**Abstract**

The case discusses the hurdles faced by News Corporation in the light of rapid digitization, especially in protecting its traditional media business including newspapers and television. The case presents various online media initiatives taken up by Rupert Murdoch, founder of News Corporation. It gives details of the investments made by News Corporation during the dotcom boom in the 1990s and their fate after the dotcom bust. The case also discusses various acquisitions made by News Corp. as a part of its aggressive Internet strategy.

**Issues**

- Understand the impact of Internet on traditional media companies
- Study and analyze the problems that a traditional media company could face in its digital transformation
- Understand how economic downturn can affect a company's investment strategies.

**Reference Numbers**

- ICMR: BSTR 210
- ECCH: Media

### Reviving Manpower Inc.: The Joerres Way

**Abstract**

The case discusses the revival in financial performance of the US based Manpower Inc., a global staffing firm, from a company reporting declining profits and poor business performance in key global markets to a company registering improved financial performance across the world and establishing a dominant position in the staffing services in the IT sector. It discusses the strategies adopted by Manpower’s CEO - Jeffrey Joerres to revive the performance of the company. The case examines the challenges faced by Manpower Inc. in saturated markets such as the US and emerging markets such as China and India.

**Issues**

- Understand the role of the leader in reviving the performance of an organization
- Study the changing dynamics of global staffing industry
- Critically examine the growth strategies adopted by Manpower Inc.

**Reference Numbers**

- ICMR: BSTR 208
- ECCH: 506-049-1

### The Morgan Stanley – Dean Witter Merger

**Abstract**

Morgan Stanley was embroiled in governance and legal problems, which affected its business performance and financial position. A group of eight former executives of Morgan Stanley campaigned against Purcell leading to its ouster in June 2005. This case illustrates the role of top management and good governance in the success/failure of a merger.

**Issues**

- Examine the synergies of merger between Morgan Stanley and Dean Witter
- Understand the reasons for the success of Morgan Stanley Dean Witter merger during its initial years
- Study the role of top management in the success of a merger.

**Reference Numbers**

- ICMR: BSTR 209
- ECCH: Morgan Stanley & Company; Dean Witter

### Li Ning: Brand Growth and Excellence in China

**Abstract**

This case is about Li Ning Company Limited (LNCL), a leading manufacturer and marketer of sports goods in China. LNCL sells its products under the brand name ‘Li Ning’. The case highlights the various business strategies adopted by LNCL to sustain itself in the rapidly growing and highly competitive Chinese sports goods market. Founded by Li Ning, a renowned Chinese gymnast, LNCL quickly became one of China’s leading sports goods brands. The case also discusses LNCL’s branding strategy, distribution and promotional strategies, and the future challenges it faces to retain its market share in the Chinese sports goods market against multinational rivals like Nike and Adidas.

**Issues**

- Understand the dynamics of the Chinese sports goods market
- Understand the strategies adopted by a local Chinese sports goods manufacturer as it competes with multinational giants and domestic manufacturers.

**Reference Numbers**

- ICMR: BSTR 207
- ECCH: China

### Reviving Hindustan Lever Limited

**Abstract**

The case discusses the problems faced by Hindustan Lever Limited (HLL), the largest FMCG company in India, in the early 2000s. Between 2001 and 2004, HLL’s market share declined and its revenues plunged by Rs 7.27 billion, while profits fell by Rs 3.5 billion. In response, HLL’s management began a restructuring exercise that aimed at boosting growth both in terms of volumes and revenues and finally translating into better profits for the company. The case discusses the restructuring exercise in detail and examines its effectiveness in reviving the company’s financial performance. It also highlights the challenges that HLL may face in the near future.

**Issues**

- Understand the role of the leader in reviving the performance of an organization
- Study the changing dynamics of global staffing industry
- Critically examine the growth strategies adopted by Manpower Inc.

**Reference Numbers**

- ICMR: BSTR 208
- ECCH: 506-049-1

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**Industry**

- Automobile

**Pub/Rev Date**

- 2006

**Case Length**

- 14 Pages

**TN Length**

- N/A

**Industry**

- Investment Banking and Financial Services

**Countries**

- US

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**Industry**

- Media

**Countries**

- Australia, US
Discuss the implications of the tussle between Anand Pattern and its application.

Study the Cooperative movement in India.

Study the organization structure of GCMMF.

Issues

Study and analyze the changing dynamics of FMCG industry in India.

Understand the reasons that led to the fall in HLL’s market share, revenues and profitability.

Critically examine HLL’s restructuring exercise and analyze its effectiveness in reviving the financial performance of the company.

Reference Numbers

ICMR................................. BSTR 206

Organization(s) .................. HLL

Countries ............................ India

Industry .............................. FMCG

Pub/Rev Date ........................... 2006

Case Length .......................... 19 Pages

TN Length ............................ N/A

Ford: The ‘Way Forward’ Restructuring Program

Abstract

US based automobile manufacturer Ford Motors North American business was facing problems since the early 2000s due to external business environment factors like severe competition from the Japanese automobile manufacturers, rise in gasoline prices and decline in the sales of SUVs. Other factors like old vehicle models, rising pension and healthcare costs and changing customer preferences also had an adverse affect on the division. As a result, Ford has been losing market share in North America and in 2005, the division posted huge losses. To revive its business in North America, Ford introduced a restructuring plan called ‘The Way Forward.’ The case discusses in detail about the plan and explains how it aims to turnaround Ford’s North American business. Industry analysts’ views on the efficacy of the plan are also covered.

Issues

Critically examine the ‘Way Forward’ restructuring plan and determine its efficacy.

Study and analyze the problems that organizations face with rapid globalization.

Understand the effect of huge legacy costs on the organization.

Reference Numbers

ICMR................................. BSTR 204

Organization(s) .............. Ford

Countries ............................. US

Industry .............................. Automobile

Pub/Rev Date ........................... 2006

Case Length .......................... 14 Pages

TN Length ............................ N/A

Disney’s Acquisition of Pixar

Abstract

In January 2006, the US based media and entertainment company Walt Disney announced that it would acquire its animation partner Pixar for US$ 7.4 billion in stock. The deal was expected to be finalized by mid-2006. Disney and Pixar were already under an agreement to produce six animation movies. However, this partnership later faced problems and Pixar started looking out for other partners in early 2004. The case primarily examines the partnership agreement between Disney and Pixar and puts forth the incidents that led Pixar to look out for other partners. It describes how the new CEO Robert Iger, who succeeded Michael Eisner, went on to re-establish ties with Pixar and Steve Jobs, who held 50.6% equity stake in Pixar. The case highlights the advantages and pitfalls of the deal for Disney and Pixar.

Issues

Study and analyze the advantages and drawbacks of the partnership agreement between Disney and Pixar for producing and distributing animation films.

Examine the reasons why partnership agreements fail.

Understand the rationale behind Disney’s acquisition of Pixar.

Reference Numbers

ICMR................................. BSTR 203

Organization(s) .............. Walt Disney Company, Pixar

Countries ............................. US

Industry .............................. Media and Entertainment

Pub/Rev Date ........................... 2006

Case Length .......................... 12 Pages

TN Length ............................ N/A

HP-Compaq: A Failed Merger?

Abstract

The case gives an overview of the merger between two leading players in the global computer industry – Hewlett-Packard Company (HP) and Compaq Computer Corporation (Compaq). The case explores the reasons for HP’s failure to realize the synergies identified prior to the merger. It highlights that the leadership, legacy and cultural issues play an important role in mergers. The case describes in detail the rationale for HP-Compaq merger, problems faced in integrating the merged entities and whether the merger made business and economic sense. It also describes the product profile of the merged entity and how the new HP compares with its major competitors, IBM and Dell Computers. Finally, the case presents the challenges faced by the new CEO of HP, Mark Hurd, in mid-2005. The case is designed to help students critically analyze a merger deal and understand the various issues involved such as product synergies, cost savings and technological compatibility. The case also provides an insight into the possible hurdles that might crop up while implementing a mega-merger.

Issues

The basic objectives underlying the merger move between HP and Compaq.

The possible reasons for unsuccessful mergers and how mergers fail to create shareholders’ value.

Role of a leader in making merger successful;

The importance of cultural compatibility in making mergers successful.
Morgan Motor Company: The Car Maker’s Journey into the 21st Century

Abstract
Morgan was probably the only car company in the early 2000s that still made cars the way they were made in the early 1900s – by building them on a wooden frame and crafting them mainly by hand. The company had an annual production of just over 500 cars and a waiting list that sometimes extended over several years. This made Morgan an oddity in the modern auto industry that thrived on volumes. However, in the late 1990s, Morgan began making tentative moves towards modernization.

This case explores the traditional Morgan way of working and the reasons for Morgan’s success despite its divergence from standard business principles. It also studies Morgan’s moves towards modernity in the late 1990s, and the making of the Aero 8 which embodied the changes in production and design techniques that were brought about within the company. The case concludes with an analysis of whether Morgan’s moves towards modernity are likely to pay off, considering that the cars’ nostalgic appeal and aura has been their main draw.

Issues
The strategy and working of a rare company known to adhere to traditional production methods in the face of all the change around it
The role and importance of change in the business environment and how certain companies can survive and succeed without bowing to change
A traditional company’s moves towards adopting a modern production system.

Reference Numbers
ICMR: BSTR 202
ECCH: 306-079-1
Organization(s): HP, Compaq
Countries: US
Industry: Automobile
Pub/Rev Date: 2006
Case Length: 21 Pages
TN Length: 8 Pages

Grundig AG: Inside the Grundig Story

Abstract
Grundig AG was a major player in the German consumer electronics industry. In Germany, the Grundig brand enjoyed an iconic status. Even in other parts of Europe, the Grundig brand had a high brand recall. The company started with manufacturing and marketing radios and graduated to cover almost the entire range of consumer electronics including TVs, hi-fi and audio/video equipment. The case traces the origins of Grundig, its failed association with Philips and the financial mess it was in. The case throws light on the factors that propelled the company into bankruptcy. The case also profiles Alba and Beko, Grundig’s new owners. Grundig’s prospects under its new owners are discussed.

Issues
Events leading to the bankruptcy of Grundig
Factors that led to the bankruptcy of Grundig
Future prospects of Grundig under its new owners.

Reference Numbers
ICMR: BSTR 200
ECCH: 306-188-1
Organization(s): Grundig AG
Countries: Germany, UK
Industry: Consumer Electronics
Pub/Rev Date: 2006
Case Length: 16 Pages
TN Length: N/A

Vivendi Universal: The Turnaround of Vivendi Universal

Abstract
The case explains the turnaround achieved by the French media and telecommunications company, Vivendi Universal (VU). It explains how the company became nearly bankrupt, mainly on account of the many acquisitions made during the years 2000 and 2001 by its CEO Jean Marie Messier (Messier). The case attempts to explain how Jean-René Fourtou (Fourtou) who succeeded Messier as VU’s CEO reduced VU’s financial debt and brought the company back to investment grade. It explains the measures Fourtou took, such as the asset disposal programme, to achieve this objective. The case shows how Fourtou refocused the company as a ‘media and telecommunications company’ so as to take advantage of new opportunities in the digitized entertainment sector.

Issues
Importance of restructuring in the turnaround of companies
Impact of a failed strategy on the financial health of a global company
Strategies to turnaround a media conglomerate.

Reference Numbers
ICMR: BSTR 199
ECCH: 306-187-1
Organization(s): Vivendi Universal
Countries: France
Industry: Media and Telecommunications
Pub/Rev Date: 2006
Case Length: 16 Pages
TN Length: N/A

TCL - Thomson Electronics Corporation: A Failed Joint Venture?

Abstract
In late 2003, China based TCL Corporation (TCL) and France-based Thomson SA formed a joint venture under the name TCL-Thomson Electronics Corporation (TTE). TTE’s core product was television sets which were sold globally. It also produced computers which were sold only in China. The case discusses the rationale for the formation of this joint venture. It highlights the problems faced by TTE and details the reasons why it failed to achieve its objectives. The case examines the problems faced by cross border joint ventures and aims at seeking solutions for TTE’s problems.

Issues
Study and analyze the problems that organizations face in managing joint ventures
Examine the strategic impact of joint ventures
Organizations face in managing joint ventures
Study and analyze the problems that
achieve its objectives. The case examines
the problems faced by cross border joint
ventures and aims at seeking solutions for
TTE’s problems.

Reference Numbers
ICMR: BSTR 198
ECCH: 306-186-1
Organization(s): TCL-Thomson Electronics Corporation, TCL Multimedia Technology Holdings Limited and Thomson SA
Countries: China, France
Industry: Consumer Electronics
Pub/Rev Date: 2006
Case Length: 13 Pages
TN Length: N/A
**Reviving Motorola: The Zander Way**

**Abstract**
This case examines the strategies adopted by Edward Zander to turn around US based telecom giant – Motorola, which was making losses in the early 2000s. It discusses the business problems faced by Motorola since the late 1990s and details the measures taken by Zander to bring Motorola back into profits. Zander infused the company with a new culture and energy, did away with highly bureaucratic set up and brought out several new products, which were responsible for putting the company back on the growth track.

**Issues**
Understand and appreciate the role of a leader in reviving the fortunes of a loss making company
Evaluate the strategies adopted by Zander to turn Motorola around
Determine the reasons behind poor financial performance of market leaders like Motorola.

**Reference Numbers**
ICMR ................................. 306-191-1
Organization(s) .......... Motorola
Countries ......................... US
Industry ............................ Telecom
Pub/Rev Date ..................... 2006
Case Length ..................... 19 Pages
TN Length ....................... N/A

**P&G’s Success Story in China**

**Abstract**
The case discusses the entry and expansion strategies of US-based FMCG giant P&G in the Chinese market. It discusses in depth the localization strategies adopted by P&G to succeed in the Chinese market. The case highlights the challenges faced by multinationals in a country that is quite different in terms of culture, geography and trade channels. It ends describing the challenges faced by P&G in China and the strategies adopted by the company to fight these challenges.

**Issues**
Understand the entry and expansion strategies of P&G in China
Understand the importance of localization strategies for succeeding in a foreign market.

**Reference Numbers**
ICMR ................................. 306-184-1
Organization(s) .......... P&G
Countries ......................... China
Industry ............................ FMCG
Pub/Rev Date ..................... 2006
Case Length ..................... 16 Pages
TN Length ....................... N/A
Dell’s Problems in China

Abstract

The case discusses the problems that US based Dell Computers, a leading global manufacturer of personal computers (PCs) and other hardware systems, faced in China. Dell entered China in 1995 and was successful in capturing a considerable share of the Chinese PC market. Dell adopted its ‘direct model’ for selling its products in China, as it had proved to be successful in several other countries in the world. The company did well in the urban markets in China which, however, witnessed slow growth in 2004 and 2005. High growth in PC business was mainly witnessed in third and fourth tier cities where Dell was unable to successfully implement the direct model owing to low penetration of Internet and low usage of credit cards. By late 2005, Dell’s market share dwindled, owing to its inability to capture the semi-urban and rural markets in China.

Issues

Evaluate the importance of localizing global business models to suit specific countries
Examine the importance of growing PC markets in semi-urban and rural areas in China and develop suitable strategies to tap them.

Reference Numbers
ICMR________________________ BSTR 193
ECCH_______________________ 306-185-1
Organization(s) .......... Dell Computers
Countries ___________________________ China
Industry ________________ IT Hardware
Pub/Rev Date _________________ 2006
Case Length ________________ 18 Pages
TN Length ______________________ N/A

Sony Corporation: Losing Competitive Advantage

Abstract

The case discusses the problems faced by Japanese electronics and communications company – Sony Corporation in the early 2000s and two of the restructuring exercises that Sony was subjected to in 2003 and in 2005. With all its previous restructuring programs not yielding the desired results, Sony adopted a new restructuring plan under the leadership of its first non-Japanese CEO Howard Stringer. There were mixed reactions for the new restructuring plan from several quarters. The case outlines the strategies which Stringer plans to adopt to achieve an operating profit margin of 5% by Sony in 2008 and debates the efficacy of these strategies.

Issues

Examine the implications of frequent restructuring by Sony
Evaluate the strategies adopted by Sony to regain its lost market share
Study the emerging trends in the consumer electronics industry.

Reference Numbers
ICMR________________________ BSTR 192
ECCH_______________________ 306-082-1
Organization(s) ........... Sony Corporation
Countries ___________________________ Japan
Industry ________________ Consumer
Pub/Rev Date _________________ 2005
Case Length ________________ 20 Pages
TN Length ______________________ N/A

Kodak’s Digital Journey

Abstract

The growth of digital cameras had a significant impact on the photographic film business of US based Eastman Kodak. The case gives a detailed account of the efforts of Eastman Kodak to transform itself from traditional photographic film-making company to digital business. The case discusses the growth of digital cameras and how Kodak struggled to balance its traditional film and camera business and digital camera business. It discusses the restructuring strategy announced by Kodak in late 2003 to cope with the shrinking film business and ends with analysts views on the future of Kodak.

Issues

Kodak’s foray into digital business
Organization’s response towards changes in business environment.

Reference Numbers
ICMR________________________ BSTR 190
ECCH________________________ 306-255-1
Organization(s) ........ Kodak Corporation
Countries ___________________________ US
Industry ________________ Photographic Equipment
Pub/Rev Date _________________ 2005
Case Length ________________ 16 Pages
TN Length ______________________ N/A

Lupin Limited: India’s Leading Pharma Company

Abstract

The case presents the strategies adopted by Lupin Limited to emerge as one of the leading pharmaceutical companies in India. For the fiscal 2004-05, Lupin reported revenues of Rs. 12.12 billion, placing it among the top six companies in the Indian pharma industry. The company aims at achieving the revenues of US$ 1 billion by 2009. To achieve this target, Lupin has made heavy investments in R&D, manufacturing processes and is focusing on exports. Notwithstanding Lupin’s success till date and its plans for future growth, the company faces significant threat in the form of product patents, high debts and rising competition from both local and foreign pharma companies. The case highlights the challenges facing Lupin and its plans to overcome these challenges.

Issues

Growth strategies of Lupin Limited
Recent trends in Indian Pharmaceutical Industry
Product patent regime in India.

Reference Numbers
ICMR________________________ BSTR 191
ECCH________________________
Organization(s) ........ Lupin Laboratories
Countries ___________________________ India
Industry ________________ Pharma
Pub/Rev Date _________________ 2005
Case Length ________________ 14 Pages
TN Length ______________________ N/A

Delphi in Trouble

Abstract

Delphi Corporation, former subsidiary of General Motors Corporation (GM) and the largest auto components manufacturer in the US filed for bankruptcy on October 08, 2005. The case gives a detailed account of the factors such as huge pension liabilities, slowdown in the US automobile industry and so on which contributed to Delphi’s problems in the US market. The case talks about the reasons that made GM spin-off Delphi and puts forth the details of the spin-off. It also gives insights into Delphi’s agreements with its workers union, the accounting scandals at Delphi and finally ends with analysts’ views on the future of Delphi.

Issues

Problems of Delphi Corporation
Spin-off from GM
Labour unrest
Slowdown in the US automobile industry.
Ranbaxy's Globalization Strategies and its Foray into the US

Abstract
The case discusses the globalization efforts of Ranbaxy Laboratories (Ranbaxy), a leading pharma company in India. Ranbaxy started off distributing drugs in foreign countries and went on to play a major role in the global generics market. By 2004, the company had manufacturing plants in 10 locations, ground operations in 45 countries and its products were sold in 70 countries across the world. The case describes Ranbaxy's foray in the US markets where it made a slow entry and adopted the route of Para IV filings to challenge the supremacy of big pharma companies. In the first quarter of 2005, Ranbaxy's sales in the US decreased by US$ 25 million, which was attributed to severe price erosion in these markets due to increasing competition among the US generics. The case describes the challenges facing the company in the US and examines Ranbaxy's growth strategy for the US markets.

Issues
- Entry and expansion strategies of Ranbaxy in foreign markets
- Growth initiatives of Ranbaxy in the US
- Challenges faced by Ranbaxy in the US

Carrefour's Exit from Japan

Abstract
The case focuses on the experiences of retailing giant Carrefour in Japan. It elaborates on the success of the world's second largest retailer in the Asian countries and the strategies that it adopted to enter the Japanese market in 2001. The case discusses the problems that the company faced in Japan and its decision to finally exit the Japanese market.

Issues
- Implications of entering international markets without going in for partnerships, JVs, or acquisitions
- Regulations in international markets which have an impact on the entry of foreign retailers
- Different modes of entry into international markets

Wal-Mart Struggles in Japan

Abstract
The case focuses on how retailing giant Wal-Mart struggled in the Japanese market. It elaborates on the reasons for Wal-Mart's decision to go global in the early 1990s. The case discusses in detail Wal-Mart's entry strategy and describes its efforts to bring in its best practices in retailing like Every Day Low Prices (EDLP) and Rollback to the Japanese market through its joint venture with Seiyu. The case details the problems that Wal-Mart faced in Japan because of the differences between the operational and cultural environment in its home market and the Japanese market. It ends with a discussion on the company's future prospects in Japan.

Issues
- Nature and structure of the Japanese retailing industry including its size, scope, spread, and unique characteristics
- Impact of competition, culture, and unique environmental factors on the performance of a firm in the international market
- Influence of regulation on the success of a company in such markets

UTStarcom in China

Abstract
The business operations of US-based UTStarcom, a leading manufacturer of telecommunication equipment, grew rapidly in China since 1995. The company's revenues in 1995 were $10 million, which grew to $2.7 billion by 2004. This case describes the business opportunity that UTStarcom identified and exploited in the Chinese telecom markets, mainly because of its highly successful product – Personal Access System (PAS). An account of various strategies adopted by the company to manage its rapid growth is presented. Finally, the case describes the challenges facing UTStarcom as a result of maturing market for PAS and the measures taken by the company to overcome these challenges. The case highlights the benefits and
drawbacks of an organization’s single product, single market strategy. 

Issues 
Understand how companies can exploit business opportunities in China 
Analyze strategies pursued by companies to manage rapid growth 
Understand the benefits and risks involved in a single product, single market strategy. 

Reference Numbers 
ICMR ___________________________ BSTR 184 
ECCH ___________________________ 306-255-1 
Organization(s) ................. UT Starcom 
Countries ____________________________ China 
Industry ____________________________ Telecom Equipment 
Pub/Rev Date ______________________ 2005 
Case Length _______________________ 15 Pages 
TN Length _________________________ N/A 

Sina’s Growth Strategy in China 

Abstract 
Sina Corporation, a leading online media and mobile services provider, catered to the Chinese language audiences in four countries. The company’s most important market, however, was China. The Chinese economy was witnessing rapid growth and made Sina’s business environment very dynamic. The case describes how Sina took advantage of China’s growing population of online users and built a brand model around online advertising. The case then details the strategies pursued by the company when it faced a threat in the form of a drop in online advertising business in China. Finally, the case describes the latest challenges facing the company as the Chinese online media industry matures. 

Issues 
Develop an understanding of China’s online media industry 
Understand the dynamic nature of fast developing online businesses and the challenges faced by companies operating in these industries 
Study the viability and sustainability of online advertising business model in China. 

Reference Numbers 
ICMR ___________________________ BSTR 184 
ECCH ___________________________ 306-224-1 
Organization(s) ................. Sina Corporation 
Countries ____________________________ China 
Industry ____________________________ Online Media and Mobile Service 
Pub/Rev Date ______________________ 2005 
Case Length _______________________ 12 Pages 
TN Length _________________________ N/A 

The Reliance Group Saga: Break-up of the Largest Family-Owned Business in India 

Abstract 
The case discusses the dispute between Mukesh Ambani (Mukesh) and Anil Ambani (Anil) relating to control and ‘ownership’ issues of Reliance Group of companies, the largest family-owned business in India. The seven-month-old dispute was settled on June 18, 2005, with Mukesh getting control over Reliance Industries (RIL) and IPCL while Anil got control over Reliance Infocomm, Reliance Energy and Reliance Capital. The case describes the rapid growth of Reliance group under the leadership of Dhirubhai Ambani, the founder of the group. It illustrates the factors that lead to the division of family-owned businesses. The case also highlights the implications of the division, the opportunities and challenges for the two brothers in the near future. 

Issues 
Study the importance of succession planning 
Analyze the reasons that lead to splits in family-owned businesses 
Examine the effects of family feuds on shareholder value. 

Reference Numbers 
ICMR ___________________________ BSTR 181 
ECCH ___________________________ 306-078-1 
Organization(s) ................. Reliance Companies ____________________________ China 
Industry ____________________________ Consumer Electronics 
Pub/Rev Date ______________________ 2005 
Case Length _______________________ 19 Pages 
TN Length _________________________ N/A 

Haier: The Chinese Global Competitor 

Abstract 
The case discusses the transformation of China based Haier Group from a bankrupt, government-controlled collective enterprise in 1984 into a global consumer electronics giant by the early 2000s. The case describes the business environment in China and Haier’s unique work culture which helped the company emerge as the leading home appliance manufacturer in the country. It then examines Haier’s efforts to gain a foothold in the global markets including the US, European and Asian countries. The case details the major strategies adopted by Haier in response to the business environment it operated in, pertaining to quality improvement, acquisition, diversification, technology upgradation and globalization. Finally, it explores the challenges that Haier could face in taking its globalization efforts further. The case will help students gain an understanding of the external business environment of a firm, importance of corporate culture, rationale behind globalization, globalization strategies and the challenges faced by firms in globalizing their operations. 

Issues 
Appreciate the role played by corporate culture in turning companies around 
Understand the importance of acquisitions and alliances in diversification and globalization 
Gain understanding on the factors that drive companies to globalize. 

Reference Numbers 
ICMR ___________________________ BSTR 181 
ECCH ___________________________ 306-078-1 
Organization(s) ................. Haier 
Countries ____________________________ China 
Industry ____________________________ Consumer Electronics 
Pub/Rev Date ______________________ 2005 
Case Length _______________________ 19 Pages 
TN Length _________________________ N/A 

Doing Business the Sustainable Way 

Abstract 
Doing Business the Sustainable Way, explains the sustainable business practices of three organizations. ‘Climate Cool: Helping Business Become Carbon Neutral’ deals with the ‘Climate Cool’ certification offered by Climate Neutral Network. The caselet explains how companies are trying to be certified as ‘Climate Cool’, so as to derive a competitive advantage. ‘Natureworks Cares for Nature’ deals with how a company called NatureWorks LLC has come out with a polymer made from renewable resources. With a product range which can compete with the quality and pricing of the conventional polymers, the company has found that an increasing number of people have started opting for NatureWorks products. NatureWorks has also come out with innovative ways of letting the public know about their products. ‘Weyerhaeuser: Greening Its Business Practices’ explains how Weyerhaeuser has reduced the negative impact of its logging activities on the environment. Weyerhaeuser has further taken on the role of an organization focusing on sustainability, rather than merely minimizing damage. 

Issues 
Corporate Social Responsibility as a competitive advantage 
Role of the regulatory environment in promoting green products.
**Business Strategy**

**Wal-Mart's Strategies in China**

**Abstract**

The case focuses on the retailing giant Wal-Mart's expansion strategies in the Chinese market. It elaborates the reasons for Wal-Mart's decision to go global in the early 1990s. The case discusses in detail the entry strategy and the localization strategies including procurement and store management. It also explores the corporate governance practices followed by the company in China. The case further discusses the problems the company faced in China because of the differences between the operational and cultural environment of its home market and the Chinese market. It ends with a discussion on the future prospects of the company in the Chinese market.

**Issues**

Entry strategies in international markets
Impact of competition, culture and unique environmental factors on the performance of a firm in the international market

**The influence of regulation on the success of a company in international markets.**

**Reference Numbers**

ICMR .................. BSTR 178
ECCH .................. 306-085-1
Organization(s) .......... Wal-Mart Corporation
Countries .................. China
Industry .............. Retailing
Pub/Rev Date ............... 2005
Case Length ............... 28 Pages
TN Length .................. N/A

**D&B's ‘Blueprint for Growth’ Strategy**

**Abstract**

The case examines the ‘blueprint for growth’ strategy initiated by Allan Z. Loren, former Chairman and CEO of Dun & Bradstreet (D&B), a leading global provider of business information and tools. Due to several unrelated acquisitions and divestitures, by the late 1990s, D&B had lost the focus on its core businesses, which was having an adverse effect on the company's revenues and profits. The case provides insights on the key elements of ‘blueprint for growth’ strategy which included leveraging the D&B brand, creating financial flexibility, developing a winning culture and focus on small businesses. Finally, it examines the impact of this strategy on D&B’s business operations and financials.

**Issues**

How lack of focus on core operations can lead to downfall of leading companies
Strategies that companies need to employ to revive their business
Role of leaders in kickstarting the growth of a company by focusing on branding and organizational culture.

**Reference Numbers**

ICMR .................. BSTR 176
ECCH .................. 305-476-8
Organization(s) .......... Dun and Bradstreet
Countries .................. US
Industry .............. Business Information and Consultancy
Pub/Rev Date ............... 2005
Case Length ............... 18 Pages
TN Length .................. N/A

**Sabre Holdings: The Quest for New Business Models**

**Abstract**

The case discusses how Sabre, a computer reservation system developed by American Airlines, evolved into a Global Distribution System (GDS) that became the primary channel for travel suppliers like airlines, railways, car rental companies and tour operators to distribute their travel offerings to customers. The case describes the role
Nokia's Strategy in India

Abstract
The case presents an overview of Nokia's entry and expansion strategies in India. In the past one decade, Nokia has emerged as one of the most recognized brands in India, surpassing some of the Indian business conglomerates in terms of revenues. The case describes the marketing strategies of Nokia in India and examines how the Nokia brand has become synonymous to mobile phones in the country. While Nokia considers India as one of the most important markets for its future growth, the company has been facing stiff competition in the recent years from Korean players like Samsung and LG. The case highlights Nokia's strategies to compete with Korean companies and its product expansion plans in the near future.

Issues
Entry and expansion strategies of Nokia in India
Marketing mix of Nokia to tap the Indian market
Challenges faced by Nokia in the Indian market.

Reference Numbers
ICMR ............................................. BSTR 174
ECCH ........................................... 305-475-1
Organization(s) ...................... Nokia

IKEA's Globalization Strategies and its Foray into China

Abstract
The case discusses in length about Sweden based IKEA's globalization strategies and its foray in the Chinese furniture market. The basic assumption behind IKEA's global strategy was 'one-design-suits-all,' which meant that the company did not adapt to the local markets. The case presents how IKEA was forced to change some of the elements of its global strategy in the culturally diverse Chinese market. It highlights the importance of striking a balance between the implementation of global policies and the need for higher degree of localization for IKEA to be successful in markets like China. The interrelationship between IKEA's culture, structure and strategy and its responsiveness to the needs of local markets are also highlighted.

Issues
Role of social, economic, political and cultural factors that prevail in China in shaping IKEA's strategy in China
Need for IKEA to strike a balance between globalization (integration) and national responsiveness (differentiation) in China.

Reference Numbers
ICMR ............................................. BSTR 175
ECCH ........................................... 305-614-1
Organization(s) ...................... Sabre Holdings
Countries .......................................... India
Industry ......................... Travel & Tourism
Pub/Rev Date ......................... 2005
Case Length ......................... 14 Pages
TN Length ......................... N/A

Jet Airways' Strategy, Operations and Competitive Position

Abstract
Jet Airways was one of India’s premium domestic airlines and arguably the most successful. The airline, which was set up in 1993 after the central government opened civil aviation to private investment, overtook India’s national airline, Indian Airlines, in the early 2000s in terms of passengers carried. By 2005, Jet Airways had been listed on India’s main stock exchanges and had obtained permission to operate international flights.

Reference Numbers
ICMR ............................................. BSTR 173
ECCH ........................................... 306-189-1
Organization(s) ...................... Jet Airways
Countries .......................................... India
Industry ......................... Airlines
Pub/Rev Date ......................... 2005
Case Length ......................... 16 Pages
TN Length ......................... N/A

Shanghai Automotive Industrial Corporation’s Strategies for Global Expansion

Abstract
This case discusses the expansion plans of the Shanghai Automotive Industrial Corporation (SAIC), the largest auto company in China. SAIC was created in 1990, by merging all the auto companies in the Shanghai region, to form a single state-owned corporation. It was a diversified organization with interests in various auto related industries, such as car loans, insurance, retailing, etc. However, it was best known for its joint ventures with Volkswagen and General Motors, which manufactured the top selling passenger cars in China. SAIC had not manufactured a car under its own brand name as of 2005.

In the early 2000s, SAIC began making moves towards becoming a global company. Its strategy involved consolidating its position within China, exploring foreign production and markets and developing a car brand of its own. The case discusses the steps taken by SAIC to become a global auto company and achieve its ambition to become one of the top 6 auto companies in the world by 2020. The case looks into the company’s joint ventures in China, its acquisitions and deals with foreign companies and efforts to manufacture its own brand of cars. It concludes with a discussion
Restructuring Philips

Abstract
Netherlands-based Royal Philips Electronics (Philips) is a leading global manufacturer and marketer of consumer electronic products. The company was adept at technological innovations but was largely unsuccessful in translating its technological prowess into marketing success. The case details the reasons behind this shortcoming and gives an account of the various restructuring exercises undertaken by the successive presidents of Philips to set things right at the company. The case discusses in length a major restructuring program called ‘Towards One Philips’ and describes how it aimed at finding a lasting solution to Philips’ problems. An account of the company’s new approach to strategy setting, called ‘Strategic Conversations,’ is also presented along with the rationale for such approach. Finally, the case presents the benefits accrued to the company as a result of its restructuring exercises.

Issues
Strategy setting and decision making in globalized firms

Holcim’s Acquisition in 2005

Abstract
The case explains the two acquisitions made by Holcim, the Switzerland-based cement company, in 2005. These two acquisitions were the India-based Associate Cement Companies (ACC) and the UK-based Aggregate Industries (AI). While the deal with AI increased shareholder value and involved two parties, the deal with ACC was relatively more complex. Holcim entered into an alliance with Gujarat Ambuja Cement Limited (GACL) to acquire ACC. The case explains how the deal was structured and how it gave the companies involved certain operational advantages. The case also covers the criticisms that were raised against the deal. Details pertaining to other acquisitions carried out by Holcim in the late 1990s and the early 2000s are also mentioned in the case.

Issues
Why companies go in for acquisitions alliances
How strategies alliances acquisitions create value
How market maturity of a company affects its acquisition decisions.

Nokia and the Global Mobile Phone Industry

Abstract
In the late 1990s, Nokia overtook then leader Motorola to emerge as a behemoth in the global mobile phone industry. Nokia’s dominance continued into the first few years of the 2000s, but it suddenly came under threat in 2003-2004, when smaller Asian vendors started making their presence felt with better products at lower prices. The company’s problems also had internal causes and analysts said one of the reasons could be that it had become too complacent with its success and lost its agility in reading and responding to market signals.

This case study discusses the various problems Nokia faced in 2003-2004, including the company’s tardiness in introducing the clamshell phones that had become very popular and its resistance to manufacturing operator specific handsets. It also discusses the efforts Nokia made to recover its market once it realized that its performance was slipping. The case concludes with an analysis of the challenges the company faced in the future and the various options ahead of it.

Issues
Appreciate the importance of innovation in a dynamic and volatile industry
Appreciate the importance of keeping abreast with changing market conditions and adapting to them speedily
Examine future challenges that the company faced and the various options available to it.

The Fall of MG Rover

Abstract
UK based MG Rover was one of the oldest car manufacturers in the world. Founded more than a century ago, MG Rover’s problems began in the early 1970s. The company had to be nationalized to save it from bankruptcy induced by labour unrest and financial problems. However, the situation did not improve under the Government’s management and the company was privatized by selling it to British Aerospace (BAe). BAe sold MG Rover to BMW which, after prolonged losses, sold it to Phoenix Venture Holdings (Phoenix). Under Phoenix, MG Rover declared bankruptcy when the collaboration negotiations with China’s SAIC collapsed. The case details the circumstances that led MG Rover into problems and finally into bankruptcy. It examines the causes of MG Rover’s troubles including the role played by the four acquirers of MG Rover.

Issues
Understand how internal, industry-specific and macroeconomic factors can negatively affect the financial performance of a company
Examine the role of government in business
Study the importance of good labor relations for the proper functioning of a company.
Abstract

By the late 1990s, China had emerged as the largest manufacturer and exporter of motorcycles in the world. The Chongqing province in China was the motorcycles manufacturing hub and was popular for the ‘modularization’ techniques adopted by the local manufacturers. The Chinese motorcycles manufacturers studied the successful foreign models and made duplicates of them by making minor modifications. This case details how the ‘modularization process’ was carried out at Chongqing province. It also throws light on the consequences of copyright-infringement for the Chinese motorcycles manufacturers and highlights the difference between modularization and imitation. The case concludes with a discussion on the regulatory measures taken by the Government to revive the image of the motorcycle industry in China.

Issues

Understand the positioning of China in the global motorcycles industry
Understand the evolution of Chinese motorcycle industry

Critically analyze the modularization process carried on at Chongqing province in China and examine the impact of modularization on competing foreign models.

Reference Numbers
ICMR ................................. BSTR 166
ECCH ................................. 305-444-1
Organization(s) ....................... MG Rover
Countries ............................... UK
Industry ............................... Automobiles
Pub/Rev Date ............................. 2005
Case Length ............................. 16 Pages
TN Length ............................... N/A

Modularization in the Chinese Motorcycles Industry

Abstract

The Multi Fibre Arrangement (MFA) that came to an end on January 1, 2005 has opened up a plethora of opportunities for the Indian textile industry. With textiles accounting for almost 20 percent of Indian exports, and the industry and allied areas providing employment to around 80 million people in India, the Indian government is turning its attention to removing the bottlenecks that hinder its growth. The Indian textile industry has the advantages of high operational efficiencies in spinning and weaving, low-cost skilled labour, availability of raw materials and design capabilities. Yet, infrastructural bottlenecks like the transaction time at ports, inland transportation time, lack of initiative by textile manufacturers to go in for technological upgradation, fragmentation of the Indian textile industry etc., have been limiting the growth of the industry.

Analysts have a few recommendations to make on ways to increase the competitiveness of the Indian textile industry. The government should encourage the closure of non-competitive mills; and exporters should move up the value chain by focusing on apparel exports rather than fibre exports.

Also, Indian companies should acquire companies abroad to gain direct entry into markets for value-added products in the European, Japanese, and US markets.

Issues

The evolution of the Indian textile industry
The different factors that determine the structure of the industry
The opportunities and challenges for the Indian textile industry under the new global textile regime.

Reference Numbers
ICMR ................................. BSTR 163
ECCH ................................. 305-164-1
Organization(s) ....................... Target Stores
Countries ............................... India
Industry ............................... Textile
Pub/Rev Date ............................. 2005
Case Length ............................. 19 Pages
TN Length ............................... N/A

Consolidation in the Indian Cement Industry

Abstract

The cement industry increased. Due to the increased production and the lack of matching consumption, there was excess capacity in the market which resulted in companies struggling to remain viable. Entry of foreign players resulted in the consolidation of the fragmented industry. The note looks into the major acquisition deals that happened during the past decade and also deals with the role cartels played in the pricing of cement in various markets. The note deals with the latest trends of the Indian cement industry and ends with an outlook for the industry in the future.

Issues

Why an industry consolidates and what is the effect of consolidation
How companies use acquisition as a way to stall the entry of foreign players into the local market

The role played by cartels in a market.

“Strategy is about setting yourself apart from the competition. It’s not a matter of being better at what you do – it’s a matter of being different at what you do.”

– Michael Porter
Rehabilitating Daiei: A Japanese Retailer in Trouble

Abstract

The case highlights the expansion strategies of Daiei Inc., a leading Japanese retailer. This expansion was funded by acquiring huge debts, which led the company to bankruptcy in the fiscal 2001-02. The case then describes the various efforts of Daiei to restructure and reduce its debt burden and explains why they were unsuccessful. It also describes the initiative taken by the Japanese government owned Industrial Revitalization Corporation (IRCJ) to help Daiei turnaround. The case then discusses the plans that IRCJ and Marubeni led consortium, which was selected as its sponsor, have for Daiei’s rehabilitation. It explores the future prospects for Daiei in the light of the recent developments and also throws light upon the possible harm for the Japanese economy if IRCJ fails to deliver the desired results in the proposed time frame.

Issues

Study the domestic expansion strategies of a retailing company

Examine how a retailing company took advantage of various political and economic situations to expand significantly

Examine the various debt restructuring initiatives taken up by a company to become profitable and the help offered by other parties in its efforts towards rehabilitation.

Reference Numbers

ICMR................................. BSTR 162
ECCH................................. 305-166-1
Organization(s).....................
Countries............................ India
Industry............................... Retailing
Pub/Rev Date......................... 2005
Case Length........................ 27 Pages
TN Length............................ N/A

Turnaround of JC Penny

Abstract

The case looks into the problems faced by J C Penney in the late 1990s and the changes brought about by the company in the early 2000s. J C Penny which used to be a leading retailer in the US was not able to adapt to the changing business environment of the late 1990s. The growth strategy which made the company successful became a barrier for its effective functioning in the late 1990s. To turnaround the company, JCP moved from a decentralised merchandising system to a centralised merchandising system, revamped its HR practices by aligning the HR practices with the business goals, sold off its drugstore Eckerd in order to focus on its core business, and repositioned itself as a trendy yet value offering retailer. These restructuring initiatives resulted in increased revenues for the company and improved stock values from $10 in 2000 to almost $50 in 2005.

Issues

Need to change with changes in the external business environment

Need for aligning people practices like compensation plans with the business goal of the company

Focus on core business as a strategy to improve the performance of the company.

Reference Numbers

ICMR................................. BSTR 161
ECCH................................. 305-172-1
Organization(s)..................... Daiei Inc.
Countries............................ Japan
Industry............................... Retailing
Pub/Rev Date......................... 2005
Case Length........................ 15 Pages
TN Length............................ N/A

The Procter and Gamble (P&G) – Gillette Merger

Abstract

The case discusses the merger of Gillette with Procter and Gamble, the two leading consumer goods companies. It describes the recent trends and studies the ongoing consolidation in the consumer goods industry. The case presents the rationale behind the decision to merge and the perceived synergies that both the companies can achieve from the merger. It also discusses the possible threats to the merger including cultural differences and various other issues. Finally, the case ends with a debate on whether the merger would be successful in the future.

Issues

Reasons for the ongoing consolidation in the industry and its future

The rationale for the Procter & Gamble and Gillette merger and the perceived synergies by the managements of the two companies

Whether the merger will be successful in the long-term.

Reference Numbers

ICMR................................. BSTR 159
ECCH................................. 305-173-1
Organization(s)..................... P&G, Gillette
Countries............................ USA
Industry............................... FMCG
Pub/Rev Date......................... 2005
Case Length........................ 17 Pages
TN Length............................ 6 Pages

Tata Motors’ Acquisition of Daewoo Commercial Vehicles

Abstract

The case examines the first-ever overseas acquisition by an Indian automobile company. It gives a detailed account of the acquisition of Daewoo Commercial Vehicles plant by Tata Motors, India’s sixth largest commercial vehicle manufacturer. The case describes the acquisition process along with the financial aspects of the deal. It explores the synergies arising from the acquisition. It also examines the efforts made by Tata Motors to integrate the acquired company. Finally, the case explores the future of Tata Motors in the light of the acquisition.

Issues

The implications of acquisitions from the broader strategic framework of a company and the environmental variables like competition

Analyze how post-integration strategies are developed

Understand how an overseas acquisition deal is structured and carried out.

Reference Numbers

ICMR................................. BSTR 158
ECCH................................. 305-168-1
Organization(s)..................... Daewoo Commercial Vehicles
Countries............................ Japan
Industry............................... FMCG
Pub/Rev Date......................... 2005
Case Length........................ 17 Pages
TN Length............................ 6 Pages
Lenovo’s Globalization Strategies

Abstract

The case describes in detail the various steps taken by Lenovo, the leading PC manufacturer in China, in its effort to go global. The steps include changing its corporate name from Legend to Lenovo, sponsoring the 2008 Olympic Games and most importantly, acquiring IBM’s PC unit. The case examines the need for Lenovo to globalize and critically analyzes the efficacy of the above steps in the company’s globalization strategy. It also highlights the challenges faced by Lenovo in its path towards globalization.

Reference Numbers
ICMR ................................. BSTR 155
ECCH ........................................................
Organization(s) .... Lenovo Group Limited,
IBM
Countries .................. China, US
Industry ........ Hardware – PC
Pub/Rev Date .................. 2005
Case Length .................. 14 Pages
TN Length .......................... 4 Pages

Oracle’s Acquisition of PeopleSoft

Abstract

The case gives a detailed account of Oracle Corporation’s successful attempt to acquire PeopleSoft, one of the world’s leading enterprise software companies. It explores the circumstances and the reasons that led Oracle to launch a hostile takeover bid for acquiring controlling equity stake in PeopleSoft. The case also examines the defense strategies used by PeopleSoft to prevent this takeover attempt. Finally, the case describes the benefits from the deal to Oracle, PeopleSoft’s management, its shareholders and its customers. The challenges facing Oracle to make this takeover deal successful are also highlighted.

Reference Numbers
ICMR ................................. BSTR 156
ECCH ........................................................
Organization(s) .... Lenovo Group Limited,
IBM
Countries .................. China, US
Industry ........ Hardware – PC
Pub/Rev Date .................. 2005
Case Length .................. 13 Pages
TN Length .......................... N/A

FedEx & UPS: Competing with Constrasting Strategies in China

Abstract

The case discusses in detail about the entry and expansion strategies of the two US-based logistics companies - FedEx and UPS in the Chinese market. The case examines the contrasting strategies adopted by FedEx and UPS in their efforts to establish presence in China. FedEx followed an aggressive, high risk, more investments approach to expand its services network in China which enabled the company to capture higher market share. On the contrary, till the late 1990s, UPS followed a conservative, low risk, low investment approach to establish its presence in China. The case brings out the contrasting elements of the strategies adopted by both companies and examines how the expansion strategies of both companies have changed with the improving business prospects in China, following its entry into WTO.
The case examines the evolution of Hong Kong based Li & Fung Limited from a traditional consumer goods export trading giant and a manager of customers’ supply chains. It discusses in detail the company’s efforts to constantly evolve its business model in response to the changes in the external environment and the customer needs and preferences. The case examines Li & Fung’s major strategies viz. positioning itself as supply chain manager, integration of operational strategy with its organizational strategies, customer-centric organizational structure, technology and Internet initiatives, and globalization efforts, which contributed to the company’s emergence as one of the world’s leading consumer goods trading companies. Finally, the case explores the challenges facing Li & Fung in 2004 and discusses its future prospects in the light of these challenges.

Issues
Understand how a regional trading company used its vast sourcing knowledge and network to become a global value chain manager.

Reference Numbers
ICMR .............................................. BSTR 149
ECCH ........................................ 305-052-1
Organization(s) ...................... Li & Fung
Countries ......................... Hong Kong, US, Europe
Industry ........................ Trading, FMCG
Pub/Rev Date .............................. 2005
Case Length ............................... 28 Pages
TN Length ..................................... N/A

Reorganizing ABB – From Matrix to Consumer-centric Structure (A)

Abstract
The case discusses the organizational restructuring of Switzerland-based ABB during the period between 1998 to 2002. It discusses in detail Goran Lindahl’s organizational restructuring, Jorgen Centerman’s customer-centric structure, and the changes Jurgen Dormann made in the customer-centric structure. The case also explains the benefits reaped and problems faced by ABB after each restructuring exercise. It also details the strategic and HR implications for ABB due to frequent organizational restructuring.

Issues
Need for and objectives of frequent organizational restructuring.

Reference Numbers
ICMR .............................................. BSTR 152
ECCH ........................................ 303-157-1
Organization(s) ................. ABB
Countries ........................ Switzerland
Industry ........................ Diversified
Pub/Rev Date .............................. 2004
Case Length ............................... 12 Pages
TN Length ..................................... N/A

Reorganizing ABB – From Matrix to Consumer-centric Structure (B)

Abstract
Xerox PARC: Innovation without Profit?

PARC was set up in 1970 as the research arm of Xerox Corp, to invent the technology of the future. In a little over 30 years since it was set up, till it was incorporated as a Xerox subsidiary in 2002, PARC invented a number of products which revolutionized the computer industry. The prototype of the modern PC, local area networks, Graphical user interface, commercial application of the mouse, page description languages, laser printers, etc, all took birth at PARC. However, despite its scientific excellence, Xerox failed to capitalize on the commercial potential of most of these innovations. In the early 21st century PARC was spun-off as an independent subsidiary of Xerox. Xerox had also set up some subsidiaries to help commercialize the inventions that came out of PARC.

Issues
Understand the conflicting structure and culture issues involved in managing innovation successfully.

Promoting creative thinking to develop innovative ideas and products

Ensuring the discipline to commercialize these ideas and products successfully.

Reference Numbers
ICMR .............................................. BSTR 151
ECCH ........................................ 303-156-1
Organization(s) ................. ABB
Countries ........................ Switzerland
Industry ........................ Diversified
Pub/Rev Date .............................. 2004
Case Length ............................... 14 Pages
TN Length ..................................... N/A

Li & Fung: The Global Value Chain Configurator

Abstract

HSBC’s Restructuring in India

Abstract

The case examines the operations of HSBC Group in India and the measures taken by HSBC India in recent times to achieve a faster growth. It discusses in detail the reorganization program launched by Booker, the CEO of HSBC India to transform the conservative institution into an aggressive, performance-oriented one. The case discusses in detail various internal reorganization measures including the introduction of new work principles, downsizing, organizational reshuffling and greater focus on potential growth areas.

Issues
Examine the restructuring program implemented by HSBC India to revive its financial performance.
The Mittal Steel – ISG Merger: Creating a Steel Behemoth (Part-A)

Abstract
The case examines the entry of Mittal Steel into China and its growth strategies. Mittal Steel established its representative office in China in 1992. Till the late 1990s, Mittal Steel products were imported into China through Hong Kong. As imports were costlier, Mittal Steel wanted to start its manufacturing operations in China. In 1998, with the support of the Chinese government, Mittal Steel acquired three domestic companies. This helped it strengthen its position in the Chinese market. To consolidate further, Mittal Steel acquired a 20 percent stake in Lucky Films, a domestic company. The case also explains the competition between Mittal Steel and Fuji in the Chinese market. The marketing initiatives taken up by both companies are explained. The case ends with the future outlook of Mittal Steel in China.

Issues
Setting up a new company in international market
Growth of a US imaging company in China
Joint ventures
Corporate Social Responsibility.

Benetton’s Diversifications

Abstract
The Benetton family had its humble beginnings in a small town, selling handmade sweaters. The handmade sweaters business gradually became a highly successful international clothing business. After achieving such success, in the late 1980s the family began diversifying into various other businesses. The family had set up Edizione Holding, a holding company, which held their clothing business run by the Benetton Group and all the other businesses they acquired. The case examines each of these diversifications and how they have fared. It looks into the issues each of these companies have faced and how they have dealt with them. Particularly, the case examines the problems Edizione holding faced with the Competition Authority, on diversifying into the motorway catering business and highway operation and management businesses.

Issues
A successful company’s management of diversifications unrelated to its core business
The risks of a perceived synergy between the core business and unrelated diversification failing to materialize.

Kodak in China

Abstract
The case explains the entry of Kodak into China and its growth strategies. Kodak established its representative office in China in 1927. Till the late 1990s, Kodak products were imported into China through Hong Kong. As imports were costlier, Kodak wanted to start its manufacturing operations in China. In 1998, with the support of the Chinese government, Kodak acquired three domestic companies. This helped it strengthen its position in the Chinese market. To consolidate further, Kodak acquired a 20 percent stake in Lucky Films, a domestic company. The case also explains the competition between Kodak and Fuji in the Chinese market. The marketing initiatives taken up by both companies are explained. The case ends with the future outlook of Kodak in China.

Benetton’s Diversifications

Abstract
The Benetton family had its humble beginnings in a small town, selling handmade sweaters. The handmade sweaters business gradually became a highly successful international clothing business. After achieving such success, in the late 1980s the family began diversifying into various other businesses. The family had set up Edizione Holding, a holding company, which held their clothing business run by the Benetton Group and all the other businesses they acquired. The case examines each of these diversifications and how they have fared. It looks into the issues each of these companies have faced and how they have dealt with them. Particularly, the case examines the problems Edizione holding faced with the Competition Authority, on diversifying into the motorway catering business and highway operation and management businesses.

Issues
A successful company’s management of diversifications unrelated to its core business
The risks of a perceived synergy between the core business and unrelated diversification failing to materialize.
The Restructuring of ABB India

Abstract
The case discusses the organizational problems faced by ABB India, a subsidiary of ABB Group, the Swiss-Swedish electrical engineering conglomerate, in the late 1990s, which significantly affected its financial performance. It examines the restructuring exercise initiated by Ravi Uppal, the new managing director of the company. The restructuring mainly focused on changing the work culture, overcoming bureaucracy, introducing performance-based compensation system, increasing the number of channel partners, cost-cutting and thrust on exports and services. The case then describes the benefits of the restructuring exercise and the challenges for ABB India in the near future.

Issues
Restructuring exercise implemented by ABB India to resolve organizational problems.

Reference Numbers
ICMR ................................. BSTR 143
ECCH ................................. 305-047-1
Organization(s) ............... ABB
Countries ............................ India
Industry ............................. Heavy Engineering
Pub/Rev Date .......................... 2005
Case Length .......................... 11 Pages
TN Length ............................ N/A

The McDonald’s Turnaround Story

Abstract
The case gives a comprehensive account of the decline of McDonald’s in the 1990s, and the events that led to the company’s eventual turnaround in the early 2000s. The USP of McDonald’s was cheap fast food, and the company’s signature product, the Big Mac hamburger, was considered an American icon. However, in the late 1980s and 1990s, the company’s growth began to taper off. Analysts attributed this to a growing interest in a healthier lifestyle among people, which made them shun fat-laden fast food, and also increasing competition. In January 2003, McDonald’s posted its first quarterly loss since it went public in 1965. In 2003, under the leadership of Jim Cantalupo, the company announced a turnaround plan aimed to restore the company’s tarnished image and crumbling operations. By mid-2004, it was generally acknowledged that McDonald’s had turned around.

Issues
The reasons behind the decline of the leader in the fast food industry

The McDonald’s Turnaround Story

Abstract
The McDonald’s Turnaround Story

Reference Numbers
ICMR ................................. BSTR 141
ECCH ................................. 304-628-1
Organization(s) ............... McDonald’s
Countries ............................ USA
Industry ............................. Fast-Food
Pub/Rev Date .......................... 2004
Case Length .......................... 15 Pages
TN Length ............................ 4 Pages

Home Depot’s Strategy Under Bob Nardelli

Abstract
Home Depot was the biggest home improvement retailer in the world in 2004. Set up in the late 1970s, to provide low price, warehouse-like products, Home Depot grew rapidly over the 1980s and early 1990s, adding stores at the average annual rate of 20 percent. However, in the late 1990s, the company’s comparable store growth rate began declining. It was also experiencing operational difficulties due to its tardiness in developing systems to manage its rapid growth. In this situation, the board brought in Bob Nardelli as the CEO of the company in 2000. The case discusses the changes implemented by Nardelli at Home Depot in the early 2000s. The case also talks about the difficulties that Nardelli, who was the first outside CEO of Home Depot, faced in implementing these changes.

Issues
The growth strategy of a large home improvement retailer
The retailer’s attempt to revive growth in the face of market saturation
The effect of change of leadership in strategy.

Reference Numbers
ICMR ................................. BSTR 140
ECCH ................................. 304-629-1
Organization(s) ............... Coca-Cola
Countries ............................ China
Industry ............................. Beverages
Pub/Rev Date .......................... 2004
Case Length .......................... 11 Pages
TN Length ............................ 4 Pages

Coca-Cola’s Re-entry and Growth Strategies in China

Abstract
Coca-Cola has a presence in over 200 countries worldwide and is acknowledged as the most recognized brand in the world. This case explains Coca-Cola’s entry and growth strategies in China and the reasons for its success in this market. The case discusses its strategy for re-entry into the Chinese market and its long-term localization strategy. The case also looks at how Coke cooperated with the Chinese government in order to soften the impact of the restrictive policies regarding Foreign Direct Investment in China, and how it designed its marketing and promotion strategies to suit the Chinese market.

Issues
Entry strategies in international markets
Localization strategy
Distribution and promotion strategies in international markets.

Reference Numbers
ICMR ................................. BSTR 139
ECCH ................................. 304-627-5
Organization(s) ............... Coca-Cola
Countries ............................ China
Industry ............................. Beverages
Pub/Rev Date .......................... 2004
Case Length .......................... 21 Pages
TN Length ............................ N/A

A Note on the US Airline Industry

Abstract
The US airline industry traces its roots to 1903, when the Wright Brothers accomplished the first successful flight. In over a century of evolution, the industry has undergone a number of changes. The case discusses the major events that occurred in the US airline industry over the years, such as deregulation, the Gulf War and September 11 attacks, and their effects on the dynamics of the industry. The structure of the industry is determined by analyzing its key strategic dimensions. The case also discusses the key challenges faced by the industry and concludes with an examination of consolidation as an option for the future.

Issues
Evolution of the US Airline industry
Structure of US Airline Industry
Low-cost airlines.

Reference Numbers
ICMR ................................. BSTR 139
ECCH ................................. 304-627-5
Organization(s) ............... Coca-Cola
Countries ............................ China
Industry ............................. Airlines
Pub/Rev Date .......................... 2004
Case Length .......................... N/A
DHL’s Business Strategy in China

Abstract
The case examines the entry and expansion strategy of DHL International, a globally renowned logistics company, in China. It details the recent trends in the logistics industry in China and gives a brief profile of other foreign logistics companies operating in the country including FedEx, UPS and TNT. The case describes how DHL established itself as a leader in the industry by capitalizing on the growing trade and commerce in China and utilizing the local knowledge of its joint venture partner - Sinotrans. It highlights DHL’s strategy of offering innovative services, expansion through increased investments and advertising initiatives. The case also explores the future prospects for DHL in the light of emerging opportunities in the industry. It includes a detailed note on the logistics industry in China.

Issues
Gain insights on the impact of changing economic trends and China’s entry into WTO on the Chinese express and logistics industry

DHL’s entry and expansion in China.

Reference Numbers
ICMR................................. BSTR 138
ECCH................................. 304-630-1
Organization(s).............. DHL International
Countries.............................. China
Industry.............................. Logistics
Pub/Rev Date.......................... 2004
Case Length........................... 17 Pages
TN Length............................. N/A

The Interbrew: AmBev Merger Story

Abstract
The case discusses the mega merger of world’s third largest brewer - Belgium based Interbrew with the world’s fifth largest brewer - Brazil based AmBev, creating the largest brewery in the world in terms of volumes produced. After giving a brief note on the two companies, the case discusses the rationale for the merger and the benefits which the two companies were expecting from it. The case then explains the merger deal in detail. It finally discusses the possible challenges which the merger could face in the near future. The case also provides a detailed note on the structure of the global brewery industry, the major players - their market shares and their brands and the recent trends in the industry.

Issues
The relationship between research and product development in large technology companies

The importance of culture in organizations and how it supports innovation

The difference between invention and innovation

The relationship between the two.

Reference Numbers
ICMR................................. BSTR 136
ECCH................................. 304-532-1
Organization(s).............. IBM
Countries.............................. USA, Global
Industry.............................. Information Technology
Pub/Rev Date.......................... 2004
Case Length........................... 10 Pages
TN Length............................. 4 Pages

IBM: From Inventor to Innovator

Abstract
IBM had one of the best research facilities in the world and employed world-class research scientists. Over the years, researchers at IBM Research developed a number of products that became the foundations of the IT Industry. However, IBM either failed to commercialize most of the innovations that came out of its labs or was late in marketing them. This led to a number of smaller companies growing big on IBM’s innovations. In the 1980s and the early-1990s, IBM transformed itself under the leadership of CEO Louis Gerstner. The transformation involved comprehensive changes, prominent among which were the changes made in the research culture that facilitated faster technology transfer.

Issues
The rationale behind merging the two leading brewery companies in the world

Get insights into the structure of the global brewery industry

Examining the merger deal between Interbrew and AmBev.

Reference Numbers
ICMR................................. BSTR 137
ECCH................................. 304-537-1
Organization(s).............. Interbrew, AmBev
Countries.............................. Brazil, Belgium
Industry.............................. Brewery
Pub/Rev Date.......................... 2004
Case Length........................... 20 Pages
TN Length............................. N/A

Problems at Delta Airlines

Abstract
Delta Airlines was the third biggest airline in the US in the early 2000s. After the September 11 attacks, which led to the decline of the airline industry in the US, many of the major carriers in the industry went bankrupt. Delta was one of the few major carriers that managed to stay afloat. However, in mid 2004, the airline announced that it might have to file for bankruptcy protection if it failed to obtain pay cuts of $1 billion from its pilots, who were the only unionized employees at the airline. The case discusses the problems at Delta and their role in the financial decline of the airline. Issues like the pilot union impasse, increasing operational expenses and legacy costs, falling yields and severe competition from low cost airlines are discussed in detail. The case also outlines the restructuring plan of Delta, and the future of Song, the airline’s low cost subsidiary.

Issues
The issues facing airlines in the early 2000s

The power of unionized labor in the US airline industry

The increasing power of low cost airlines in the US and the sources of their competitive advantage.

Reference Numbers
ICMR................................. BSTR 135
ECCH................................. 304-531-1
Organization(s).............. Delta Airlines
Countries.............................. USA
Industry.............................. Airlines
Pub/Rev Date.......................... 2004
Case Length........................... 15 Pages
TN Length............................. 5 Pages

Air Deccan: The First Low Cost Airline in India

Abstract
The case describes the entry and expansion strategies of Air Deccan, the first low cost airline in India. It discusses in detail the low cost business model of Air Deccan, its target market and the efforts made by the company to promote its services. Finally, the case highlights the challenges facing Air Deccan and examines whether the company’s business model would be successful in India or not. The case includes a detailed note on the Indian civil aviation industry covering the profile of major players, India’s civil aviation policy and the statutory requirements to be fulfilled by a company to enter and operate in the industry.

Issues
The issues facing airlines in the early 2000s

The power of unionized labor in the US airline industry

The increasing power of low cost airlines in the US and the sources of their competitive advantage.

Reference Numbers
ICMR................................. BSTR 136
ECCH................................. 304-532-1
Organization(s).............. IBM
Countries.............................. USA, Global
Industry.............................. Information Technology
Pub/Rev Date.......................... 2004
Case Length........................... 10 Pages
TN Length............................. 4 Pages
Business Strategy

Issues
Study and analyze the structure of the Indian civil aviation industry.
Develop an understanding on the operations of low cost carriers in India
Examine the viability of low cost business model in the Indian aviation industry.

State Bank of India: Competitive Strategies of a Market Leader

Abstract
State Bank of India (SBI) is the largest nationalized commercial bank in India in terms of assets, number of branches, deposits, profits and workforce. With the liberalization of the Indian banking industry in the mid-1990s, SBI faced stiff competition from the private sector and foreign banks which resulted in significant loss of its market share. The case describes the efforts of SBI to regain its lost market share by undergoing a major restructuring exercise which involved redesigning its branch network, providing alternate banking channels, emphasis on lean structure and technology upgradation. It also discusses the challenges faced by SBI in 2004 and its plans in the future.

Issues
Corporate Restructuring; Marketing initiatives adopted by SBI.

Reference Numbers
ICMR ........................................... BSTR 133
ECCH ........................................... 304-539-1
Organization(s) ................................ State Bank of India
Countries ...................................... India
Industry ........................................... Banking
Pub/Rev Date .................................... 2004
Case Length ............................... 19 Pages
TN Length ................................. N/A

The Acquisition Bid for UFJ Holdings

Abstract
The case study gives a detailed account of the attempts made by Sumitomo Mitsui Financial Group (SMFG), Japan’s third largest bank, to acquire UFJ Holdings (UFJ), the fourth largest bank in Japan. The Japanese banking industry has witnessed several major mergers and acquisitions in the past ten years. Though unsuccessful, SMFG’s aggressive bid to acquire UFJ marked a new beginning in the tradition bound Japanese corporate world. Finally, Japan’s second largest bank, Mitsubishi Tokyo Financial Group (MTFG) merged with UFJ, to form the largest bank in the world in terms of assets. The case also includes a detailed note on the Japanese banking industry describing the financial problems faced by the Japanese banks in the recent past and the ongoing consolidation in the industry.

Issues
Mergers & Acquisitions
Takeover Regulations in Japan.

Reference Numbers
ICMR ........................................... BSTR 134
ECCH ........................................... 304-528-1
Organization(s) ................................ Sumitomo Mitsui Financial Group, UFJ Holdings
Countries ...................................... Japan
Industry ........................................... Banking
Pub/Rev Date .................................... 2004
Case Length ............................... 15 Pages
TN Length ................................. N/A

“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.” — Sun Tzu

Unilever’s Strategies in China

Abstract
Inspite of major difficulties, Unilever was committed to building and sustaining a successful business in China. In the mid 1980s and 1990s, the large number of joint ventures entered into by the company failed to earn profits for the multinational and also proved unsuccessful in integrating Unilever into mainstream Chinese economy. Therefore, in 1999, the company entered into large scale consolidation and integrated its various units under one holding company. Special localized strategies like hiring of local employees, setting up an R&D unit, and planning for stock market listing were initiated to strengthen the company’s position in China. Global brands-Dove, Lux, Pond’s, Lipton-promised international expertise in their formulation and development but had local professionals to manage them to ease communication between the company and its customers. Similarly, local brands such as Hazeline and Lao Cai soy sauce benefited from Unilever’s extensive knowledge and resources, without losing their local character. Thus, Unilever China endeavored to balance global and local needs by developing solutions that satisfied the demands of its target consumer segment.

Issues
The approach taken by multinationals to tap new markets
The localization strategies that need to be adopted to counter local issues and problems.

Reference Numbers
ICMR ........................................... BSTR 131
ECCH ........................................... 304-538-1
Organization(s) ................................ Unilever (Shanghai) Co. Ltd
Countries ...................................... China
Industry ........................................... FMCG
Pub/Rev Date .................................... 2004
Case Length ............................... 12 Pages
TN Length ................................. N/A

ONGC’s Growth Strategy

Abstract
The case describes the growth strategy and diversification plans of the Government owned Oil and Natural Gas Corporation Limited (ONGC), the largest oil exploration and production (E&P) company in India. ONGC has near monopoly in India’s oil & E&P industry producing nearly 90 percent of the country’s crude oil and natural gas. Till the late 1990s, the company was mainly confined to upstream activities of E&P. In order to reduce risks inherent in confining to one activity and to achieve financial stability and steady growth, ONGC acquired a major equity stake in Mangalore Refinery and Petrochemicals Limited so as to enter the downstream activities of refining. With this, ONGC became the first integrated oil company in India. The case examines the benefits and drawbacks of oil & E&P Company entering into refining and retailing businesses. The case also discusses the possible benefits and disadvantages of ONGC’s plans in 2004 to enter insurance, power generation and shipping businesses as part of its diversification program.

Issues
Examine the growth strategy of a public sector oil exploration and production company.

Reference Numbers
ICMR ........................................... BSTR 130
ECCH ........................................... 304-536-1
Organization(s) ................................ Oil and Natural Gas Corporation
Countries ...................................... India
Industry ........................................... Oil & Energy
Pub/Rev Date .................................... 2004
Case Length ............................... 12 Pages
TN Length ................................. N/A
**Gillette's Restructuring in India**

**Abstract**

The case focuses on the turnaround of Gillette India Limited (GIL) the Indian arm of the multinational Gillette Company. The Gillette Company entered the Indian market in 1984 through a joint venture as a minority shareholder and then garnered shares, so that it had three-fourths of the shares by 2002. During these two decades, Gillette followed inorganic growth by acquiring domestic companies in oral care, battery, blades and razors and stationery business. This diversification resulted in adding to the company's costs. With operating profits coming down, the company engaged in a restructuring exercise, which resulted in selling the same businesses the company had acquired. The restructuring was successful, and in 2003 GIL made a turnaround with net profit growth being the highest in the two decades of the company’s presence in India.

**Issues**

Corporate Restructuring

**Growth Strategies.**

**Reference Numbers**

ICMR BSTR 129
ECCH 304-535-1
Organization(s) Gillette’s Countries India Industry Personal Care
Pub/Rev Date 2004
Case Length 13 Pages
TN Length 4 Pages

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**Ericsson in China**

**Abstract**

Ericsson's relationship with China dated back to the 1980s, when the first batch of Ericsson handsets was shipped to Shanghai. Since then, China has gradually developed into one of Ericsson's primary markets. The company set up its first office in Beijing in 1985 and in 1994 Ericsson (China) Co. was established. Ericsson adopted a well laid out localization strategy to optimally exploit the Chinese market. Between the late 1990s to the early 2000s, Ericsson shifted the procurement and supply side of its wide range of business to China. It also brought in its traditional partners. This offered huge employment opportunities for local Chinese and also contributed to the country's economic growth. Besides, huge investment in R&D by Ericsson and commitment to develop in the country 3G technology contributed to China's telecom and IT growth. However, in the early 2000s, the market for Ericsson products in China lost out to stiff local competition. Analysts observed that Ericsson needed to rethink its strategy on pricing and quality of its products.

**Issues**

Tapping new markets; Localization Strategies; MNCs in China.

**Reference Numbers**

ICMR BSTR 129
ECCH 304-534-1
Organization(s) Ericsson China Countries China Industry Telecom
Pub/Rev Date 2004
Case Length 10 Pages
TN Length 5 Pages

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**Tata Consultancy Services Limited: The Pioneer in the Indian IT Industry**

**Abstract**

The case examines the unique business practices of Tata Consultancy Services (TCS), the largest IT Company in India. It discusses at length the unique ‘factory approach’ employed by TCS in software development and its human resource management practices. The case then examines the growth strategy employed by TCS in the late 1990s and early 2000s to generate more revenues and improve profitability. Finally, it discusses the growth initiatives undertaken and the challenges faced by the company in 2004. The case also provides an overview of the Indian software industry and a brief note on the leading IT companies in India.

**Issues**

Business practices of TCS; Overview of the Indian software industry.
The telecommunications industry was deregulated since 1997 when Australia’s Telstra to face the competitive market situation elaborates on the major initiatives taken by Telstra. The case also discusses the impact of these structural changes on the financial performance of Telstra. It further points out the growth and development of each of the six Strategic Business Units (SBUs) carried out by Telstra Corporation (Telstra) between 1997 and 2003. Telstra’s SBUs were reorganized six times in eight years. The case describes each of the six reorganizations in detail and examines their implications for Telstra. It discusses the impact of these structural changes on the financial performance of Telstra. The case also elaborates on the major initiatives taken by Telstra to face the competitive market situation since 1997 when Australia’s telecommunications industry was deregulated.

Abstract

The case discusses the merger of Air France and KLM, the two leading airlines in Europe. It describes recent trends and studies the ongoing consolidation in the European aviation industry. The case presents in detail the need for and the rationale behind the decision to merge and the perceived synergies by both the companies from the merger. It also discusses the possible threats to the merger, including cultural differences and various other issues. Finally, the case ends with a debate on whether the merger will be successful or not in the future.

Issues

Mergers; Consolidation in European Civil Aviation Industry.

SABMiller vs. Anheuser-Busch: The Takeover Battle for Harbin Brewery

Abstract

The case gives a detailed account of the battle between two of the world’s leading breweries-Anheuser-Busch (AB) and SABMiller to takeover Harbin Brewery, the fourth largest brewery in China. The case explores the circumstances that led SABMiller to invest in Harbin, and details the circumstances that forced that company to launch a hostile takeover bid for the control of Harbin. It then examines the efforts made by Harbin to prevent the takeover attempt by SABMiller and also details the emergence of AB as a potential white knight, which eventually won the takeover bid for Harbin. Finally, the case explores who benefited most from the deal-AB, SABMiller, the Harbin Board or Harbin shareholders.

Abstract

In 1999, the revenues of Xerox Corp (Xerox), the world’s largest photocopier maker, began to fall, and in 2000 it reported a loss of $273 million. Xerox also lost $20 billion in stock market value (from April 1999 to May 2000). Xerox continued to report losses in 2001, but August 2001, Mulcahy was made CEO. Xerox cited many reasons for its bad performance including the huge reorganization effort initiated by the then CEO Richard Thoman. In May 2000, he was replaced by his predecessor Paul Allaire, and Anne Mulcahy (Mulcahy) was made COO. Xerox revealed a turnaround programme in December 2000, which included cutting $1 billion in costs, and raising up to $4 billion through the sale of assets, exiting non-core businesses and lay-offs. Subsequently, in August 2001, Mulcahy was made CEO. Xerox continued to report losses in 2001, but it returned to profit in 2002 and continued to report profits in 2003. The case examines the events that led to the decline of Xerox, and in particular how major reorganization strategies can affect a company.

Issues

Turnaround Strategies; Change Management; Leadership; Outsourcing.
Small Industry Extension Training Institute

Abstract

Small Industry Extension Training Institute (SIETI) was set up in the 1960s as a training institute for small scale entrepreneurs (SMEs). It was well known for its training activities and attracted participants from all over the country. However, by the early 1990s, SIETI had lost its position as a premier training institute for various reasons. Some of reasons were the flight of faculty to other institutes, the poor infrastructure, and competition from other training institutes. In the late 1990s, a new Principal Director was appointed and he brought about various changes in the organization. All these changes resulted in the turnaround of SIETI.

Issues

Turnaround Management; Restructuring; Small and Medium Enterprises.

Reference Numbers

ICMR ................................................. BSTR 120
ECCH ............................................. 304-292-1
Organization(s) ..................... Small Industry Extension Training Institute
Countries .................................................. India
Industry .................................................. Training
Pub/Rev Date ........................................... 2004
Case Length ........................................... 13 Pages
TN Length ............................................. N/A

Sony–Columbia Pictures: Lessons from a Cross Border Acquisition

Abstract

The case discusses the acquisition of the US-based Columbia Pictures (now known as Sony Pictures Entertainment) by Sony Corporation, Japan. The case focuses on the various problems faced by SPE on account of poor corporate governance, mismanagement and differences between the Japanese and American management cultures, in the first five years after Sony’s acquisition of it. It examines various initiatives taken by Sony to revive the financial and business performance of SPE. The case explores the future of SPE in the light of its failure to realize the synergies identified prior to the acquisition, the highly risky movie business and impending problems at Sony’s electronics division.

Issues

Cross-border Acquisition; Cultural Mismatch.

Reference Numbers

ICMR ................................................. BSTR 119
ECCH ............................................. 304-291-1
Organization(s) ..................... Sony Pictures Entertainment
Countries ............................... US, Japan
Industry ........................................... Entertainment & Media
Pub/Rev Date ........................................... 2004
Case Length ........................................... 15 Pages
TN Length ............................................. N/A

PepsiCo’s ‘Focus’ Strategy

Abstract

US based PepsiCo conducted a major restructuring exercise in 1997-98 by spinning-off its restaurant and bottling business. The restructuring was aimed at achieving improved focus on the company’s core beverage (Pepsi-Cola) and snack food operations (Frito-Lay). By successfully adopting the ‘focus’ strategy since 1997, PepsiCo has emerged as the second largest consumer packaged goods company (in terms of revenues) in the world. By acquiring leading beverages’ company like Tropicana products (July 1998), South Beach Beverage Company (October 2000) and Quaker Oats (December 2000), the company has significantly strengthened its competitive position in the beverages segment. The case examines in-depth the key elements of the focus strategy followed by PepsiCo.

Issues

Generic Strategies; Spin-off; Restructuring.

Reference Numbers

ICMR ................................................. BSTR 117
ECCH ............................................. 304-295-1
Organization(s) ..................... Exxomobil
Countries ........................................... US
Industry ........................................... Oil and Energy
Pub/Rev Date ........................................... 2004
Case Length ........................................... 15 Pages
TN Length ............................................. N/A

The Exxon – Mobil: Merger Controversy

Abstract

The case discusses the merger of Exxon and Mobil Corporation, the two top leading companies in the US oil industry. The case details the factors that led to the decision of the two companies to merge and the synergies reaped after the merger. The case also examines the positive and negative implications of this mega-merger on the consumers, employees, marketing and retailing intermediaries, and environment, as well as its effect on the overall competition in the industry. Finally, the case discusses the status of ExxonMobil in early 2004 and how it has performed in the past five years since its merger.

Issues

Mergers; Negative side of mega-mergers; Consolidation in the US oil industry.

Reference Numbers

ICMR ................................................. BSTR 116
ECCH ............................................. 304-293-1
Organization(s) ..................... Aventis SA and Sanofi SA
Countries ........................................... France
Industry ........................................... Pharmaceutical
Pub/Rev Date ........................................... 2004
Case Length ........................................... 16 Pages
TN Length ............................................. N/A

American International Group Inc.

Abstract

The case provides detailed information on various functional areas of American International Group Inc. (AIG) including human resources and finance. The case discusses the company’s history since its inception,
Business Strategy

Prudential Financial Inc.

Abstract
The case provides detailed information on various functional areas of Prudential Financial Services (Prudential) including its marketing, human resources, and finance. The case discusses the company’s history since inception and market segments including consumer, corporate, commercial, small business, and wholesale. The case also gives details about Prudential’s globalization efforts and various geographic regions in which the company operates and the revenues derived from these regions. The case also includes information regarding the company’s social responsibility initiatives. It also covers the future prospects of Prudential and the problems being faced by the company due to the lack of succession planning. Finally, the case includes a detailed note on the global insurance industry outlook.

Issues
Management of global operations by AIG.

Reference Numbers
ICMR ................................. BSTR 115
ECCH ................................. 302-198-1
Organization(s) .... American International Group Inc.
Countries .............................. USA
Industry .............................. Financial Services
Pub/Rev Date ........................... 2002
Case Length .......................... 33 Pages
TN Length ............................. N/A

Zurich Financial Services

Abstract
The case provides detailed information on various functional areas of Zurich Financial Services (Zurich) including its human resource policies and finance. The case discusses the company’s history since inception and market segments including consumer, corporate, commercial, small business, and wholesale. The case also gives details about Zurich’s globalization efforts and the various geographic regions in which the company operates and the revenues derived from these regions and various countries. The case also includes information regarding the company’s social responsibility initiatives. It also covers the future prospects of Zurich and the problems being faced by the company due to the mismanagement of former CEO Rolf Hüppi.

Issues
Operations of a global insurance company.

Reference Numbers
ICMR ................................. BSTR 113
ECCH ................................. 302-196-1
Organization(s) .. Zurich Financial Services
Countries .............................. Switzerland
Industry .............................. Financial Services
Pub/Rev Date ........................... 2002
Case Length .......................... 23 Pages
TN Length ............................. N/A

Sun Life Financial Services

Abstract
The case provides a detailed insight into the strategies adopted by Canadian insurance major Sun Life Financial Services in various areas. The case provides information about the company’s history, its evolution, and examines its marketing, finance, and human resources strategies. Details about the various mergers and acquisitions by the company over the years are given. The case also provides an insight into the company’s global operations and examines its performance in various geographical segments. Sun Life’s merger with Clarica is explored in detail and the implications of the merger on the Canadian insurance market are studied.

Issues
The operations of an insurance company.

Reference Numbers
ICMR ................................. BSTR 112
ECCH ................................. 302-195-1
Organization(s) .... Sun Life Financial Services
Countries .............................. Canada
Industry .............................. Financial Services
Pub/Rev Date ........................... 2002
Case Length .......................... 31 Pages
TN Length ............................. N/A

General Insurance Corporation of India

Abstract
The case provides detailed information on various functional areas of General Insurance Corporation of India (GIC), the state-owned general insurance company in India including human resources and finance. The case discusses the company’s history since inception, product segments including fire, marine, theft, and miscellaneous insurance products. The case also discusses the challenges faced by the company after the entry of private players. The case also includes information regarding the company’s social responsibility initiatives.

Issues
Indian general insurance industry before and after the entry of private players.

Reference Numbers
ICMR ................................. BSTR 111
ECCH ................................. 302-194-1
Organization(s) .... General Insurance Corporation of India
Countries .............................. India
Industry .............................. Insurance
Pub/Rev Date ........................... 2002
Case Length .......................... 32 Pages
TN Length ............................. N/A

Life Insurance Corporation of India

Abstract
The case provides a detailed insight into the strategies adopted by Indian insurance major Life Insurance Corporation (LIC) of India in various areas. The case provides information about the company’s history, its evolution, subsidiaries, and the products offered, and examines its marketing, finance, and human resources strategies. Details about the IT initiatives taken up by the company in its
Charoen Pokphand: Thailand’s Largest Agri-business Conglomerate

Abstract
The case examines the various challenges that the Charoen Pokphand Group (CP), Thailand’s leading agri-business conglomerate, had to face during the period 1997-2004. It details the growth of CP from a small seed shop in 1929 into one of the largest agribusiness companies in the world. The case discusses the problems CP faced due to the 1997 Asian financial crisis and growing competition to its businesses in the domestic and international markets.

Issues
Evolution of a small family owned business into a leading business conglomerate.

Reference Numbers
ICMR ............................... BSTR 110
ECCH .................................. 302-193-1
Countries .............................. Thailand
Industry ............................... Agribusiness
Pub/Rev Date .......................... 2004
Case Length .......................... 17 Pages
TN Length ............................. N/A

Genting Berhad: The Story of a Malaysian Conglomerate

Abstract
The case examines the growth strategies adopted by Genting Berhad (Genting) that helped it become one of Malaysia’s leading conglomerates. It provides detailed information about Genting’s initial years and examines the entrepreneurial and leadership qualities of the company’s founder, Tan Sri Lim Goi Tong. The case then examines the various strategies adopted by the company to grow in the leisure and hospitality businesses and its contribution to the Malaysian tourism industry’s growth. The case ends with a discussion on the adverse impacts of the global economic slowdown and the SARS epidemic in the ASEAN region on Genting’s businesses, and comments on its future prospects.

Issues
Strategies adopted by a conglomerate company to expand and grow.

Reference Numbers
ICMR ............................... BSTR 108
ECCH .................................. 304-217-1
Countries .............................. Malaysia
Industry ............................... Diversified
Pub/Rev Date .......................... 2004
Case Length .......................... 20 Pages
TN Length ............................. N/A

IBM’s Turnaround and its New Business Model

Abstract
The turnarounds of IBM under Louis V. Gerstner’s leadership is considered to be one of the most remarkable turnarounds in corporate history. The case details the strategic measures taken by Gerstner to transform IBM from a hardware vendor to a complete IT solutions provider. The case examines IBM’s new ‘services-heavy’ business model and its potential benefits for the company in future. It also details the issues facing the new CEO of IBM - Sam Palmisano and the measures taken by him in 2002 and 2003 to boost IBM’s stagnant revenues and declining profits.

Issues
Strategic measures taken by a leader to turnaround a loss making company.

Reference Numbers
ICMR ............................... BSTR 106
ECCH .................................. 304-182-1
Countries .............................. India
Industry ............................... Diversified
Pub/Rev Date .......................... 2004
Case Length .......................... 20 Pages
TN Length ............................. N/A

ISB: A Leading Business School in India

Abstract
The case discusses the Indian School of Business (ISB), a leading business school in India. ISB aims to become the best business school in Asia and among the best in the world. The case describes what makes ISB unique including its course curriculum, faculty, teaching approach and methodology, infrastructural facilities and placements. The case also examines the hurdles faced by ISB in setting up a world class B-school and details its other financial and administrative problems. Finally, the case describes ISB’s recent initiatives and the strategies adopted by the institution to achieve its vision.

Issues
Management practices followed by world class B-schools.

Reference Numbers
ICMR ............................... BSTR 107
ECCH .................................. 304-216-1
Countries .............................. USA
Industry ............................... IT
Pub/Rev Date .......................... 2004
Case Length .......................... 21 Pages
TN Length ............................. N/A

Restructuring at Sears, Roebuck & Co. (1992-03)

Abstract
The case focuses on the restructuring initiatives taken up by Sears, Roebuck & Co. The restructuring initiatives started in 1992, when Sears reported the biggest ever loss in its history. The case explains in detail the changes initiated by Martinez to turn the company around and results of the restructuring efforts. The case provides information about the increasing problems faced by the company due to unrelated diversifications such as credit card operations. The case also throws light on the role of Sears’ credit card in the company’s profits.

Reference Numbers
ICMR ............................... BSTR 096
ECCH .................................. 304-215-1
Organizations .......................... Charoen Pokphand Group, Business Strategy
Countries ............................... India
Industry ............................... IT
Pub/Rev Date .......................... 2004
Case Length .......................... N/A
TN Length ............................. N/A
and its contribution to the company’s growth. Further the case also provides information about the restructuring initiatives undertaken by the new CEO - Alan Lacy.

Issues
Failure to adapt to a changing environment threatens survival.

Reference Numbers
ICMR ........................................ BSTR 105
ECCH ........................................... 304-190-1
Organization(s) .......... Sears Roebuck & Co.
Countries ...................................... USA
Industry ........................................ Retailing
Pub/Rev Date ............................... 2004
Case Length ............................... 9 Pages
TN Length ................................. 7 Pages

The Turnaround of Indian Bank
Abstract
The Indian Bank, established in 1907 and nationalized by the Indian Government in 1969, functioned reasonably well with the aid of the government, until prudential norms were introduced for public sector banks in 1992. While the new norms caused most of the public sector banks in India to falter, the Indian Bank posted an industry record loss of Rs 1,336 crore in the fiscal year 1995-1996. In 2000, the bank undertook a comprehensive restructuring program under the guidance of Ranjana Kumar. After a restructuring program the Bank managed to turnaround by posting its first net profit in six years for the fiscal year 2001-2002.

Issues
Reasons for the decline of a prominent public sector bank.

Reference Numbers
ICMR ........................................ BSTR 104
ECCH ........................................... 304-186-1
Organization(s) ............ Indian Bank
Countries ...................................... India
Industry ........................................ Banking & Finance
Pub/Rev Date ............................... 2004
Case Length ............................... 9 Pages
TN Length ................................. 6 Pages

Sandy Weill and Citigroup
Abstract
The case covers the leadership and deal-making qualities of Sandy Weill. It also covers the changes introduced by Weill in Citigroup. It describes the power struggle between Weill and Reed, and the issue of succession planning at Citigroup.

Issues
Leadership and deal-making qualities of a leader.

Reference Numbers
ICMR ........................................ BSTR 103
ECCH ........................................... 304-189-1
Organization(s) .......... Citigroup Inc
Countries ...................................... USA
Industry ........................................ Banking & Financial Services
Pub/Rev Date ............................... 2004
Case Length ............................... 10 Pages
TN Length ................................. 4 Pages

Rupert Murdoch: The Media Mogul
Abstract
The case examines the entrepreneurial and leadership styles of Rupert Murdoch, the CEO and Chairman of News Corporation Limited, a global media and entertainment company which diversified into films, television, newspapers, magazines etc. The case explains Murdoch’s business acumen, diversification into different businesses and people management skills in detail.

Issues
Different leadership styles and entrepreneurial skills.

Reference Numbers
ICMR ........................................ BSTR 102
ECCH ........................................... 304-188-1
Organization(s) .... News Corporation Ltd
Countries ...................................... USA
Industry ........................................ Media & Advertising
Pub/Rev Date ............................... 2004
Case Length ............................... 9 Pages
TN Length ................................. 4 Pages

Revival of Matsushita
Abstract
The case describes how Matsushita, the consumer electronics giant had evolved over the years. It starts with a description of the growth of Matsushita over the years and goes on to explain the problems that the company faced in the 1990s. The case explains the reasons for Matsushita’s declining performance. It also discusses the restructuring initiatives taken up by the company which helped it improve its performance.

Issues
Changes in strategy with changes in the environment.

Reference Numbers
ICMR ........................................ BSTR 101
ECCH ........................................... 304-187-1
Organization(s) .. Matsushita Electronics
Countries ...................................... Japan
Industry ........................................ Consumer Electronics
Pub/Rev Date ............................... 2004
Case Length ............................... 9 Pages
TN Length ................................. 4 Pages

Dr V of Aravind Eye Hospital: A ‘Level 5’ Leader
Abstract
The case aims at uncovering the leadership dimension that underlies the success of Aravind Eye Hospital. The case focuses on the leadership style of Dr. Govindappa Verkataswamy (Dr. V), the founder of Aravind Eye Hospitals. Detailed information is provided on the circumstances in which he grew up, and the factors that moulded his personality. Dr. V, with his qualities such as humility, and professional will has been portrayed as a Jim Collins’ ‘Level 5’ leader. The case also talks about how Dr. V realized his vision by inspiring like-minded people. There is also a mention of how he defined Aravind Hospital’s scope of operations, and leveraged advances in information technology. The case also discusses Aravind’s innovative business model pioneered by Dr. V.
Condit resigned from Boeing in December 2003, and soon after his resignation, Boeing restructured its management structure.

Issues

Cost leadership strategy generated above-average returns for the company and acted as a defense against competition in the industry. Finally, the case discusses the plans and challenges faced by Wal-Mart in early 2004.

Issues

Cost leadership strategy applied by a retailer to gain competitive advantage.

Restructuring Unilever: The ‘Path to Growth’ Strategy

Abstract

The case discusses a five-year long organizational restructuring exercise undertaken by Unilever, a leading global fast moving consumer goods company. It examines in detail the important elements of the restructuring program named the ‘Path to Growth Strategy.’ The case focuses on the changes made with respect to the organizational structure, various Unilever businesses, branding strategies, operational processes and the supply chain management practices. Finally, it discusses the results of the restructuring exercise and examines the company's future prospects in the light of its falling share price and the sluggish growth of many of its leading brands.

Issues

Restructuring strategies of a multi-product, multinational company.

Wal-Mart’s Cost Leadership Strategy

Abstract

By successfully adopting a cost leadership strategy over the decades, Wal-Mart has emerged as the largest company (in terms of revenues) in the world. The case examines in depth the key elements of the

Boeing under Phil Condit

Abstract

Phil Condit became the CEO of Boeing in 1996. In the very first year, the company found itself with a serious manufacturing breakdown, which led to huge losses. Condit was also responsible for shifting Boeing’s focus from commercial aircraft to defense contracts, which possibly led to the emergence of ethical problems in the company. In addition to this, under Condit, Boeing was overtaken by rival Airbus Industrie in aircraft deliveries for the first time in 2003. Condit’s diversification strategy was also not entirely successful and Boeing had to write off huge amounts in the late-1990s and early-2000s, due to failed acquisitions.

Issues

How an individual flowers into a level 5 leader and operates with a sense of mission

How some leaders like Dr. V could foresee today’s market demands.

Reference Numbers

ICMR ............................................. BSTR 097
ECCH ........................................... 304-181-1
Organization(s) ............. TV - Today Network
Countries ................................... India
Industry ............................... Media and TV Software
Pub/Rev Date ............................ 2004
Case Length ............................ 12 Pages
TN Length ............................... N/A

Dangdang.com: The Amazon.com of China

Abstract

The case discusses the reasons behind the success of China’s online bookstore dangdang.com. The business model of dangdang.com and the strategies adopted by dangdang are discussed in detail. The case also explains the problems in e-commerce unique to the developing countries.

Issues

Problems faced by online companies in the developing countries like China.

Reference Numbers

ICMR ............................................. BSTR 099
ECCH ........................................... 304-185-1
Organization(s) ............. Dangdang.com
Countries ................................... China
Industry ............................... Online Retailing
Pub/Rev Date ............................ 2004
Case Length ............................ 6 Pages
TN Length ............................... N/A

‘Aaj Tak’ News Channel’s Success Story

Abstract

Aaj Tak, a 24 hours Hindi news channel in India, was launched in December 2000. Since then, the channel has maintained its lead in viewership in the news segment. The case explores the reasons for the success of Aaj Tak. It examines the background of the channel and the circumstances that led to its launch. The case also draws a comparison between Aaj Tak and its competitors such as Zee News, Sahara Samay National, NDTV India (Hindi), Star News, and DD News. It also takes a look at the news channels market in India and at the future outlook of Aaj Tak.

Issues

Strategies adopted by a news channel to differentiate itself.

Reference Numbers

ICMR ............................................. BSTR 097
ECCH ........................................... 304-181-1
Organization(s) ............. TV - Today Network
Countries ................................... India
Industry ............................... Media and TV Software
Pub/Rev Date ............................ 2004
Case Length ............................ 12 Pages
TN Length ............................... N/A

Restructuring Unilever: The ‘Path to Growth’ Strategy

Abstract

The case discusses a five-year long organizational restructuring exercise undertaken by Unilever, a leading global fast moving consumer goods company. It examines in detail the important elements of the restructuring program named the ‘Path to Growth Strategy.’ The case focuses on the changes made with respect to the organizational structure, various Unilever businesses, branding strategies, operational processes and the supply chain management practices. Finally, it discusses the results of the restructuring exercise and examines the company's future prospects in the light of its falling share price and the sluggish growth of many of its leading brands.

Issues

Restructuring strategies of a multi-product, multinational company.

Reference Numbers

ICMR ............................................. BSTR 097
ECCH ........................................... 304-181-1
Organization(s) ............. TV - Today Network
Countries ................................... India
Industry ............................... Media and TV Software
Pub/Rev Date ............................ 2004
Case Length ............................ 12 Pages
TN Length ............................... N/A
### Toyota’s Globalization Strategies

**Abstract**

The case details the globalization strategies adopted by one of the world’s leading automobile majors, the Japan-based Toyota Motor Corporation (Toyota). It examines the company’s evolution from being Japan’s number one automaker to a formidable competitor in the global automobile market by 2003. It examines the rationale behind Toyota’s decision to concentrate on global expansion and studies the company’s various globalization programs, focusing on the localization efforts. The case also analyzes the problems faced by the company within Japan and discusses the steps taken to overcome them.

**Issues**

Toyota’s strategies to emerge as a global leader.

**Reference Numbers**

ICMR .................. BSTR 093
ECCH .................. 304-103-1
Organization(s) ........ Harley Davidson Inc.
Countries .................. USA
Industry .................. Automobile
Pub/Rev Date .................. 2004
Case Length .................. 19 Pages
TN Length .................. N/A

### Innovations at Harley Davidson

**Abstract**

The case explains how, adopting innovation as a strategic tool, helped Harley Davidson (H-D) become a leading motorcycle and motorcycle accessories company. It provides an explanation of the concept of innovation, types of innovation, the innovation process and its applicability in the business context. Thereafter, the case covers H-D’s history and talks of the product innovations that helped it become the leader in the US motorcycle industry. It also discusses the reasons for H-D losing its market share to foreign and domestic competitors. The case explains how all this was done using the concept of technological innovations not as an end by itself, but as the means to enhance ‘customer experience.’

**Issues**

The concept of innovation, different types of innovation, and its applicability in the business context

The evolution of H-D’s business and understand how innovations in product development are integral for sustained business growth.

**Reference Numbers**

ICMR .................. BSTR 092
ECCH .................. 304-102-1
Organization(s) ........ Freeserve, Wanadoo
Countries .................. Europe
Industry .................. Internet, Telecommunication
Pub/Rev Date .................. 2004
Case Length .................. 9 Pages
TN Length .................. N/A

### Freeserve: The Pioneer in Free ISPs in Europe

**Abstract**

This case deals with the strategy adopted by the Internet Service Provider, Freeserve, to stay ahead of the competition. Freeserve was launched by Dixons, a consumer electronics chain of stores in UK, in 1998. It pioneered a subscription-free Internet service in Europe. The case takes a look at how the ISP worked. It goes on to describe its IPO and its huge initial success. It then elaborates on the ISP’s operational model, including the various schemes and services it provided, and eventually discusses its downturn. It concludes with a detailed explanation of Freeserve’s acquisition by the French Telecom company, Wanadoo. It provides a note on the revival of Freeserve after its takeover.

**Issues**

Strategies adopted by a free Internet service provider to remain in the top slot.

**Reference Numbers**

ICMR .................. BSTR 091
ECCH .................. 304-101-1
Organization(s) ........ Canon Inc.
Countries .................. Japan
Industry .................. Office Equipment
Pub/Rev Date .................. 2004
Case Length .................. 20 Pages
TN Length .................. N/A

### Webvan: A Disaster on the Web

**Abstract**

This case deals with the failure of the online grocery website webvan.com. During its launch Webvan received a large amount of funds from several venture capitalists, which it invested in the development of an automated technology platform for its warehouses. The case discusses at length Webvan’s extravagant spending and how it continued to spend even with declining profit margins. It also discusses in detail the strategic alliances entered into by the site and the fallout of these partnerships. It then elaborates on the e-tailing model of the site. Finally, it analyzes Webvan’s decision to close its store in mid-2001, due to huge financial and logistical problems. The case also takes a brief look at other online grocers who were not successful.

**Issues**

Analyze the business model of Webvan; how its plans differed from those which preceded it

The strategies adopted by Webvan to begin as an online grocer and expand its range of products.

**Reference Numbers**

ICMR .................. BSTR 090
ECCH .................. 304-041-1
Organization(s) ........ Grocery Express, Webvan
Countries .................. USA
Industry .................. Online retailing
Pub/Rev Date .................. 2004
Case Length .................. 11 Pages
TN Length .................. N/A

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www.icmrindia.org
Omnicom: The World’s Largest Advertising Conglomerate

Abstract

The case details the strategies adopted by the world’s largest advertising conglomerate, the Omnicom Group, to become a global marketing and communications major. It takes an in-depth look at Omnicom’s growth vis-à-vis the advertising industry’s evolution through the late-1980s. The company’s strategic focus on growth through mergers and acquisitions is explored in detail. Finally, the case discusses the success secrets of Omnicom and examines its future prospects in light of the changes taking place in the global advertising industry. It also provides information on the advertising agency business and profiles the leading players in the business in 2003.

Issues

The dynamics of the global advertising industry and its evolution over the decades

The role played by an advertising agency in a company’s advertising efforts.

Reference Numbers

ICMR ....................................... BSTR 089
ECCH ...................................... 304-043-1
Organization(s) .............. Omnicom Group.
Countries .................................... USA
Industry ........................................ Advertising
Pub/Rev Date ............................. 2004
Case Length ......................... 18 Pages
TN Length ......................... N/A

National Dairy Development Board

Abstract

The case examines the modern dairy development efforts undertaken in India, which helped the country, emerge as the world’s largest milk producer by the end of the 20th century. It describes in detail the Anand Model of dairy co-operatives and examines the rationale for establishment of the National Dairy Development Board (NDBB). It then talks about the initiatives taken by NDBB as part of its ‘Operation Flood,’ program. The achievements of the ‘Operation Flood’ program are analyzed and the other initiatives taken by NDBB to build on the program’s success are discussed.

Issues

Successful co-operative dairy development model in India.

Reference Numbers

ICMR ........................................... BSTR 088
ECCH ...................................... 304-044-1
Organization(s) .... FAO, NDBB, GCMMF
Countries .............................. India
Industry .................................... Dairy
Pub/Rev Date ............................. 2004
Case Length ......................... 21 Pages
TN Length ......................... N/A

Organizational Transformation at Hughes Electronics Corporation

Abstract

The case discusses the transformation of Hughes Electronics Corporation (HEC) from a defense communication systems, weapons and aircraft manufacturer into a leading digital media and communications service provider. After taking a look at the company’s history, the reasons underlying its decision to shift its focus to the media and communications business (under GM’s ownership) are explained. Thereafter, the case describes how HEC structured itself into four divisions and the various strategic alliances it entered into, to grow and expand.

Issues

The strategies adopted by a MNC to shift to a new business domain.

Reference Numbers

ICMR ........................................... BSTR 087
ECCH ...................................... 304-047-1
Organization(s) ...... Hughes Electronics Corporation
Countries ..................................... USA
Industry .................................... Electronics & Communication
Pub/Rev Date ............................. 2004
Case Length ......................... 15 Pages
TN Length ......................... N/A

Germany’s Henkel in the Indian FMCG Industry

Abstract

The case deals with the growth strategies adopted by Henkel Spic India Ltd (Henkel), the Indian subsidiary of the German detergents, adhesives, cosmetics and toiletries major Henkel KGaA. It provides detailed information about the various business as well as marketing strategies adopted by Henkel to strengthen its competitive position in the Indian Fast Moving Consumer Goods (FMCG) market. The case describes how Henkel, using strategies like new product launches, brand acquisitions, strengthening of retail and distribution reach and aggressive marketing, gained market share in the detergents and cosmetics/toiletries market in India. Towards the end, the case discusses Henkel’s future growth prospects in India.

Issues

New product launches, brand acquisitions, retail and distribution channels.

Reference Numbers

ICMR ........................................... BSTR 086
ECCH ...................................... 304-046-1
Organization(s) .... Henkel Spic India Ltd.
Countries .................................... India
Industry .................................... FMCG
Pub/Rev Date ............................. 2004
Case Length ......................... 15 Pages
TN Length ......................... N/A

GE & Honeywell: A Failed Merger

Abstract

The bid by General Electric to take over Honeywell International Inc. was set to become the biggest merger in industrial history, when the European Commission barred it from taking place. One of the biggest companies in the world, GE was attracted by Honeywell’s aerospace businesses which fit in neatly with GE’s own businesses in the area, thus creating remarkable synergies for both companies. The merger had been passed by the United States Department of Justice, with the recommendation that GE divest itself of Honeywell’s military helicopter unit, to protect the US military. However, approval from the EC was not so easy to obtain. The GE-Honeywell merger case marked the first time that transatlantic regulatory authorities differed in their decision on a merger approval.

Issues

M&As, Transnational differences in approaches to business issues.

Reference Numbers

ICMR ........................................... BSTR 085
ECCH ...................................... 304-045-1
Organization(s) ...... GE, Honeywell International Inc., European Commission
Countries ................ USA, European countries
Industry .................................... Airlines
Pub/Rev Date ............................. 2004
Case Length ......................... 13 Pages
TN Length ......................... 4 Pages

“I don’t know what your destiny will be, but one thing I do know: the only ones among you who will be really happy are those who have sought and found how to serve.”

-Albert Schweitzer
**The Concorde Saga**

**Abstract**
A technical marvel, the Concorde was the only aircraft offering commercial supersonic travel to passengers. Designed and built in the late 1960s and early 1970s, Concorde represented the dream of traveling faster than the speed of sound. The Concorde project was a collaboration between the governments of Britain and France and was launched with the expectation of revolutionizing air travel. In the initial stages, the project generated a lot of interest and Concorde received purchase orders from 16 major airlines by the late 1960s. However, as the drawbacks of flying these aircraft began to come to the fore, especially after the fuel crisis of the 1970s, most of the airlines backed away. Eventually, British Airways and Air France were the only airlines operating Concordes.

**Issues**
- Relationship between technical excellence and commercial success.

**Reference Numbers**
- ICMR: BSTR 084
- ECCH: 304-048-1

**Wal-Mart’s German Misadventure**

**Abstract**
The case focuses on the retailing giant Wal-Mart and its experience in Germany. The case explains in detail the reasons for Wal-Mart's decision to go global in the early 1990s, and its decision to enter the European market through Germany — the most difficult market in Europe. The case discusses the problems faced by the company in Germany due to its lack of understanding of the German retailing and regulatory environment. The case discusses in detail the various problems faced by Wal-Mart in Germany — entry strategy problems, problems in the operational environment, and regulatory and cultural problems.

**Issues**
- Nature and structure of German retailing industry.

**Reference Numbers**
- ICMR: BSTR 082
- ECCH: 304-006-1

**Cisco’s Acquisition Strategy**

**Abstract**
The case describes the acquisition strategy of the US based networking giant Cisco Systems (Cisco), a company that by 2003 had acquired 80 companies. The case explains the methodology adopted by Cisco to acquire companies. This included evaluating the target company, determining its compatibility with Cisco and integrating the acquired company’s operations with Cisco. The case also examines the measures taken by Cisco to integrate the cultures of the acquired companies with that of Cisco. The case also discusses the flaws in Cisco’s acquisition strategy that led the company into financial problems in 2001. Finally, the case describes the revision made by Cisco in its acquisition strategy and the progress made by the company.

**Issues**
- Acquisition, corporate mergers and their strategic implications.

**Reference Numbers**
- ICMR: BSTR 083
- ECCH: 304-049-1

**Motorola in China**

**Abstract**
The case examines the strategies adopted by the US electronics company, Motorola, in China. It focuses on Motorola's initiatives in the Chinese market to establish itself as a major brand. The case provides detailed information on the four-point strategy adopted by Motorola in China and the results of the same. The case throws light on the increasing competition in the Chinese mobile handset market and the reasons for Motorola changing its strategy. The case also deals with the impact of SARS on the market and the future prospects of Motorola in China. The case provides detailed information on the Chinese mobile handset market.

**Issues**
- Entry strategies in international markets.

**Reference Numbers**
- ICMR: BSTR 080
- ECCH: 304-002-1

**Canon in India**

**Abstract**
The case examines the emergence of Canon India, a part of the Japanese imaging major Canon Inc., as a leading digital imaging company in India. It begins with a discussion on the reasons for Canon India's lacklustre performance after its inception in 1997. The case then examines the rationale for the company's decision to restructure its operations in 2001. It discusses in detail the company's restructuring initiatives that involved an overhaul of its product, brand-positioning, advertising, promotion, and sales and distribution strategies. The case lists the benefits reaped by Canon India from the restructuring exercise and examines its future prospects in light of the changing dynamics of the Indian IT Peripherals and digital imaging markets.

**Issues**
- The Indian IT Peripherals and Imaging market in the early 21st century.

**Reference Numbers**
- ICMR: BSTR 081
- ECCH: 304-007-1

**Organizational Restructuring at AXA**

**Abstract**
The case discusses the organizational restructuring moves undertaken by one of the world’s largest life/health insurance companies, AXA, in the late-1990s. It details the reasons behind the France-based insurer’s decision to adopt a new customer-oriented business model in response to the changing industry dynamics and customer preferences.
**Dynamics of the global insurance/reinsurance industry.**

**Reference Numbers**
- ICMR: BSTR 079
- ECCH: 304-001-1

**Organization(s): AXA Corporate Solutions**
- Countries: France
- Industry: Life/Health Insurance

**Pub/Rev Date:** 2003

**Case Length:** 17 Pages

**TN Length:** N/A

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**Synergies between publishing and education.**

**Reference Numbers**
- ICMR: BSTR 077
- ECCH: 304-005-1

**Organization(s): AT&T, Department of Justice (US)**
- Countries: USA
- Industry: Telecom

**Pub/Rev Date:** 2003

**Case Length:** 14 Pages

**TN Length:** N/A

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**Reorganizing AT&T (B)**

**Abstract**

The case discusses the voluntary breakup of AT&T in 1995 (the largest in corporate history) and its implications on the company and the telecommunication industry in the US. It examines the organizational structure of AT&T after the break-up. The case then explores the events that led to the restructuring of the company in 2000 in which the company was split into four entities - AT&T Wireless, AT&T Broadband, AT&T Consumer and AT&T Business. The organizational structure of AT&T in 2001 is discussed in detail. The case then describes the problems faced by AT&T after the break-ups. Finally, the case discusses the issues before the new CEO - David Donmann and his restructuring plan in 2003 to make AT&T a more customer-centric company.

**Issues**

Break-up of AT&T and its strategic implications.

**Reference Numbers**
- ICMR: BSTR 077
- ECCH: 304-004-1

**Organization(s): AT&T, Department of Justice (US)**
- Countries: USA
- Industry: Telecom

**Pub/Rev Date:** 2003

**Case Length:** 14 Pages

**TN Length:** N/A

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**Reorganizing AT&T (A)**

**Abstract**

The case discusses the breakup of the Bell System in 1984 and its implications for AT&T and the telecommunications industry in the US till the mid-1990s. It examines the organizational structure of the erstwhile Bell System and how it facilitated decentralization of AT&T's operations. The case then explores the events that led to the breakup and the changes in the organizational structure of AT&T after the break-up. The case describes in detail the implications of these organizational changes on the company. Finally, the case discusses AT&T’s acquisition of NCR Corporation, a leading computer manufacturer, and looks at the reasons for the company's unsuccessful merger with NCR.

**Issues**

Break-up of Bell System and its strategic implications.

**Reference Numbers**
- ICMR: BSTR 077
- ECCH: 304-004-1

**Organization(s): AT&T, Department of Justice (US)**
- Countries: USA
- Industry: Telecom

**Pub/Rev Date:** 2003

**Case Length:** 14 Pages

**TN Length:** N/A

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**ICFAI Publications**

**Abstract**

ICFAI Publications was a division of ICFAI, an educational foundation, publishing 16 magazines and 15 journals in management, finance, and law. The division followed a unique model in bringing out the magazines and journals. Almost all the publications were started as digests; over a period of time, more original articles were added. Although the division was not profitable, the publications activity was believed to bring in several direct and tangential benefits to the other activities of the foundation. The case examines the performance of the division; the sustainability and scalability of its business model; the benefits (real and perceived) deriving from publications; and the appropriateness of the strategy followed by the Foundation in its publications activity.

**Issues**

Synergies between publishing and education.

**Reference Numbers**
- ICMR: BSTR 075
- ECCH: 304-042-1

**Organization(s): AT&T, Department of Justice (US)**
- Countries: India
- Industry: Publishing

**Pub/Rev Date:** 2004

**Case Length:** 33 Pages

**TN Length:** 4 Pages

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**Takeda Chemical Industries: Lessons from a Japanese Pharma Major**

**Abstract**

The case details the strategies adopted by Takeda Chemical Industries Ltd., Japan's leading pharmaceutical company, to grow into a global pharmaceutical major. The case conducts an in-depth study of Takeda’s growth in the backdrop of the evolution of the Japanese pharmaceutical industry. Various strategies adopted by the company to grow in the domestic as well as international markets have been examined in detail. The case also explains in detail the reasons for the company deciding to concentrate on international expansion and establish itself as an R&D driven pharmaceutical company early 1990s onwards. Besides, the case also tries to analyze the future growth strategies adopted by Takeda in the light of the increasing competition from domestic and international players.
Haier Group's Strategy in the US Market

Abstract

The case examines the globalization initiatives of one of the most successful companies in China, the consumer appliance major, Haier Group Co. The case focuses on Haier's initiatives in the US market to establish itself as a major brand. The case also provides information about the competition in the US consumer appliance market and its structure, and the strategies adopted by Haier to overcome the obstacles. The problems faced by Haier in the high-end market in the US consumer appliance industry and future prospects of the company in the US market are also discussed. The case also provides information on the Chinese consumer appliances market.

Issues

Globalizing a home-grown business.

Reference Numbers

ICMR .............................................. BSTR 074
ECCH ............................................. 303-214-1
Organization(s) .... Takeda Chemical Industries.
Countries ................................. Japan
Industry ..................... Pharmaceutical
Pub/Rev Date ............................... 2003
Case Length ............................... 17 Pages
TN Length ................................. N/A

Bharat Sanchar Nigam Ltd.: Ruling the Indian Telecom Market

Abstract

The case examines the emergence of BSNL as the leading company in the Indian telecom industry in early 21st century. It explores in detail the changes taking place in the industry through the early 1990s - primarily the entry of private players and the emergence of cellular telephony. The case takes a look at the circumstances that led BSNL to enter the cellular and WLL segments. Detailed information is provided about the reasons behind the rapid growth of its cellular services. The case also discusses the criticisms leveled against BSNL's services and strategies, and the initiatives taken by the company to address them. Finally, it discusses the threats facing BSNL in the light of the changing regulatory and competitive scenario.

Issues

The nature of the Indian telecom industry market in the early 21st century.

Reference Numbers

ICMR .............................................. BSTR 071
ECCH ............................................. 303-210-1
Organization(s) .................................. BSNL
Countries ................................. India
Industry ................................. Telecom
Pub/Rev Date ............................... 2003
Case Length ............................... 13 Pages
TN Length ................................. N/A

Apple iTunes: Changing the Face of Online Music Retailing

Abstract

The case deals with iTunes, an Internet-based music retailing service launched by Apple Computers in early 2003. It provides information about the changing dynamics of the music industry and analyzes the circumstances that led to the emergence of the online music distribution business. It also examines the impact of online music services on the industry in light of the problem of growing music piracy. The efforts made by several companies to launch legal services, and the reasons for their failure, are explored. The case then describes how Apple's iTunes provided a viable solution to the problems faced by the music industry and the customers. Finally, the case discusses the challenges facing iTunes, and its future prospects, in light of Apple's decision to launch its Windows version.

Issues

Structure and dynamics of the music industry.
### Abstract
This case examines the problems faced by Canada’s leading airline company, Air Canada, during the 1990s that led to its filing for bankruptcy protection in 2003. It details the company’s growth from its inception as a government-owned entity in 1937 to becoming the 10th largest airline in the world by the 1990s. The case takes a look at the circumstances that led to Air Canada’s merger with archrival Canadian Airlines International and covers the problems that cropped up after the merger. The case moves on to examine the various problems faced by Air Canada during the early 21st century, which forced it to seek creditor protection. Finally, it discusses the company’s future prospects in light of its restructuring plan and the uncertainties that plague the Canadian and global airline industries.

### Issues
Competition in the airline industry.

### Reference Numbers
ICMR: BSTR 069
ECCH: 303-209-1
Organization(s): Air Canada
Countries: Canada
Industry: Aviation
Pub/Rev Date: 2003
Case Length: 16 Pages
TN Length: N/A

### Restructuring P&G

### Abstract
The case discusses the 'Organization 2005' program; a six-year long organizational restructuring exercise conducted by the US based Procter & Gamble (P&G), global leader in the fast moving consumer goods industry. The case examines in detail, the important elements of the restructuring program including changing the organizational structure, standardizing the work processes and revamping the corporate culture. The case elaborates on the mistakes committed by Durk Jager, the erstwhile CEO of P&G and examines the reasons as to why Organization 2005 program did not deliver the desired results. Finally, the case discusses how Alan George Lafley, the new CEO, accelerated the initiatives under the Organization 2005 program and revived P&G's financial performance.

### Issues
Impact of restructuring on organizational structure and corporate culture.

### Reference Numbers
ICMR: BSTR 066
ECCH: 303-191-1
Organization(s): P&G
Countries: USA
Industry: FMCG
Pub/Rev Date: 2003
Case Length: 19 Pages
TN Length: N/A

### Gateway: Implementing Innovative Strategies in the IT Industry

### Abstract
The case examines various strategies adopted by the US based Gateway Inc, a leading computer retailer, in its efforts to capture a sizeable market share in the consumer and small business segment in the US. It discusses in detail the 'clicks-and-mortar' and 'beyond-the-box' strategies, their implementation by Gateway and their implications. The case also identifies the drawbacks of these strategies that resulted in their short-term success. Finally, the case describes the 'new' strategy announced by Gateway in late 2002 and examines its implications for the company in 2003 and beyond.

### Issues
Focus new business models.

### Reference Numbers
ICMR: BSTR 067
ECCH: 303-192-1
Organization(s): Gateway Inc.
Countries: USA
Industry: Personal Computers
Pub/Rev Date: 2003
Case Length: 13 Pages
TN Length: N/A

### Dell Spells Success in China

### Abstract
The case discusses Dell Computer Inc.’s (Dell) initiatives to build and strengthen its presence in the Chinese personal computer (PC) industry. It briefly details Dell’s evolution over the years and examines the rationale for its entry into China. The case also examines the measures adopted by Dell to succeed in China and the ways in which it overcame the problems it faced while implementing its famous ‘Direct Model’ in the country. The reasons for Dell’s rapid growth in China (especially the marketing initiatives) have been discussed in detail. The case ends with a brief note on the competition faced Dell (from players such as Legend) and its future prospects in China.

### Issues
Dynamics of the PC market in China and its attractiveness to multinational players.

### Reference Numbers
ICMR: BSTR 066
ECCH: 303-194-1
Organization(s): Dell
Countries: USA, China
Industry: Personal Computers
Pub/Rev Date: 2003
Case Length: 14 Pages
TN Length: N/A

### BMW: Going on the Offensive

### Abstract
The case examines the growth of BMW, a based in Germany, into one of the leading automobile producers in the world by the 1990s. It critically examines the circumstances that led to the acquisition of the Rover Group by BMW and discusses the problems that surfaced after the acquisition. The case discusses the restructuring initiatives taken by BMW after the sale of Rover - particularly the product offensive strategy adopted by the company. It examines the results of the restructuring and discusses the future of BMW in the light of competition in the premium segment of the automobile industry and potential roadblocks caused by its strategies.

### Issues
Trends in the premium segment of global automobile market.

### Reference Numbers
ICMR: BSTR 065
ECCH: 303-195-1
Organization(s): BMW
Countries: Germany
Industry: Automobile
Pub/Rev Date: 2003
Case Length: 12 Pages
TN Length: N/A

### Reviving Yahoo!: Strategies that Turned Around the Internet Portal

### Abstract
The case examines the way in which Terry S. Semel turned around Yahoo! (Yahoo), one of the leading Internet companies in the world, which was in deep trouble in the fiscal 2001. It discusses the problems faced by Yahoo...
Pepsi’s Entry into India: A Lesson in Globalization

Abstract
The case discusses the strategies adopted by the soft drinks and snack foods major PepsiCo to enter India in the late 1980s. To enter the highly regulated Indian economy, the company had to struggle hard to ‘sell’ itself to the Indian government. PepsiCo promised to work towards uplifting the rural economy of the terrorism affected north Indian state of Punjab by getting involved in agricultural activities. In addition, it made a host of other promises that made its proposal very attractive to the regulatory authorities. Finally, the case takes a look at the contract farming initiatives undertaken by Pepsi since the 1990s and seeks to critically analyze the strategies used by the company to enter India.

Issues
Problems faced by Internet companies, Turnaround strategies.

Reference Numbers
ICMR .......................... BSTR 064
ECCH ........................... 303-215-1
Organization(s) .............. Yahoo!
Countries ....................... USA
Industry ........................ Consumer Electronics
Pub/Rev Date ..................... 2003
Case Length ...................... 12 Pages
TN Length ......................... 5 Pages

Restructuring Sony

Abstract
The case discusses the organizational restructuring carried out by the Japanese electronics and communication giant, Sony Corporation (Sony) between 1994 and 2003. Sony’s business operations were restructured five times within nine years. The case describes each of the five restructuring exercises in detail and examines their implications for Sony. It also discusses the impact of these structural changes on the financial performance of Sony.

Issues
Costs and consequences of restructuring.

Reference Numbers
ICMR .......................... BSTR 063
ECCH ........................... 303-155-1
Organization(s) .............. Sony Corp.
Countries ....................... Japan
Industry ........................ Consumer Electronics
Pub/Rev Date ..................... 2003
Case Length ...................... 21 Pages
TN Length ......................... 10 Pages

RyanAir: The ‘Southwest’ of European Airlines

Abstract
Ryanair was one of the oldest and most successful low-cost airlines in Europe. Started in 1985 as an independent Irish airline, Ryanair expanded to become the biggest carrier on the London-Ireland route. By the late 1990s, it was the biggest low-cost airline in Europe. However, in 2002 rival easyJet overtook it to the top position. Ryanair’s operations were based on the operational model of the most successful discounter of all time - the Dallas-based Southwest airlines. By early 2003, the low-cost airlines segment in Europe showed signs of consolidation. Ryanair and easyJet had emerged as the major players in the market. How the two airlines were positioned vis-à-vis each other also forms a part of the case.

Issues
Low cost airlines, market leadership, publicity and marketing, innovation.

Reference Numbers
ICMR .......................... BSTR 060
ECCH ........................... 303-190-1
Organization(s) .............. BMV
Countries ....................... Germany
Industry .......................... Automobiles & Automotive
Pub/Rev Date ..................... 2003
Case Length ...................... 10 Pages
TN Length ......................... N/A

BMW’s Innovation Strategies

Abstract
The case examines the growth of BMW, a German automobile company into one of the leading automobile producers in the world (by the 1990s). It critically examines the circumstances that made BMW radically change the way it was handling ‘innovation process management’ at its automobile division. The case discusses in detail the various components of the new innovation process adopted by BMW and evaluates the effectiveness of these components. Benefits that accrued to the company, on account of the changed innovation process, in the backdrop of its changing strategic game plan, are also discussed.

Issues
Innovation management, Automobile industry and innovation.

Reference Numbers
ICMR .......................... BSTR 060
ECCH ........................... 303-152-1
Organization(s) .............. Pepsi
Countries ....................... India
Industry .......................... Food, Beverages & Tobacco
Pub/Rev Date ..................... 2003
Case Length ...................... 9 Pages
TN Length ......................... 5 Pages

Bertelsmann: Before, During and After Middelhoff

Abstract
The case examines how the German media group, Bertelsmann, emerged as a leading global media conglomerate. The role played by the leadership of Reinhard Mohn and the company’s corporate culture in its growth has been studied. Bertelsmann’s Internet initiatives between the late 1990s and 2002 have also been examined. The various problems faced by the company during the early 2000s on account of the failure of its Internet initiatives; changes in the corporate culture, and clashes between Middelhoff and the founding family over strategic issues are described. The case discusses the changes that took place with the appointment of a new CEO in mid-2002. It also examines the results of these changes and the future prospects of the company.

Issues
Family owned firms; Leadership; Owner manager conflicts.

Reference Numbers
ICMR .......................... BSTR 062
ECCH ........................... 303-181-1
Organization(s) .............. Bertelsmann
Countries ....................... Europe
Industry .......................... Media & Entertainment
Pub/Rev Date ..................... 2003
Case Length ...................... 21 Pages
TN Length ......................... N/A
EasyJet: The 'Easy' Way to Succeed

Abstract

EasyJet is one of the most successful low-cost airlines in Europe. With the acquisition of Go, the low-cost subsidiary of British Airways in 2002, easyJet became the biggest low-cost airline in Europe, overtaking rival Ryanair to the top position. The case outlines the genesis of easyJet and the major events that occurred at the airline since its inception in 1995. It describes the operational policies adopted by the airline to support its strategy of becoming a cost leader, by cutting out unnecessary frills and non-value added services. The case also describes the marketing initiatives of the airline and some of the controversies it got involved in, because of its aggressive advertising.

Reference Numbers
ICMR .............................................. BSTR 058
ECCH .............................................. 203-026-1
Organization(s) ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... ... 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FoodWorld: Pioneering Organized Retailing in India

Abstract
The case discusses the emergence and expansion of the food supermarket chain, FoodWorld (FW) in India during the 1990s and early 2000s, and traces its growth over the years. The strategies devised to establish FW have been examined in detail. The case discusses in depth the issues of store location, store design and promotional initiatives that were given special attention while establishing FW outlets. The case also talks about the rationale behind FW’s ‘private brand’ initiative and briefly discusses how the company made use of information technology for achieving operational excellence. Finally, the case takes a look at the developments in the Indian food retailing industry and talks about FW’s future prospects.

Reference Numbers
ICMR ........................................ BSTR 056
ECCH ........................................ 303-295-1
Organization(s) .................. TATA, Timex Corp., Titan Industries
Countries ..................................... India
Industry .............................. Retail
Pub/Rev Date ................................ 2003
Case Length ........................... 17 Pages
TN Length ................................. N/A

DoCoMo: The Japanese Wireless Telecom Leader

Abstract
The case examines the phenomenal growth of DoCoMo, a Japanese wireless telecom company, into Japan’s largest company and the world’s second largest wireless carrier.

Reference Numbers
ICMR ........................................ BSTR 050
ECCH ........................................ 303-085-1
Organization(s) .................. DoCoMo
Countries ..................................... Japan
Industry .............................. Telecommunications
Pub/Rev Date ................................ 2003
Case Length ........................... 13 Pages
TN Length ................................. N/A
on account of its I-Mode service. It discusses in detail the highly successful business model followed by DoCoMo for I-Mode. The case examines the globalization strategy and the 3G initiatives of the company, which led it to financial problems during the early 2000s. The case also examines other problems the company faced during the period such as intensified competition and decreasing revenues on account of the saturation of Japan’s cellular telephony market. It discusses the various initiatives undertaken by DoCoMo to retain its leadership in the market.

**Issues**

Market leadership; First mover advantage; Innovation; Japanese Telecom Industry.

**Reference Numbers**

ICMR: BSTR 049
ECCH: Japan
Organizations: DoCoMo
Countries: Japan
Industry: Telecommunication

**Pub/Rev Date**: 2003
**Case Length**: 16 Pages
**TN Length**: 6 Pages

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**AOL Time Warner: A Merger Gone Wrong?**

**Abstract**

The case discusses the problems that surfaced after the merger of AOL, one of the world’s leading online service providers, with Time Warner, a leading media and communications company. It first examines the rationale for the merger in terms of the synergies expected from the combination of traditional and new media. The case then discusses the various problems faced by AOL Time Warner following the merger such as cultural clashes, financial crisis, and a business downturn. The case also discusses the restructuring initiatives taken by the company to set things right, and examines the future of AOL TW.

**Issues**

Mergers and acquisition; media companies; Internet companies.

**Reference Numbers**

ICMR: BSTR 047
ECCH: USA
Organizations: AOL Time Warner
Countries: USA
Industry: Media, Internet & Entertainment

**Pub/Rev Date**: 2003
**Case Length**: 18 Pages
**TN Length**: N/A

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**Airbus: From Challenger to Leader**

**Abstract**

The case study focuses on the growth of Airbus and it also covers extensively the competition in the aerospace industry. The case provides an account of the structure of the aerospace industry and the nature of competition in the industry. It explains how Airbus achieved a leadership position in the industry with market share increasing from 13% in 1995 to 57% in 2002. The case also provides information about the Airbus’s A-380 aircraft and how the success of this model could provide a competitive advantage for Airbus.

**Issues**

Product development and competitive advantage.

**Reference Numbers**

ICMR: BSTR 046
ECCH: USA
Organizations: Airbus
Countries: USA
Industry: Aerospace

**Pub/Rev Date**: 2003
**Case Length**: 14 Pages
**TN Length**: 5 Pages

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**JetBlue Airlines’ Success Story**

**Abstract**

The case describes the reasons for the success of JetBlue, a three-year-old, low-cost airline, operating in the USA. JetBlue was set up by David Neeleman, who earlier founded a very successful discount airline called Morris Air in Utah. He also helped found West Jet, another discount airline in Canada. Neeleman set up JetBlue in 2000 and modeled it on the lines of the well known discount-Southwest Airlines. JetBlue adopted a strategy for effective cost control by identifying and eliminating all unnecessary expenses and concentrating on providing high quality services to its passengers. Towards this end, it adopted a number of innovative measures. JetBlue’s innovative operational model helped it succeed at a time when the major players of the airline industry were stumbling.

**Issues**

Low cost airlines; cost cutting; innovative business strategies.

**Reference Numbers**

ICMR: BSTR 045
ECCH: USA
Organizations: JetBlue Airways
Countries: USA
Industry: Airlines

**Pub/Rev Date**: 2003
**Case Length**: 12 Pages
**TN Length**: 4 Pages

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**McDonald’s: No Longer the “Great American Meal”**

**Abstract**

In the late 1990s and early 2000s, McDonald’s, the leader in the fast food industry saw its performance deteriorating and in January 2003, announced its first quarterly loss since it went public in 1965. The case discusses the reasons for McDonald’s poor performance in the late 1990s and early 2000s. The case starts with a description of the growth of McDonald’s over the years and the challenges it faced due to changes in the external environment. It then goes on to explain the reasons for the poor performance of McDonald’s, which ultimately led to the resignation of CEO Greenberg and the re-entry of Cantalupo, who had vast previous experience with McDonald’s, as the new CEO. The case also explains the changes initiated by Cantalupo to restore McDonald’s to its past glory.
Linux in the future.

The background that led to emergence of the open source movement and its accelerating growth and acceptance by the industry.

Reference Numbers
ICMR ............................................. BSTR 042
ECCH ............................................. 303-057-1
Organization(s) ..................... IBM - Linux Technology Center, Microsoft
Reference Numbers
ICMR ............................................. BSTR 044
ECCH ............................................. 303-150-1
Organization(s) ..................... McDonalds
Countries ............................................. USA
Industry ............................... Food Retailing
Pub/Rev Date ..................................... 2003
Case Length ............................... 15 Pages
TN Length ............................................. N/A

Westside: The Indian Retailing Success Story

Abstract
This case examines the reasons behind the success of an Indian retailing major - Westside. It provides a detailed examination of the business model adopted by Westside and its merchandising policies in comparison to its competitors. The case also discusses Westside’s store layout and its marketing strategies in detail.

Issues
The strategy behind the decision of retail stores to opt for store-owned brands, and its merits and demerits.

Reference Numbers
ICMR ............................................. BSTR 043
ECCH ............................................. 503-099-1
Organization(s) ..................... TATA, Westside
Countries ............................................. India
Industry ............................... Retailing
Pub/Rev Date ..................................... 2003
Case Length ............................... 12 Pages
TN Length ............................................. 4 Pages

Advanced Micro Devices: Life Beyond Intel

Abstract
The case discusses the competition between Intel and AMD, the number one and two players respectively, in the global semiconductor industry. The war between the two companies in terms of product superiority, technology transfer issues, pricing strategies, marketing campaigns have been explored in detail. The case provides information on AMD’s evolution over the years and traces the events that led to the two companies becoming bitter rivals from business partners. The launches of various microprocessor chips by the two companies, and their competitive moves have also been detailed. The case also briefly discusses the future prospects of the two companies, the industry as well as the consumers in the light of this intense competition.

Issues
Business strategies and branding in a commodity market.
Abstract

The case examines the rivalry between leading music television channels in India, MTV and Channel [V] during the late 1990s and early 2000. The reasons behind MTV exiting India, in the launch of Channel [V] and MTV's re-entry have been discussed. The reasons behind Channel [V]'s initial success that prompted a strategic shift in MTV’s programming mix have also been detailed. The case explores the various measures undertaken by MTV that enabled it to become the market leader at the cost of Channel [V]. Finally, the restructuring efforts undertaken by Channel [V] to compete with MTV and the results have also been examined.

Issues

Competition between television channels; programming mix; brand building.

Reference Numbers
ICMR ................. BSTR 037
ECCH .................. 302-159-1
Organization(s) .......... Eastman Kodak Company, Fuji Photo Film
Countries ........... USA, Japan
Industry ............ Photographic film and paper
Pub/Rev Date ............... 2002
Case Length ............... 13 Pages
TN Length ................. N/A

The MTV/Channel [V] Rivalry in India

Abstract

The case examines the growth of Archies, leader in the Indian social expression industry. It explores the company's franchising and marketing initiatives. The case also discusses the measures the company took to tackle meet the threat of new technologies i.e., e-greetings and SMS greetings. Finally, the case discusses the problems faced by the company due to a revamp of its distribution and retail operations. It also explores the future plans of the company in the light of the above developments.

Issues

Strategies in the greeting cards and retailing businesses.

Reference Numbers
ICMR ................. BSTR 036
ECCH .................. 302-153-1
Organization(s) .......... R
Countries ........... India
Industry ............ Media & Entertainment
Pub/Rev Date ............... 2003
Case Length ............... 14 Pages
TN Length ................. N/A

Archies: The Way Indians Greet

Abstract

The case examines the growth and evolution of Cartoon Network, the leader in the children’s TV entertainment segment in India. The localization and brand building initiatives taken by the channel are explored in detail. The case also discusses the measures taken by Cartoon Network to counter the threat posed by rival channels, Kermit and Nickelodeon. The case also discusses the various charges leveled against the channel by critics and explores its future prospects.

Issues

Entry and expansion strategies of MNCs in overseas markets.

Reference Numbers
ICMR ................. BSTR 038
ECCH .................. 303-018-1
Organization(s) .......... AMD, Intel
Countries ........... USA
Industry ............ Semiconductors
Pub/Rev Date ............... 2003
Case Length ............... 7 Pages
TN Length ................. N/A

The Fall of Daewoo Motors

Abstract

The case examines the problems faced by South Korea-based Daewoo Motors, the flagship company of the Daewoo Group. Daewoo Motors expanded rapidly in several risky and uncertain markets by taking huge debts. The company offered its products at low prices and with huge discounts, thus further increasing its losses. The case also discusses how financial mismanagement by Daewoo’s promoters and the Southeast Asian Financial Crisis in 1997-98 ultimately led to the company's bankruptcy. In early 2000, the South Korean government invited bids for the sale of Daewoo Motors. After two years of negotiations, Daewoo Motors was acquired by the US automaker General Motors.

Issues

Role of culture, ethics and corporate governance in the survival of large companies.

Reference Numbers
ICMR ................. BSTR 034
ECCH .................. 302-151-1
Organization(s) .......... Daewoo Motors
Countries ........... South Korea
Industry ............ Automobile & Automotive
Pub/Rev Date ............... 2002
Case Length ............... 12 Pages
TN Length ................. 5 Pages

Cartoon Network: The Indian Experience

Abstract

“The there is always a better strategy than the one you have, you just haven’t thought of it yet.”

– Sir Brian Pitman
The NIIT Story

Abstract

The case explores the reasons behind the success of the Indian IT education major, NIIT. The company’s efforts in building the Indian IT education market and its own brand equity are discussed in detail. The case also takes a look at the strategy adopted by the company for improving its performance during the slowdown in the IT industry.

Issues

Franchising, IT education/training industry in India.

Reference Numbers

ICMR ................................. BSTR 032
ECCH ..................................... 302-180-1
Organization(s) ................. NIIT
Countries .............................. India
Industry ............................... IETE
Pub/Rev Date .......................... 2002
Case Length ......................... 11 Pages
TN Length ............................ 4 Pages

The Resurgence of Radio in India

Abstract

The case examines the entry of private players in the FM radio market in India in the early 21st century. It discusses in detail the growth and decline of the radio industry in India. The case explores the reasons for the downfall of radio as a medium of communication and entertainment during the 1990s and discusses the future of radio broadcasting in the country in view of the entry of private players into the FM segment of the industry.

Issues

Indian radio industry, revival of an industry, entry of private players.

Reference Numbers

ICMR ................................. BSTR 032
ECCH ..................................... 302-161-1
Organization(s) ........................ Vertex Broadcasting, India FM Radio, Sun TV
Countries .............................. India
Industry ............................... Media and Entertainment
Pub/Rev Date .......................... 2002
Case Length ......................... 12 Pages
TN Length ............................ 5 Pages

Reviving Iridium

Abstract

The case discusses the problems faced by Iridium after the launch of its mobile satellite services. These problems landed the company in deep financial trouble, which led Iridium to file for Chapter 11 bankruptcy protection in the US Bankruptcy Court. The case also talks about Dan Colussy’s strategies to resurrect the company.

Issues

Telecommunications, product launches and failures.

Reference Numbers

ICMR ................................. BSTR 031
ECCH ..................................... 302-157-1
Organization(s) ........................ Iridium LLC
Countries .............................. USA
Industry ............................... Telecommunication
Pub/Rev Date .......................... 2002
Case Length ......................... 10 Pages
TN Length ............................ 5 Pages

Electric Car Reva

Abstract

The case discusses the launch of the first electric car in India - Reva, by the Bangalore-based Reva Electric Car Company. The case discusses the Indian passenger car industry and the steps taken by the Government of India as well as the major players in the global automobile industry to reduce automobile pollution. The case also explains how electric vehicles can help reduce automobile pollution and discusses the future of EVs, particularly Reva, in India.

Issues

Alternative fuel vehicles, new product launches.

Reference Numbers

ICMR ................................. BSTR 030
ECCH ..................................... 302-155-1
Organization(s) ................. Reva Electric Car Company
Countries .............................. India
Industry ............................... Automobile & Automotive
Pub/Rev Date .......................... 2002
Case Length ......................... 8 Pages
TN Length ............................ 4 Pages

The Maruti – Suzuki Conflict

Abstract

The case gives detailed insight into the disputes between Suzuki Motor and the Government of India (GoI), joint venture partners in Maruti Udyog Limited (MUL), an automobile giant in India. Covering the expansion plan, appointment of Bhatkar as the managing director and the disinvestment of MUL, it describes in-depth the disputes between the partners.

Issues

Disinvestment of government owned companies; problems in joint ventures.

Reference Numbers

ICMR ................................. BSTR 029
ECCH ..................................... 202-021-1
Organization(s) ........................ Suzuki Motor Corporation
Countries .............................. India
Industry ............................... Automobile & Automotive
Pub/Rev Date .......................... 2002
Case Length ......................... 9 Pages
TN Length ............................ 6 Pages

The HP – Compaq Merger

Abstract

The case discusses the problems faced by the proposed merger between HP and Compaq. The case details the opposition to the merger and also discusses how the merged entity would compare with its major competitors, IBM and Dell Computers.

Issues

Mergers, IT industry structure, governance issues in mergers.

Reference Numbers

ICMR ................................. BSTR 027
ECCH ..................................... 202-027-1
Organization(s) ........................ HP, Compaq
Countries .............................. India
Industry ............................... Telecommunication
Pub/Rev Date .......................... 2002
Case Length ......................... 8 Pages
TN Length ............................ 6 Pages
The case discusses the mistakes made by successful Internet companies in the world. The problems faced by one of the most successful Internet companies—Yahoo—are examined in detail. The case discusses the mistakes Yahoo made and how they eventually led to a reshuffling of the top management.

**Issues**

- Internet portals; dotcoms; revenue models of dotcoms;
- Website redesign; quality of service;
- Management changes;
- Business strategy.

**Reference Numbers**

- ICMR: BSTR 025
- ECCH: 302-084-1

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**Yahoo! in Trouble**

**Abstract**

The case study "Yahoo! in Trouble" discusses the problems faced by one of the most successful Internet companies in the world. The case discusses the mistakes Yahoo made and how they eventually led to a reshuffling of the top management.

**Issues**

- Internet portals; dotcoms; revenue models of dotcoms;
- Website redesign; quality of service;
- Management changes;
- Business strategy.

**Reference Numbers**

- ICMR: BSTR 025
- ECCH: 302-084-1

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**DS Group’s Entry into Food and Beverages Sector**

**Abstract**

The case describes the diversification strategy of DS Group into the food and beverages market. The Delhi-based DS Group was a market leader in tobacco-based products like gutka, zarda and pan masalas. It entered the food market with its innovative Catch salt and peppershakers in the late 1980s. By mid 1990s, these products were quite a success in the premium segment. Soon, the DS Group established a subsidiary DS Foods. The Catch brand was extended to spices and natural spring water. DS Foods also launched the branded mouth freshener Pass Pass. DS Foods adopted aggressive marketing and promotional strategies for its products, including in-movie placements.

**Issues**

- Strategies in the food and beverage business.

**Reference Numbers**

- ICMR: BSTR 024
- ECCH: 302-154-1

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**Leaving India: The Peugeot Story**

**Abstract**

The case explores the reasons for the poor performance, and the eventual exit of the French automobile company Peugeot from India. It discusses various problems faced by Peugeot and Premier Automobiles Ltd. (PAL), their joint venture partners, in their formative years. It played a major role in the joint venture company’s failure and its eventual closure.

**Issues**

- Indian passenger car market; joint ventures; problems in JVs.

**Reference Numbers**

- ICMR: BSTR 023
- ECCH: 302-156-1

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**Hindustan Motors’ Struggle for Survival**

**Abstract**

The case explores the reasons behind Hindustan Motors’ poor performance after the liberalization of the Indian automobile industry. It examines in detail the company’s efforts to turn around and make its brands successful.

**Issues**

- Product development failures, human resources problems and company performance.

**Reference Numbers**

- ICMR: BSTR 021

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**Jet Airways Story**

**Abstract**

The case gives an overview of Jet Airways’ success in the domestic airlines industry. It talks about the performance of Jet Airways since its formation in 1992. Over the years, Jet Airways improved its market share significantly from 6.8% in 1993-94 to 42% in 2000-01. It was because of its superior customer service that Jet Airways had become the most popular airline in India. The case makes a point about the strategy adopted by Jet Airways. The case also highlights the fact that Jet Airways was virtually the only private player in the aviation industry. It did not face any competition from the other private player—Sahara Airlines. With more private players planning to enter the Indian sky, Jet Airways has to gear up for competition ahead.

**Issues**

- Private airlines in India, competition between private and government airlines.

**Reference Numbers**

- ICMR: BSTR 022

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**www.icmrindia.org**
Fiat’s Indian Journey

Abstract
The case explores reasons for the poor performance of the Italian automobile company Fiat in India. It examines in detail the company’s efforts to make its Uno and Siena cars a success. The case also takes a look at the changes made by the company for ensuring the success of its new car, the Punto, launched in September 2001. The case is so structured as to enable students to understand how certain mistakes on the marketing, product development and the strategic alliance fronts resulted in Fiat’s poor performance over the years in the Indian car market.

Issues
Entry of automobile multinationals into India, product failures, problems in JVs.

Reference Numbers
ICMR ....................................... BSTR 017
ECCH ...................................... 302-020-1
Organization(s) ........... Fiat India Limited,
Premier Automobiles
Countries ............................................. India
Industry .......................... Automobile & Automotive
Pub/Rev Date ................................. 2001
Case Length ............................... 7 Pages
TN Length .............................. 5 Pages

Air India: The Virgin Airways Saga

Abstract
The case deals with the code sharing agreement between Air India and Virgin Airways, the second biggest airline in the UK after British Airways. The arrangement was considered to be a significant development for the ailing Air India. Under the arrangement, Virgin Airways was to fly three flights a week on the Delhi-London route. In July 2000, Virgin Airways started off with two flights a week. It was to start the third flight from October 2001. However, until late 2001, Virgin Airways was not allowed to fly a third flight. With the global aviation downturn in 2001, Virgin Airways was finding it difficult to sustain itself with two flights a week. It threatened to exit from India, if it was not allowed to fly the third flight.

Issues
Code sharing agreements between airlines, strategic alliances.

Reference Numbers
ICMR ....................................... BSTR 016
ECCH ...................................... 302-046-1
Organization(s) ............. Hindustan Lever (HLL),
Modern Foods
Countries ............................................. India
Industry .......................... Food, Beverages
Pub/Rev Date ................................. 2002
Case Length ............................... 12 Pages
TN Length .............................. 4 Pages

Modern Foods: Disinvestment and After

Abstract
The case gives an overview of the disinvestment of Modern Foods (India) Limited (MFIL) by the Government of India (GoI) and turnaround strategy formulated by the Hindustan Lever (HLL) for MFIL. When HLL took over MFIL, it was believed that MFIL would perform better under the HLL’s management. However, after being sold to HLL, and accumulated losses mounted to Rs.470 million and wiped off MFIL’s equity of Rs. 330 million, it was referred to the Bureau of Industrial Finance and Reconstruction (BIFR). The case discusses the various steps taken by HLL management for turning around the company. It also gives an insight into the disinvestment process and throws light on the reasons why the GoI was not able to hasten the process that was initiated in the early 1990s.

Issues
Performance of public sector firms, divestment, hurdles to divestment.

Reference Numbers
ICMR ....................................... BSTR 017
ECCH ...................................... 302-046-1
Organization(s) ............. Hindustan Lever (HLL),
Modern Foods
Countries ............................................. India
Industry .......................... Food, Beverages
Pub/Rev Date ................................. 2002
Case Length ............................... 8 Pages
TN Length .............................. 4 Pages

The Tamilnadu Mercantile Bank Story

Abstract
The case ‘The Tamilnadu Mercantile Bank Story’ provides insights into the tussle for control over Tamilnadu Mercantile Bank. It explores the takeover dispute between the bank’s promoters (the Nadar community) and the corporate forces of the Essar Group and Sterling Computers.

Issues
Inter-community rivalries and takeovers; regulatory lapses.

Reference Numbers
ICMR ....................................... BSTR 017
ECCH ...................................... 302-020-1
Organization(s) ........... Tamilnadu Mercantile
Bank
Countries ............................................. India
Industry .......................... Banking and Finance
Pub/Rev Date ................................. 2002
Case Length ............................... 5 Pages
TN Length .............................. 4 Pages

Hindustan Times vs. Times of India

Abstract
The case discusses the fierce competition in Delhi and northern India between two major publishing houses - Hindustan Times and Times of India. The case focuses on the aggressive pricing strategies adopted by the companies to counter each other. However, to gain a bigger share, Hindustan Times’ vice chairperson Shobhana Bhartia chalked out a restructuring plan with an investment of Rs 4 billion. The case discusses in detail, the restructuring plan.

Issues
Competition between media groups; restructuring plans.

Reference Numbers
ICMR ....................................... BSTR 018
ECCH ...................................... 302-046-1
Organization(s) ............. Hindustan Times,
Times of India
Countries ............................................. India
Industry .......................... Media, Entertainment
and Information
Pub/Rev Date ................................. 2002
Case Length ............................... 8 Pages
TN Length .............................. 4 Pages

The Hotel Corporation of India Story

Abstract
The case provides insights into the dismal performance of HCI. The company had been performing badly due to internal as well as external problems. The case examines these problems and also briefly comments on the status of the company’s disinvestment plan, and the role of Air India in HCI’s poor performance.

Issues
Performance of public sector firms; divestment; hurdles to divestment.

Reference Numbers
ICMR ....................................... BSTR 017
ECCH ...................................... 302-020-1
Organization(s) ........... The Hotel Corporation
of India
Countries ............................................. India
Industry .......................... Banking and Finance
Pub/Rev Date ................................. 2002
Case Length ............................... 5 Pages
TN Length .............................. 4 Pages
**Résumé**

Le cas décrit ce qui s’est mal passé avec Domino’s Pizza en Inde grâce à son ambitieux plan d’expansion. Le PDG, Pawan Bhatia, a voulu poursuivre l’expansion malgré les avertissements internes. Bhatia a voulu rendre Domino’s la plus grande chaîne de pizza du pays. Cependant, les plans ont échoué. Le résumé mentionne ce qui a mis fin à l’ambition de Bhatia.

**Problèmes**

La chaîne a connu des difficultés financières. Les ventes ont commencé à baisser, et Domino’s a dû revoir son modèle d’affaires. Le cas note aussi que les clients ont commencé à se diriger vers des chaînes privées, ce qui a affecté la qualité de transmission de la chaîne publique Doordarshan (DD). Les problèmes de management et de programmes ont conduit à une baisse de la rentabilité et du public.

**Issues**

- Expansion strategies.
- Brand management; branding strategies.
- Corporate identity; differentiation of founder.
- Cross-cultural mergers.

**Dr. Reddy’s New Corporate Identity**

**Abstract**

Le cas donne un aperçu de la nouvelle identité corporative de Dr. Reddy’s Laboratories (DRL), dévoilée en avril 2001. DRL a réorganisé son identité de marque en raison de la fusion avec American Remedies Ltd. et Cheminor Drugs Ltd., et de la délocalisation de ses opérations à la Bourse de New York. Le nouveau modèle d’affaires a également cherché à distinguer le fondateur Dr. Reddy, de la marque Dr. Reddy’s.

**Issues**

- Corporate identity; differentiation of founder.
- Cross-cultural mergers.

**Reference Numbers**

ICMR: BSTR 012
ECCH: 302-004-1

**Organization(s)**

Dr. Reddy Labs, American Remedies Ltd, Cheminor Drugs Ltd.

**Dr. Reddy’s New Corporate Identity**

**Abstract**

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**Issues**

- Corporate identity; differentiation of founder.
- Cross-cultural mergers.

**Reference Numbers**

ICMR: BSTR 012
ECCH: 302-004-1

**Organization(s)**

Dr. Reddy Labs, American Remedies Ltd, Cheminor Drugs Ltd.

**Daimler-Chrysler Merger: A Cultural Mismatch?**

**Abstract**

Le cas examine les raisons du échec de la fusion entre Daimler-Benz de l’Allemagne et Chrysler Corp. des États-Unis. Le cas analyse les problèmes culturels et les styles de management des deux compagnies.

**Issues**

- Cross-cultural mergers.

**Reference Numbers**

ICMR: BSTR 009
ECCH: 301-231-1

**Organization(s)**

Daimler Benz, Chrysler Corporation

**Countries**

- North America, Europe

**Doordarshan’s Problems**

**Abstract**

Dans les années 1990, un nombre de chaînes de télévision câblées privées ont été lancées en Inde. Avec leur présentation fraîche et des programmes innovants, elles ont été sur le point de surpasser la Doordarshan (DD) en termes de revenus et de spectateurs. En raison de la mauvaise gestion de Doordarshan, la qualité de transmission et le contenu des programmes ont décliné. Les téléspectateurs ont commencé à passer à des chaînes privées, ce qui a affecté l’affluence des téléspectateurs.

**Issues**

- Television channels and cable TV in India.

**Reference Numbers**

ICMR: BSTR 014
ECCH: 302-006-1

**Organization(s)**

Doordarshan

**Countries**

- India

**Onjus: Squeezed Out**

**Abstract**

Le cas porte sur l'échec temporaire de la marque Onjus de jus d’orange de Enkay Texofood Ltd. Onjus a dû abandonner ses efforts en raison de la promotion de la compagnie. En même temps, la compagnie a rencontré des problèmes de production, le Fis et la division textile. Ces problèmes ont conduit à la fermeture de ses opérations et au déclin de la popularité de la marque Onjus.

**Issues**

- Private television channels and cable TV in India.

**Reference Numbers**

ICMR: BSTR 012
ECCH: 202-004-1

**Organization(s)**

Doordarshan

**Countries**

- India

**Rediff: Will it Survive the Dotcom Bust?**

**Abstract**

Le cas examine la stratégie adoptée par Rediff pour devenir une entreprise de dotcom réussie. En 2000, lors de la crise des dotcoms, Rediff a lancé un nouveau modèle d’affaires pour augmenter ses revenus. Rediff a réalisé que les revenus du commerce de détail étaient en baisse car la demande avait diminué. Il a donc cherché des sources alternatives.

**Issues**

- Strategies of dotcoms; alternative revenue sources.

**Reference Numbers**

ICMR: BSTR 010
ECCH: 302-050-1

**Organization(s)**

Rediff

**Countries**

- India

**Reference Numbers**

ICMR: BSTR 015
ECCH: 302-047-1

**Organization(s)**

Dr. Reddy Labs, American Remedies Ltd, Cheminor Drugs Ltd.

**Countries**

- India

**Daimler-Chrysler Merger: A Cultural Mismatch?**

**Abstract**

Le cas examine les raisons du échec de la fusion entre Daimler-Benz de l’Allemagne et Chrysler Corp. des États-Unis. Le cas analyse les problèmes culturels et les styles de management des deux compagnies.

**Issues**

- Cross-cultural mergers.

**Reference Numbers**

ICMR: BSTR 009
ECCH: 301-231-1

**Organization(s)**

Daimler Benz, Chrysler Corporation

**Countries**

- North America, Europe
The Escorts: Yamaha Motors Breakup

Abstract
The case traces the various developments from the time the joint venture took place till the breakup in 2000. In 1995, Escorts and Yamaha Motors formed a 50:50 joint venture (EYML). From 1995 to early 2000, EYML took several steps to become the number one player in India’s two-wheeler market. However, in mid 2000, Escorts divested 24% equity to Yamaha Motors and as a result, Yamaha Motors became a majority stakeholder in the venture (74:26). In May 2001, Escorts sold its remaining 26% equity, thus exiting from the joint venture.

Issues
Diversification into unrelated businesses; problems in joint ventures.

Reference Numbers
ICMR ........................................ BSTR 008
ECCH ...................................... 202-015-1
Organization(s) ............ Escorts, Yamaha Motors
Countries ...................................... India
Industry .................................. Automotive & Automotive
Pub/Rev Date .............................. 2002
Case Length .................................. 7 Pages
TN Length ..................................... 6 Pages

Balaji Telefilms: Success Story

Abstract
Balaji Telefilms Ltd, a public-listed media software production company, helped to bring about the transformation of the Indian television industry. The case explores the factors that led to the company’s success, and examines the strategic vision of Ekta Kapoor, the creative genius behind the company.

Issues
Strategic vision; Indian television industry; TV programming mix.

Reference Numbers
ICMR ........................................ BSTR 007
ECCH ...................................... 302-005-1
Organization(s) ............ Balaji Telefilms Ltd
Countries ...................................... India
Industry .................................. Media, Entertainment & Information
Pub/Rev Date .............................. 2002
Case Length .................................. 5 Pages
TN Length ..................................... 4 Pages

The LML: Piaggio Break-Up

Abstract
The case focuses on the break up of the joint venture agreement between LML Ltd., and the Italian automobile major, Piaggio. The case deals with the various developments that led to the break-up, and claims and counter-claims made by LML and Piaggio. After a year long bitter dispute with petitions pending in the ICA, CLB, and the Kanpur Civil Court, the companies finally opted for a ‘good-faith out of court’ settlement in November 1999.

Issues
Influence of external and internal environments in the Joint venture; Personal relationships influence on the venture.

Reference Numbers
ICMR ........................................ BSTR 006
ECCH ...................................... 202-015-1
Organization(s) ............ LML, Piaggio
Countries ...................................... India
Industry .................................. Automotive & Automotive
Pub/Rev Date .............................. 2002
Case Length .................................. 7 Pages
TN Length ..................................... 5 Pages

Crossroads: Retailing Lessons

Abstract
The case focuses on the various problems faced by India’s first shopping mall, Crossroads. The case describes the initial success enjoyed by the mall and the problems it faced later. It gives an overview of the developments that took place after the mall management decided to restrict entry on weekends. The case also mentions how Crossroads tried to deal with the situation. It also refers to Crossroad’s plans to start a mall for the mass to middle segment.

Issues
Concept of Shopertainment, restructuring plans, strategies for shopping malls.

Reference Numbers
ICMR ........................................ BSTR 007
ECCH ...................................... 302-005-1
Organization(s) ............ Crossroads, Piramal Enterprises
Countries ...................................... India
Industry .................................. Retailing
Pub/Rev Date .............................. 2002
Case Length .................................. 5 Pages
TN Length ..................................... 4 Pages

The Failure of Zee’s Sawaal Dus Crore Ka

Abstract
The case ‘Failure of Zee’s Sawaal Dus Crore Ka’ deals with the programming strategies followed by two rival satellite television channels, Zee TV and Star Plus, in the Indian market. The success of Star Plus’ pioneering gameshow effort ‘Kaun Banega Crorepati’ (KBC) forced rival Zee TV to come up with its own gameshow ‘Sawaal Dus Crore Ka’ (SDCK). The case examines in detail the mistakes committed by Zee TV, which eventually led to the failure of SDCK.

Issues

Reference Numbers
ICMR ........................................ BSTR 004
ECCH ...................................... 301-212-1
Organization(s) ............ Zee TV, Star TV
Countries ...................................... India
Industry .................................. Media and Entertainment
Pub/Rev Date .............................. 2001
Case Length .................................. 6 Pages
TN Length ..................................... 4 Pages

Kinetic Honda: The Break-up

Abstract
The case study examines in detail the causes for the break up of the Kinetic Honda joint venture. The case also throws light on the post break-up strategies of the two companies. The case is so developed as to give students an insight into the causes that led to Kinetic and Honda parting ways. It gives them an idea of the complexities involved in managing a joint venture and of the strategic implications of a ‘not-so-good’ relationship between partners.

Issues
Break-up of joint ventures, post break up strategies of joint venture partners.

Reference Numbers
ICMR ........................................ BSTR 003
ECCH ...................................... 302-048-1
Organization(s) ............ Kinetic Motor Limited, Honda Motors Ltd.
Countries ...................................... India
Industry .................................. Automotive & Automotive
Pub/Rev Date .............................. 2002
Case Length .................................. 9 Pages
TN Length ..................................... 5 Pages
The Story of the Cellular Phone
Brand Orange

Abstract
The case gives an overview of the issues concerning the ownership of the 'Orange' brand in India. It outlines the rise and the subsequent problems confronted by the rights holder of the 'Orange' brand, Hutchinson. In February 2000, Hutchinson Max introduced its Orange brand in India. In May 2000, France Telecom purchased the worldwide rights for the brand from Vodafone. However, Hutchinson, through an earlier agreement had retained the rights over the brand in India. Hutchinson had to pay royalty to France Telecom. After taking over the brand, France Telecom wanted to own the brand in India and made an offer to pick up a significant stake in Hutchinson's India operations. But this was turned down by Hutchinson.

Issues
Brand Licensing.

Reference Numbers
ICMR ....................................... BSTR 002
ECCH ...................................... 301-176-1
Organization(s) . Hutchinson Telecom, BPL
Countries ............................................. India
Industry ..................... Telecommunicatinos
Pub/Rev Date ..................................... 2001
Case Length ................................. 8 Pages
TN Length ..................................... 4 Pages

Takeover of Raasi Cements by India Cements

Abstract
The year 1998 heralded the era of consolidation in a hitherto fragmented cement industry in India. The case study focuses on the takeover of Raasi and Sri Vishnu Cement Limited (SVCL) by India Cements Limited (ICL). It provides an overview of how ICL increased its stake in Raasi, starting from the mid 1990s. A detailed analysis of the actual takeover looks at the various options that Raasi had, if it wanted to ward off takeover and covers why it was unsuccessful in its attempts to do so.

Issues
Takeovers, mergers, acquisition.

Reference Numbers
ICMR ....................................... BSTR 001
ECCH ...................................... 301-175-1
Organization(s) ............... Raasi Cements, Sri Vishnu Cements Limited
Countries ............................................. India
Industry ........................................... Cement
Pub/Rev Date ..................................... 2001
Case Length ................................. 7 Pages
TN Length ..................................... 5 Pages