

Case Study Catalog
August 2006



ICFAI Center for Management Research

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

Abstract

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

Issues

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

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

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

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

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

Reference Numbers

ICMR	BSTR380
ECCH	310-144-1
Organization(s)	Roundabout Outdoor / PlayPumps International
Countries	Africa
Industry	Social / Safe water
Pub/Rev Date	2010
Case Length	23 Pages
TN Length	13 Pages

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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	BSTR379
ECCH	310-152-1
Organization(s)	Crompton Greaves Ltd
Countries	India: Global Industry
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
Industry	Auto and Ancillaries
Pub/Rev Date	2010
Case Length	22 Pages
TN Length	13 Pages

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

– Andrew Jackson

Chery Auto's Success Story

Abstract

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

Issues

Study and analyze the competitive strategies of Chinese automobile companies.

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

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

Study the globalization strategies of Chery Auto.

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

Reference Numbers

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

CEMEX's Acquisition Strategy - The Acquisition of Rinker Group

Abstract

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

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

Issues

Examine the rationale for CEMEX's acquisition of Rinker.

Understand the advantages of strong post merger integration expertise.

Appreciate the importance of timing of an acquisition.

Analyze the disadvantages of excessive debt financing.

Study the importance of geographical diversification.

Reference Numbers

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

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

Abstract

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

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

Issues

Study how a consumer goods company forayed into services.

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

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

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



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

Reference Numbers

ICMR	BSTR375
ECCH	
Organization(s)	Procter & Gamble Company
Countries	US
Industry	Consumer Packaged Goods/ Services
Pub/Rev Date	2010
Case Length	21 Pages
TN Length	

Google's Problems in China (B)

Abstract

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

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

Issues

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

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

Evaluate the growth opportunities of the Internet businesses in China.

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

Reference Numbers

ICMR	BSTR374
ECCH	310-079-1
Organization(s)	Google Inc.
Countries	China, US
Industry	Internet Search
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	6 Pages

Cisco's Strategy in Recessional Times

Abstract

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

Issues

Examine Cisco's growth strategies over the years.

Understand the impact of recession in 2001 on Cisco.

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

Reference Numbers

ICMR	BSTR373
ECCH	310-078-1
Organization(s)	Cisco Systems Inc
Countries	US

Industry

IT - Networking Equipments
Pub/Rev Date

2010

Case Length

16 Pages

TN Length

5 Pages

PVR's Aborted Acquisition of DLF's DT Cinemas

Abstract

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

Issues

Evolution and growth prospects for the multiplex industry in India.

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

Reference Numbers

ICMR	BSTR372
ECCH	310-146-1
Organization(s)	PVR Ltd., DLF's DT Cinemas
Countries	India
Industry	Media and Entertainment
Pub/Rev Date	2010
Case Length	15 Pages
TN Length	5 Pages

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

Abstract

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

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

Issues

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

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

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

Reference Numbers

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

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

Abstract

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

Issues

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

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

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

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

Reference Numbers

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

Brilliance Auto: A Chinese Automaker with Global Ambitions

Abstract

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

Issues

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

Strategies for entering international markets.

Reference Numbers

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

Problems at China Airlines

Abstract

This case deals with the problems faced by Taiwan-based full service airline, China Airlines Ltd. (CAL). Much of its trouble was attributed to its poor safety record in the 1990s that severely tarnished its brand image besides lowering passenger traffic. In addition to this, analysts felt that faulty pilot recruitment

policies, lenient flight crew training process, lax maintenance systems, high cost operational structure, inefficient corporate culture, and the cost-cutting policies of the management which sacrificed safety standards added to its woes. The strained political relations between mainland China and Taiwan which prohibited the airline from launching flights to routes in China only compounded its problems.

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

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

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

Issues

Understand the reasons for China Airlines' problems.

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

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

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

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

Reference Numbers

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

Reorganizing Dell Inc.

Abstract

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

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

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

Issues

Understand the changing dynamics of the global PC industry.

Examine the growth strategies of Dell over the years.

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

Analyze the impact of global financial crisis on Dell.

Examine the future strategy of Dell.

Reference Numbers

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

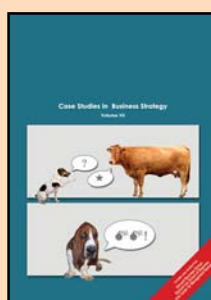
McDonald's Russia: A Jewel in the McDonald's Emerging Market Operations?

Abstract

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

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

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



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Issues

Understand entry and expansion strategies for an international company.

Evaluate McDonald's globalization strategies.

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

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

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

Reference Numbers

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

Turnaround of Schering-Plough Corporation

Abstract

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

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

Issues

Analyze the problems faced by SP

Evaluate the strategies adopted by Hassan in turning around SP

Examine the changes brought in by Hassan at SP.

Understand the issues and challenges in turning around a company.

Reference Numbers

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

Comcast-NBC Universal Joint Venture Deal

Abstract

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

Issues

Study the dynamics of the US cable and entertainment industry.

Understand the rationale for Comcast - NBCU joint venture deal.

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

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

Analyze the future prospects of the proposed joint venture company.

Reference Numbers

<i>ICMR</i>	<i>BSTR364</i>
<i>ECCH</i>	<i>310-038-1</i>
<i>Organization(s)</i>	<i>Comcast Corporation / NBC Universal / GE</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Media and Entertainment</i>
<i>Pub/Rev Date</i>	<i>2010</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

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

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

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

<i>ICMR</i>	<i>BSTR362</i>
<i>ECCH</i>	<i>310-035-1</i>
<i>Organization(s)</i>	<i>Toyota Motor Corporation</i>
<i>Countries</i>	<i>Global</i>
<i>Industry</i>	<i>Automotive</i>
<i>Pub/Rev Date</i>	<i>2010</i>
<i>Case Length</i>	<i>17 Pages</i>
<i>TN Length</i>	<i>7 Pages</i>

Sony Corporation - Restructuring Continues, Problems Remain

Abstract

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

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

Issues

Examine the adverse implications of frequent restructuring at Sony Corporation.

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

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

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

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

Reference Numbers

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

Zipcar: Revolutionizing Car Rentals?

Abstract

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

concludes with a brief discussion on the company's future prospects.

Issues

Innovation and its impact on mature markets.

Popularizing a new concept, in an established industry.

Reference Numbers

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

Redbox: Disruptive Innovation in DVD Rentals

Abstract

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

Issues

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

Appreciate the use of technology in improving the customer experience.

Evaluate the different business models in the DVD rental industry.

Reference Numbers

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

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 drugs segments). Unlike some of its rivals, Sanofi-Aventis focused on bolt-on acquisitions that created value rather than opting for multi-billion dollar mega-mergers. The company's performance in 2009, particularly its second-quarter results, was strong. Its stocks also grew at a faster rate than those of its peer group - a complete reversal of fortunes for a company whose stocks had been considered as the worst-performing among its peer group barely a year earlier. Analysts appreciated Viehbacher's strategy and leadership but some felt that he faced some serious challenges going forward. The biggest challenge, according to Viehbacher himself, was how to adapt the Sanofi-Aventis model to suit the rapidly changing pharmaceutical environment and create more sustainable growth.

Issues

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

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

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

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

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

Reference Numbers

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

Fortis's Acquisition of Wockhardt Hospitals

Abstract

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

Issues

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

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

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

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

Reference Numbers

ICMR	BSTR357
ECCH	310-006-1

Organization(s)	Fortis Healthcare Ltd., Wockhardt Hospitals Group
Countries	India
Industry	Healthcare/ Hospitals
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	5 Pages

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

Abstract

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

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

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

Issues

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

Disruptive technology innovation

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

Resource-based view of the firm

International business strategies of an emerging multinational

The value chain and competitive scope

Role of regulatory environment in an emerging industry

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

Reference Numbers

ICMR	BSTR356
ECCH	
Organization(s)	BYD Auto
Countries	China, USA
Industry	Auto and Ancillaries
Pub/Rev Date	2009
Case Length	24 Pages
TN Length	

Tata Steel's Acquisition of Corus (B)

Abstract

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

Issues

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

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

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

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

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

Reference Numbers

ICMR	BSTR355
ECCH	110-005-1
Organization(s)	Tata Steel Limited, Corus Plc.
Countries	UK, Netherlands, India
Industry	Steel
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	6 Pages

Orange and T-Mobile Merger in the UK

Abstract

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

Issues

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

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

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

Reference Numbers

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

Afrigator: A Killer Start-up in Africa

Abstract

This case is about South Africa-based social media aggregator Afrigator. Founded in 2007, Afrigator is a blog directory built specifically for African consumers to publish and use content on the Web. Using Afrigator, they can index blogs, podcasts & videocasts, news feeds, and images and discover new sites in the Afrosphere. Despite problems such as

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

Issues

Analyze the social media scenario in the African continent.

Evaluate the business model of Afrigator.

Understand the reasons behind the initial success of Afrigator.

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

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

Reference Numbers

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

Industry	Social Media
Pub/Rev Date	2009
Case Length	20 Pages
TN Length	4 Pages

Educomp Solutions Limited's Business Model

Abstract

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

Issues

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

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

Analyze growth strategies of Educomp.

Examine the challenges Educomp faces in the near future.

Reference Numbers

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

Maruti Suzuki India Limited - Competitive Strategies of the Market Leader

Abstract

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

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

Issues

Study the impact of liberalization in the Indian automobile industry.

Examine the growth strategies of Maruti over the decades.

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

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

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

Reference Numbers

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

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

Abstract

Standard Chartered Private Bank (SCPB), a subsidiary of the UK based Standard Chartered Bank, started operations in June 2007. In September 2007, SCPB announced that it would acquire American Express Bank (AEB), American Express Company's private banking subsidiary. With the acquisition of AEB, SCPB gained immediate access into 19 new geographies. AEB added 10,000 clients and US\$ 22.5 billion of assets under management. Standard Chartered Bank had

most of its presence in Asian countries where as AEB had presence in developed markets like the US and the UK. Standard Chartered had a strong brand image among its customers and SCPB could leverage that to garner market share in the private banking industry. However, the merged entity faced competition from banks like the UBS and Citibank which had significant presence in the private banking industry. The global economic slowdown also posed significant challenge for SCPB to grow and emerge as one of the leading private banks in the world.

Issues

Study the state of global private banking industry.

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

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

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

Reference Numbers

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

Emerging Markets Strategy: Nokia Life Tools for Rural Markets

Abstract

In mid 2009, Finland-based telecom giant, Nokia Corporation (Nokia) launched its Nokia Life Tools (NLT) service in the state of Maharashtra in India. Analysts viewed it as the company's bid to expand its rural base in the country. Targeted at the rural consumers, the NLT service offered a range of services in the areas of agriculture, education, and entertainment. In doing so, Nokia not only tapped the growing potential offered by the rural population but also sought to address the information gaps in the rural community. Nokia began its focus on the rural markets in India in 2003 when it launched a mobile handset with features such as longer battery life, one-touch flashlight, etc., that catered to the needs of the rural consumers. Over the years, it extended its support to the rural markets by launching several low-end phones that rural consumers found affordable. Taking its rural thrust forward, Nokia planned to offer value added services (VAS) through its mobile handsets to the rural consumers. Subsequently, in November 2008, the company launched a pilot program for testing its NLT service in Maharashtra. The results

of the test phase showed that farmers and students, in particular, had benefited through this service. The farmers could access the latest information on crops, weather, market prices of seeds, fertilizers, and pesticides, etc. The students benefited by learning the English language and gaining local, national, and international general knowledge. Nokia planned to roll out the NLT service in more states of India and also in other emerging markets.

Issues

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

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

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

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

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

Reference Numbers

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

Aldi Inc. - Optimizing Profits in Economic Recession

Abstract

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

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

Issues

Understand the business model of Aldi.

Discuss the growth strategies of Aldi over the years.

Analyze the impact of recession on the US retail market.

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

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

Reference Numbers

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

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

Abstract

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

Issues

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

Understand the benefits Standard Chartered derived from the deal.

Analyze the post acquisition issues and challenges.

Reference Numbers

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

The Acquisition of ABN AMRO (B)

Abstract

In October 2007, RBS led consortium of Fortis Bank and Banco Santander had acquired ABN AMRO for US\$ 100 billion after winning the bidding war with Barclays. The deal was the largest acquisition in the global banking industry till that time. RBS went ahead with the deal in spite of visible signs of looming sub-prime crisis. ABN AMRO was one of the largest financial institutions in the world and had significant presence in European nations. However, as a result of sub-prime crisis, asset values crashed and credit markets tumbled. Crash in asset valuations led to huge write downs for RBS. Acquiring ABN AMRO by paying large portion in cash severely strained RBS balance sheets. As solvency of RBS was threatened, the UK government stepped in to help it out resulting in the UK government becoming majority stake holder of RBS. ABN AMRO's acquisition coupled with sub-prime crisis also led Fortis into trouble. Fortis customers lost confidence in the bank resulting in huge withdrawals. As Fortis was one of the biggest banks in the Netherlands, Belgium, and 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 subprime crisis on the consortium members after ABN AMRO's acquisition deal.

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

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

Reference Numbers

ICMR	BSTR346
ECCH	309-308-1
Organization(s)	ABN AMRO, Royal Bank of Scotland, Fortis, Banco Santander Central Hispano
Countries	UK, Belgium, Spain, Netherlands
Industry	Banking / Financial Services
Pub/Rev Date	2009
Case Length	23 Pages
TN Length	6 Pages

The Acquisition of ABN AMRO (A)

Abstract

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

Issues

Study the rationale for the acquisition of ABN AMRO.

Analyze the bidding war between the consortium and Barclays.

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

Understand how the acquisition of ABN AMRO was financed.

Reference Numbers

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

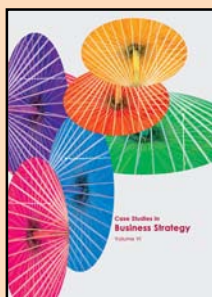
"Perception is strong and sight weak. In strategy it is important to see distant things as if they were close and to take a distanced view of close things."

– Miyamoto Musashi

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

Abstract

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



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INR 2000/-

Issues

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

Examine the growth strategy of Bajaj Auto over the decades.

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

Analyze the shortcomings in the business strategy of Bajaj Auto.

Reference Numbers

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

Maghound: Business Model Innovation in the Magazine Industry?

Abstract

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

Issues

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

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

Discuss the pros and cons of the Maghound model.

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

Reference Numbers

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

Pfizer's Acquisition of Wyeth

Abstract

In January 2009, the US based Pfizer; the world's largest pharmaceutical company announced that it would acquire Wyeth, another leading pharmaceutical company based in the US, by paying US\$ 68 billion in stock and cash. Lipitor, the world's best selling drug, developed by Pfizer would 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 losing huge part of its revenues once Lipitor is available for generic competition. Pfizer strategy to expand its product line and diversify its sources of revenue led it to acquire Wyeth. Wyeth, on other hand, had patent expiry issues around the same time as Pfizer had. However, Wyeth had significant presence in bio-pharmaceuticals where Pfizer was lagging behind considerably. Bio-pharmaceuticals were expected to be growth engines in future and major pharma companies had started research in that area. The case examines the synergies and challenges for Pfizer after its acquisition of Wyeth.

Issues

Evaluating the growth strategy adopted by Pfizer over the decades.

Examining the benefits to Wyeth from the acquisition deal.

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

Analyzing the deal between Pfizer and Wyeth quantitatively and qualitatively.

Appreciating the importance of intellectual property in knowledge based industries.

Understanding the dynamics of the US pharmaceutical industry.

Reference Numbers

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

Anomaly: Not Just another Ad Agency

Abstract

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

Issues

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

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

Reference Numbers

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

Craigslist and its Business Model

Abstract

This case is about Craigslist, Inc, one of the leading providers of online classified ads in the US. Founded in 1995 by Craig Newmark (Newmark), Craigslist is an online community featuring free online classified advertisements related to jobs, housing, sales of a variety of products and services, gigs, resumes, discussion forums. As of May 2009, Craigslist offered local classifieds and forums for 570 cities in 50 countries worldwide. It generated over 20 billion page views per month and as many as 50 million users visited Craigslist each month. These included more than 40 million in the US alone

as of March 2009. The case discusses Craigslist's low-cost business model and the non-commercial aspects of its business that the company promoted. The main objective of the Craigslist business model was to satisfy the users and provide a service based on trust and simplicity. The company said its goal was not to maximize profits but to offer localized service which was free as well as convenient for users. Craigslist offered free service to all its users except in certain cities like San Francisco, Los Angeles, and New York where it charged a nominal sum for recruitment ads and for brokered apartment listings in New York City. According to some analysts, Craigslist's business was non-commercial in nature and Newmark perceived it to be a community-based model rather than a for profit business. The website of the company was simple with no frills, similar to the classified section of a newspaper. The case also discusses the criticism faced by Craigslist for promoting violence and illegal activities on its site. In particular, its erotic services category attracted a lot of criticism and scrutiny from regulators in the US. Craigslist was dogged by controversy after crimes were reported nationally following contacts made through postings on the site. After that, the company tried to closely scrutinize postings on its website and replaced the erotic services category with an adult services section. The case concludes with the future challenges for Craigslist. Experts pointed out that the biggest issue for Craigslist was controlling spammers and scammers. In order to stay in the competition, it was important for Craigslist to overcome the problems which continued to plague the site, they said.

Issues

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

Evaluate the low-cost business model of Craigslist.

Understand the reasons behind the success of Craigslist.

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

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

Reference Numbers

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

McDonalds in the United Kingdom

Abstract

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

Issues

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

Evaluate McDonald's operational strategy in UK.

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

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

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

Reference Numbers
 ICMR BSTR339
 ECCH 309-275-1
 Organization(s) McDonald's
 Countries United States of America
 / United Kingdom
 Industry Food and Beverage
 Pub/Rev Date 2009
 Case Length 32 Pages
 TN Length 6 Pages

Chrysler in Trouble

Abstract

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

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

Issues

Analyze the reasons for the financial problems faced by Chrysler.

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

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

Analyze the future challenges of Chrysler.

Reference Numbers
 ICMR BSTR338
 ECCH 309-205-1
 Organization(s) Chrysler
 Countries United States of America
 Industry Auto and Ancillaries

Pub/Rev Date 2009
Case Length 21 Pages
TN Length 5 Pages

Strategic Sale of Satyam Computers

Abstract

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

Issues

Study the concept of strategic sale of companies.

Understand the reasons that led to the problems at Satyam.

Examine the role played by the government constituted board.

Analyze the bidding process and criteria for selecting the winner.

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

Reference Numbers
 ICMR BSTR337
 ECCH 309-200-1
 Organization(s) . Satyam / Tech Mahindra
 Limited
 Countries India
 Industry Information Technology
 and Related Services
 Pub/Rev Date 2009
 Case Length 20 Pages
 TN Length 6 Pages

Oracle's Acquisition of Sun Microsystems

Abstract

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

Issues

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

Appreciate the importance of successfully commercializing innovative products.

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

Discuss the challenges facing Oracle after the acquisition of Sun.

Reference Numbers
 ICMR BSTR336
 ECCH 309-201-1
 Organization(s) Oracle / Sun
 Microsystems
 Countries United States of America
 Industry Information Technology
 and Related Services
 Pub/Rev Date 2009
 Case Length 18 Pages
 TN Length 5 Pages

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

Abstract

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

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

Issues

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

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

Examine the importance of environment sustainability in a retail business.

Reference Numbers

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

Domino's Pizza - Strategies to Tackle Global Economic Slowdown

Abstract

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

Issues

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

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

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

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

www.icmrindia.org

Reference Numbers

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

Subhiksha: An Indian Retailer in Trouble

Abstract

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

Issues

Study the financial and business related problems faced by Subhiksha.

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

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

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

Reference Numbers

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

Wal-Mart's Foray in Brazil

Abstract

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

Issues

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

Study the operations of Wal-Mart in Brazil.

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

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

Reference Numbers

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

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

Abstract

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

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

Issues

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

Evaluate the reasons for the success of Slumdog Millionaire.

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

Examine the opportunities and challenges for the Indian cinema industry.

Reference Numbers

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

Restructuring Citigroup: The Bank in Trouble

Abstract

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

Issues

Examine the reasons that led Citigroup into trouble.

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

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

Appreciate the importance of effective risk management practices.

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

Reference Numbers

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



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Carrefour's Foray in Brazil

Abstract

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

Issues

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

Examine the challenges Carrefour faced during expansion in Brazil.

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

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

Reference Numbers

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

The Downfall of Washington Mutual

Abstract

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

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

Issues

Understand the importance of proper control systems in a company.

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

Reference Numbers

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

Speedo: Leading the Swimwear Market

Abstract

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

sports fashion wear. Competitive swimsuits were a core focus area of Speedo. Since its inception, Speedo had been innovating in the competitive swimsuit market to manufacture suits aimed to enhance the performance of swimmers. Over the years, its swimsuits had been hailed as innovative and athletes sporting its swimsuits had won prizes and broken records in various swimming events. More recently, at the 2008 Beijing Olympics, Speedo was the biggest brand success story. Athletes competing in Speedo swimsuits won 47 medals and broke 23 world records. As of 2008, in the US\$200 million performance swimwear market, Speedo was the market leader with about 60% of the market share.

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

Issues

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

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

Examine the marketing strategies adopted by Speedo.

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

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

Reference Numbers

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

Case Length	20 Pages
TN Length	5 Pages

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

Abstract

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

Issues

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

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

Reference Numbers

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

Jamie Dimon and the Turnaround of Bank One

Abstract

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

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

comprehensive turnaround plan that led to the spectacular turnaround of Bank One.

Issues

Understand the issues and challenges in turning around a company.

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

Gain an insight in the leadership qualities of Dimon.

Reference Numbers

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

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

Abstract

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

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

Issues

Understand the importance of customer service in a retail organization.

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

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

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

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

Reference Numbers

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

Restructuring Woolworths Group Plc. - The Attempt that Failed

Abstract

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

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

Issues

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

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

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

Analyze the strengths and weaknesses of a retail organization.

Reference Numbers

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

McDonald's Corporation - Success Strategies in Recessionary Environment

Abstract

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

Issues

Evaluate McDonald's growth strategy over the decades.

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

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

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

Study the dynamics of fast food industry in the US.

Reference Numbers

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

Acquisition of Axon by HCL Technologies Limited

Abstract

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

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

Issues

Understand acquisition as a growth strategy.

Understand the advantages and disadvantages of cross-border acquisitions.

Understand the need for growth through acquisition in foreign countries.

Examine the rationale behind HCL's acquisition of Axon.

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

Reference Numbers

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

GM in Trouble

Abstract

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

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

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

Issues

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

Understand the reasons behind GM's financial crisis.

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

Analyze the challenges faced by GM in the near future.

Reference Numbers

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

The Delta and Northwest Airlines Merger

Abstract

The case discusses the merger of the US-based Delta Air Lines Inc. (Delta) and Northwest Airlines Inc. (Northwest). Delta and Northwest announced their merger plans on April 14, 2008. The merger was expected to create the world's largest airline in terms of global traffic and second largest airline in terms of revenues. On October 29, 2008, the United States Department of Justice (DOJ) gave approval for the merger. After the completion of merger, Northwest

became a wholly owned subsidiary of Delta. The new airline retained the name Delta and was headquartered in Atlanta. The merger was expected to save costs by combining airport operations of the two airlines and sharing information technology.

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

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

Issues

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

Analyze the synergies that may result from the merger.

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

Critically analyze the future business prospects of Delta post merger.

Study the changing dynamics of the US aviation industry.

Reference Numbers

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

Oticon A/S: Spaghetti Organization and Beyond

Abstract

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

The case gives a detailed history of the company since the late 1980s, providing the students with the scope to analyze the spaghetti organization structure implemented

by the company in the early 1990s and how it helped transform Oticon. Due to changes in market conditions and Oticon's slow reaction to the developments, the company lost market share in the late 1980s.

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

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

Issues

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

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

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

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

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

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

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

Reference Numbers

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

Hell for Zell: The Bankruptcy of Tribune Company

Abstract

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

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

Issues

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

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

Reference Numbers

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

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

Abstract

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

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

Issues

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

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

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

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

Reference Numbers

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

Daimler Smart Fortwo Car in the US

Abstract

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

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

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

sales of Smart Fortwo in the US. The case ends with a discussion on the challenges faced by the car.

Issues

Study the launch of Smart Fortwo car in the US

Examine the unique features of Smart Fortwo car

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

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

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

Reference Numbers

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

Tata Motors in Trouble

Abstract

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

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

Issues

Understand the impact of macroeconomic factors on the business.

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

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

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

Reference Numbers

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

Tata Motors' Acquisition of Jaguar and Land Rover

Abstract

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

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

Issues

Understand the role of acquisition as a growth strategy.

Examine Tata Motors' inorganic growth strategy.

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

Understand the advantages and disadvantages of cross-border acquisitions.

Understand the need for growth through acquisitions in foreign countries.

Reference Numbers

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

eBay & Yahoo! in Japan: From Competition to Collaboration

Abstract

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

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

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

Issues

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

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

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

Reference Numbers

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

Bajaj Electricals Limited: High Voltage Transformation?

Abstract

Bajaj Electricals Limited (BEL) had been in the business of manufacturing and marketing consumer electronics and luminaries, engineering, and projects for over 70 years since 1938. A sudden downturn in the economy as well as in its business in 2001, caused stiff competition across its product lines and led to both its profits and its turnover plummeting. The company undertook a 360 degree revamping exercise and put in place a number of strategic, operational, distributional, and marketing initiatives to turn around the company and placed it back on

the path to growth and profits. It reorganized its existing organizational structure and completely revamped the supply and distribution chains to suit the prevailing industry norms and competitive market conditions.

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

Issues

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

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

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

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

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

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

Reference Numbers

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

Globalization Strategy of McDonald's Corporation

Abstract

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

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

Issues

Evaluate McDonald's globalization strategies.

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

Examine localization strategies of McDonald's in different markets.

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

Reference Numbers

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

Yahoo Auctions in Japan

Abstract

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

Issues

Examine Yahoo's entry and expansion in Japan.

Understand Yahoo Japan's strategies for online auctions.

Analyze the reasons for the success of Yahoo Japan Auctions

Reference Numbers

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

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

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

Starbucks: Back to Basics?

Abstract

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

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

Issues

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

Recognize the role of leadership in turnaround management.

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

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

Understand the perils of rapid expansion.

Reference Numbers

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

Starbucks' Success Story in China

Abstract

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

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

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

Issues

Evaluate Starbucks' globalization strategies.

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

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

Examine the challenges faced by Starbucks in China.

Explore future strategies that Starbucks can adopt.

Reference Numbers

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

McDonald's in China

Abstract

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

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

Issues

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

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

Examine the challenges faced by McDonald's in China.

Explore future strategies that McDonald's can adopt.

Reference Numbers

ICMR	BSTR305
ECCH	309-135-1
Organization(s)	McDonald's
Countries	China / United States of America
Industry	Food and Beverage
Pub/Rev Date	2009
Case Length	20 Pages
TN Length	5 Pages

Starbucks' Australian Experience

Abstract

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

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

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

Issues

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

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

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

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

Reference Numbers

ICMR	BSTR304
ECCH	309-137-1

Organization(s)	Starbucks
Countries	Australia / United States of America
Industry	Food and Beverage
Pub/Rev Date	2009
Case Length	24 Pages
TN Length	12 Pages

Tesco's Experience in the Middle Kingdom

Abstract

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

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

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

Issues

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

Examine Tesco's expansion into China.

Examine how Tesco implemented the localization strategies in China.

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

Examine the challenges faced by Tesco in China.

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

Reference Numbers

ICMR	BSTR303
ECCH	309-140-1
Organization(s)	Tesco
Countries	United Kingdom / China
Industry	Retail
Pub/Rev Date	2009
Case Length	20 Pages
TN Length	13 Pages



Case Studies in Business Strategy Volume – III

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British Retailer Sainsbury's: On the Road to Recovery

Abstract

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

In 2003, Asda ousted Sainsbury's from the No.2 position. Justin King was brought in as the CEO in 2004 to help the company recover from the losses and resurrect the business. The case discusses the various strategies

and decisions taken by Justin King, detailing his plan 'Making Sainsbury's Great Again'. It also highlights the three-year recovery targets that he set for the company and how he went about achieving them. The case concludes with the details of 'Recovery to growth plan' that Justin King had proposed to steer Sainsbury's ahead and some challenges that the company was facing in the market.

Issues

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

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

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

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

Reference Numbers

ICMR	BSTR302
ECCH	309-136-1
Organization(s)	Sainsbury's
Countries	United Kingdom
Industry	Retail
Pub/Rev Date	2009
Case Length	26 Pages
TN Length	6 Pages

News Corporation's Acquisition of Dow Jones

Abstract

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

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

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

News Corp. allayed these fears and finally convinced the Bancroft family to go ahead

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

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

Issues

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

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

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

Understand other non-financial considerations in M&A.

Get insights into the trends in the global newspaper industry.

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

Reference Numbers

ICMR	BSTR301
ECCH	309-142-1
Organization(s)	News Corporation / Dow Jones
Countries	Australia / United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2009
Case Length	20 Pages
TN Length	9 Pages

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

– Albert Einstein.

Bharti Airtel Limited and the Indian Telecom Sector

Abstract

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

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

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

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

Issues

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

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

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

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

Reference Numbers

ICMR	BSTR300
ECCH	309-134-1
Organization(s)	Bharti Airtel Ltd.
Countries	India
Industry	Telecom and Broadband
Pub/Rev Date	2009
Case Length	21 Pages
TN Length	18 Pages

Best Buy in China

Abstract

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

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

However, the going did not remain smooth. Best Buy could not open its second 'Best Buy' store in China as planned due to problems and delays in getting the required permission. The company also faced problems as it could not find trained manpower and had to contend with price-conscious shoppers. Moreover, it faced intensified competition from well-entrenched

Chinese electronics retailers such as Gome and Suning and also from Western retailers such as Wal-Mart and Carrefour that sold electronics items in their stores.

Issues

Examine Best Buy's international ventures.

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

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

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

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

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

Reference Numbers

ICMR	BSTR299
ECCH	309-133-1
Organization(s)	Best Buy Co. Inc.
Countries	China / United States of America
Industry	Retail
Pub/Rev Date	2009
Case Length	20 Pages
TN Length	6 Pages

Mahindra Tractors in the United States

Abstract

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

Issues

Learn the entry strategy of an automobile company.

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

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

Reference Numbers

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

Entry & Expansion Strategy: Tesco in Japan

Abstract

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

Issues

Evaluate Tesco's globalization strategies. Understand the entry and expansion strategies of Tesco in European and Asian markets. Study and analyze the entry and expansion strategies of Tesco in Japan. Examine some of Tesco's efforts to localize its offerings in Japan. Examine the challenges faced by Tesco in Japan.

Reference Numbers

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

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Aldi: The European Hard Discounter's Strategy in Australia

Abstract

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

Issues

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

Reference Numbers

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

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

Abstract

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

(shampoo), by targeting new segments in innovative ways.

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

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

Issues

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

Reference Numbers

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

MTV Networks: The Arabian Challenge

Abstract

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

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

Issues

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

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

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

Reference Numbers

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

Baidu: China's Leading Search Engine

Abstract

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

The majority of web surfers in China preferred Baidu as their primary search

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

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

Issues

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

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

Identify the future challenges faced by Baidu in China

Reference Numbers

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

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

Abstract

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

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

www.icmrindia.org

Issues

Understand the concept of Base of the Pyramid. Understand different phases in the BoP Protocol and examine its implications.

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

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

Analyze Solae's efforts towards creating mutual value.

Reference Numbers

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

Tesco in the United States

Abstract

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

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

Issues

Understand the entry strategies of a retailer.

Understand the differentiation strategies of a retailer.

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

Reference Numbers

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

Lidl: The Hard Discounter

Abstract

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

Issues

Understand some of the practices of a discount retail chain.

Analyze the strengths and weaknesses of the company.

Reference Numbers

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

IKEA: The Japanese Misadventure and Successful Re-entry

Abstract

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

As of 2008, IKEA operated through three stores in the country. The case discusses in detail, store and employee management, localization, and promotional strategies adopted by IKEA in Japan, and concludes

with a discussion on possible challenges it could face in the country.

Issues

Understand the furniture retail market in Japan
Understand the reasons for IKEA's exit from Japan

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

Analyze some of IKEA's strategies in Japan

Reference Numbers

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

Alibaba: Competing in China & Beyond

Abstract

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

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

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

Issues

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

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

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

Understand how e-commerce companies operate in emerging markets

Examine the challenges faced by Alibaba in expanding its business globally

Reference Numbers

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

Blu-Ray and HD-DVD: The End Game

Abstract

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

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

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

Issues

The teaching objectives of this case are to:
Recognize the importance of strategic alliances in popularizing new technologies;

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

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

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

Reference Numbers

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

Vodafone Exits Japan

Abstract

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

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

Issues

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

Reference Numbers

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

The Carrefour and Tesco Swap Deal

Abstract

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

The case also discusses the problems Tesco faced with the Slovakian part of the deal and

concludes with a discussion on the future prospects of Tesco in the Czech Republic and that of Carrefour in Taiwan.

Issues

Study the international expansion strategies of Carrefour and Tesco.

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

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

Reference Numbers

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

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

Abstract

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

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

Issues

Learn about the characteristics of a leader.

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

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

Analyze the future prospects for the Group

Reference Numbers

ICMR BSTR284
 ECCH

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

Moser Baer: Growth through Diversification

Abstract

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

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

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

Issues

Illustrate the growth strategies that a firm can pursue.

Introduce the concept of corporate portfolio analysis.

Reference Numbers

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

eBay in Japan

Abstract

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

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

Issues

Examine eBay's international expansion.

Understand eBay's operations in Japan.

Analyze the reasons for eBay's failure in Japan.

Reference Numbers

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

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

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

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 mid-2000s, 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

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

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

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

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

Reference Numbers

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

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.

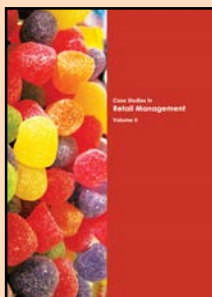
Understand the reasons behind the decline of a market leader.

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

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

Reference Numbers

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



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20 Case Studies
ISBN No.: 81-314-1145-1
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JetBlue Airways: Growing Pains?

Abstract

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

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

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

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

Issues

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

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

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

Reference Numbers

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

Yes Bank: Competitive Strategy of a Late Entrant

Abstract

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

Issues

The case will help the students to:

Understand the competitive strategy adopted by a late entrant into the Indian banking sector
Understand how Yes Bank differentiated itself from its competitors by adopting a 'knowledge banking' approach and carved out a niche for itself in the overcrowded banking sector

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

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

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

Reference Numbers

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

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

Abstract

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

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

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

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

Issues

The case will help the students to:

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

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

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

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

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

Reference Numbers

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

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

Abstract

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

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

They also started various people development initiatives. By the end of 2006, JCP was able

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

Issues

The case will help the students to:

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

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

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

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

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

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

Reference Numbers

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

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

Abstract

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

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

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

Issues

Learn more about the casino-resort market in Macau

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

Analyze the future prospects of the company.

Reference Numbers

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

Wikipedia's Growth Story

Abstract

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

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

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

Issues

Critically examine the reasons for the rapid growth of Wikipedia

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

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

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

Reference Numbers

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

Market Leader Strategies: AstraZeneca Defending its Turf

Abstract

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

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

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

Issues

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

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

Understand the marketing and branding initiatives adopted by AstraZeneca for Nexium

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

Reference Numbers

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

Balanced Scorecard Implementation at Philips

Abstract

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

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

Issues

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

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

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

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

Reference Numbers

<i>ICMR</i>	<i>BSTR270</i>
<i>ECCH</i>	<i>307-350-1</i>
<i>Organization(s)</i>	<i>Philips</i>
<i>Countries</i>	<i>The Netherlands</i>
<i>Industry</i>	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i>	<i>2007</i>

<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Innovation at Cirque Du Soleil

Abstract

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

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

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

Issues

Study the various innovations at Cirque du Soleil

Understand 'Blue Ocean' Strategy and its implementation at Cirque

Examine the marketing strategies of Cirque

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

Reference Numbers

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

Prediction Markets: Distilling Collective Wisdom

Abstract

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

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

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

Issues

The case has the following objectives

Understand the concept of prediction markets

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

Examine the efficacy of prediction markets as a forecasting tool

Analyze the future prospects of prediction markets

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

Reference Numbers

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

Motorola in Trouble

Abstract

Motorola was the pioneer of mobile phones, and was the top cellular phone company in the world until the late 1990s, when it was overtaken by Nokia. This case discusses some of problems that Motorola faced in 2006-2007, after it failed to follow-up the success of its iconic phone model, the Razr, and was quickly overtaken by competitors who launched innovative products to capture market share. Motorola slashed the prices of

most of its phone models in late 2006 to recapture some of the lost market share, drastically affecting its margins in return. In early 2007, Motorola announced that it would make an effort to revive its financial performance and not go behind market share alone.

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

Issues

The teaching objectives of this case are:

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

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

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

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

Reference Numbers

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

Yum! Brands Inc. in China

Abstract

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

logistics network contributed to the success of Yum in China.

Issues

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

Examine how Yum localized its services in China

Understand Yum's supply chain management practices in China

Reference Numbers

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

Hindalco's Acquisition of Novelis

Abstract

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

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

Issues

Study the synergies of the merger between Hindalco and Novelis

Study the rationale behind Hindalco acquiring a loss making aluminum company

Examine the way the acquisition deal was financed

Analyze whether the deal was overvalued or not

Analyze the trends in the global aluminum industry

Reference Numbers

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

The Success Story of Wal-Mart in Mexico

Abstract

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

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

Issues

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

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

Reference Numbers

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

Alan Mulally's Challenges at Ford Motor Company

Abstract

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

September 2006, one of the worst losses in the company's history.

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

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

Issues

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

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

Reference Numbers

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

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

Abstract

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

The steps VW took to transform Skoda are discussed in this case. The case talks about

the various dimensions of the transformation, including the HR aspects, the production improvements, new products launches, and image building initiatives. It concludes with a discussion of Skoda's role and position in VW's business portfolio, and the company's future prospects.

Issues

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

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

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

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

Reference Numbers

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

Logan: Renault's Low Cost 'World Car'

Abstract

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

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

Issues

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

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

Study the strategy employed by the company in entering new markets

Study the challenges companies face in developing products for emerging markets

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

Reference Numbers

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

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

Abstract

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

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

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

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

Issues

Understand the problems in the business model of Yahoo!

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

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

Reference Numbers

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

The Verizon-MCI Merger

Abstract

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

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

Issues

Study the synergies of merger between Verizon and MCI

Understand the reasons for the initial success of the merger

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

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

Analyze the trends in the telecom industry in the US

Reference Numbers

ICMR	BSTR259
ECCH	307-238-1

Organization(s)	Verizon / MCI
Countries	United States of America
Industry	Telecom and Broadband
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	5 Pages

Reorganizing Yahoo!

Abstract

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

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

Issues

Understand the problems in the business model of Yahoo!

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

Critically analyze the reorganization plan of Yahoo!

Reference Numbers

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

Wal-Mart and the Indian Retail Sector

Abstract

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

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

Issues

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

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

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

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

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

Reference Numbers

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

Business Transformation at Telefónica De España

Abstract

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

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

Issues

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

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

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

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

The importance of customer orientation in any business transformation program

Reference Numbers

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

Corporate Turnaround of Pharmacia & Upjohn

Abstract

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

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

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

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

Issues

Understand the importance of cultural issues in cross-border mergers

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

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

Examine the changes brought in by Hassan in Pharmacia & Upjohn

Reference Numbers

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

British American Tobacco in South Korea

Abstract

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

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

Issues

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

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

Critically examine the localization strategies of BAT in South Korea

Examine the challenges faced by BAT in South Korea

Reference Numbers

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

Dell's Foray into Consumer Electronics

Abstract

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

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

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

Issues

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

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

Gain insights into the US market for PCs and consumer electronics

Reference Numbers

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

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

Abstract

Aldi was one of the pioneers of the hard discount style of retailing in Germany. The Aldi Group (which comprised of two companies - Aldi Nord and Aldi Sud), was known for its low prices and no-frills business model. The case describes the various elements of Aldi's business model, and how they allowed the

company to adhere to its low price philosophy. It also talks about Aldi's international expansion, and discusses some of the changes Aldi had to adopt in its overseas markets. The case concludes with a discussion of Aldi's future prospects in light of the saturating German market and intensifying competition from Lidl, as well as the possible effect of the trend in the international retail sector of investing heavily in improving in-store experience on Aldi's no-frills philosophy.

Issues

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

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

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

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

Reference Numbers

<i>ICMR</i>	<i>BSTR252</i>
<i>ECCH</i>	<i>307-187-1</i>
<i>Organization(s)</i>	<i>Aldi</i>
<i>Countries</i>	<i>Germany</i>
<i>Industry</i>	<i>Retail</i>
<i>Pub/Rev Date</i>	<i>2007</i>
<i>Case Length</i>	<i>16 Pages</i>
<i>TN Length</i>	<i>8 Pages</i>

Sanyo's 'Think GAIA' Vision and Turnaround Efforts

Abstract

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

Issues

Understand the turnaround efforts of a company

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

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

Reference Numbers

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



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

Abstract

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

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

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

Issues

Understand the competitive situation in the mobile phone industry

Understand the synergies required to make a successful acquisition

Analyze the reasons for failure of some acquisitions

Reference Numbers

ICMR	BSTR250
ECCH	307-189-1
Organization(s)	BenQ / Siemens
Countries	Taiwan / Germany
Industry	Consumer Electronics
Pub/Rev Date	2007
Case Length	18 Pages
TN Length	7 Pages

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

Abstract

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

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

Issues

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

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

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

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

Reference Numbers

ICMR	BSTR249
ECCH	307-105-1
Organization(s)	Dr. Reddy's Laboratories
Countries	Germany / India
Industry	Pharma and Biotech
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	16 Pages

Tata Motors and Fiat Auto: Joining Forces

Abstract

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

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

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

Issues

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

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

Understand the importance of alliances in the global automobile industry.

Reference Numbers

ICMR	BSTR248
ECCH	307-101-1
Organization(s)	Tata Motors / Fiat Auto
Countries	India / Italy
Industry	Auto and Ancillaries
Pub/Rev Date	2007
Case Length	24 Pages
TN Length	8 Pages

Nintendo Wii: A 'Revolution' in Gaming?

Abstract

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

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

Issues

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

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

Reference Numbers

ICMR	BSTR247
ECCH	307-095-1
Organization(s)	Nintendo
Countries	Japan
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2007
Case Length	21 Pages
TN Length	7 Pages

Carrefour's Strategies in China

Abstract

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

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

Issues

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

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

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

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

Examine how Carrefour implemented the localization strategies in China

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

Study the supply chain management practices of Carrefour in China

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

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

Examine the regulations and their implications on the Chinese retail industry

Reference Numbers

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

B&Q's Strategies in China

Abstract

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

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

Issues

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

Examine B&Q's localization strategies in China

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

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

Analyze the competitive position of B&Q in China

Reference Numbers

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

Whole Foods Market's Growth Strategies and Future Prospects

Abstract

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

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

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

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

Issues

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

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

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

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

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

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

Reference Numbers

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

Embraer: The Brazilian Aircraft Manufacturer's Turnaround and Growth

Abstract

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

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

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

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

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

Issues

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

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

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

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

Examine the impact of a successful company on the economic development in its home country

Understand the role of strategic alliances and international partnerships in a highly competitive and technology-intensive industry

Study the implications of international competition on the political and economic relations between countries

Analyze the characteristics, structure and future prospects of the global aircraft manufacturing industry, with a special focus on regional passenger aircraft

Reference Numbers

ICMR	BSTR243
ECCH	307-102-1
Organization(s)	Empresa Brasileira de Aeronáutica S.A (Embraer)
Countries	Brazil
Industry	Aviation
Pub/Rev Date	2007
Case Length	31 Pages
TN Length	16 Pages

Tesco's Globalization Strategies and its Success in South Korea

Abstract

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

The company's operations grew rapidly in South Korea and it emerged as the second largest retailer in the country.

Issues

Evaluate Tesco's globalization strategies

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

Examine how Tesco localized its retail practices in South Korea

Appreciate Tesco's efforts to integrate its global best practices with local strategies in South Korea

Reference Numbers

ICMR	BSTR242
ECCH	307-098-1
Organization(s)	Tesco
Countries	South Korea / United Kingdom / Worldwide
Industry	Retail
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	5 Pages

Carrefour's Exit from South Korea

Abstract

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

Carrefour chose to venture into the Korean market on its own without a local partner, due to which it failed to understand the market and was unable to select good locations for its stores. The company employed most of the top management personnel from France and this was not viewed favorably by the local employees, and Carrefour too often faced problems from local labor unions.

After a decade of unsustainable operations and cut-throat competition, Carrefour finally announced the sale of its South Korean business in April 2006.

Issues

Understand why Carrefour failed to sustain its operations in South Korea

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

Reference Numbers

ICMR	BSTR241
ECCH	307-094-1
Organization(s)	Carrefour
Countries	South Korea / France
Industry	Retail
Pub/Rev Date	2006
Case Length	19 Pages
TN Length	5 Pages

The Parryware-Roca Joint Venture

Abstract

Roca is the world's largest sanitaryware manufacturer and Parryware is the leading player in the Indian sanitaryware market.

The case describes the origins and growth of Roca and Parryware leading up to the joint venture which was to operate primarily in India.

It explains in detail the skills that the partners bring to the JV. The case ends with a discussion on the challenges and future prospects for the joint venture, especially when the fast growing Indian market was attracting several foreign players.

Issues

Analyze the synergies in a joint venture

Know more about the Indian sanitaryware market

Weigh the strengths and weaknesses in a joint venture

Reference Numbers

ICMR	BSTR240
ECCH	307-096-1
Organization(s)	Parryware / Roca
Countries	India / Spain
Industry	Engineering, Construction, and Real Estate
Pub/Rev Date	2006
Case Length	17 Pages
TN Length	7 Pages

WorldSpace Satellite Radio: Fading Signals?

Abstract

WorldSpace Corporation, the pioneer in the satellite radio service industry, was formed in 1990 by Noah Samara. The company's mission was to use satellite radio to disseminate information to normally unreachable areas in third world countries. WorldSpace was launched in Africa in 1998 and in Asia in 2000.

WorldSpace provided around 60 channels, which included music, news, sports and general information channels, in many languages. Initially the company did not have a clearly articulated business model, as the satellite radio industry was still in its infancy. The company's revenues were dependent only on the sales of its satellite radio receivers.

However, in 2004, WorldSpace introduced a global subscription model, whereby it began sell its receivers for a relatively low price, and converted most of its channels into subscription channels. By 2006, India, with more than 75% of the company's subscribers, had become the company's primary market.

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

Issues

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

Study the operational model of a company that was considered the pioneer in its industry
Examine the localization attempts of a global satellite service provider

Analyze the issues involved in localizing a service

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

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

Reference Numbers

ICMR	BSTR239
ECCH	307-099-1
Organization(s)	WorldSpace Corporation
Countries	India / United States of America / Africa
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2006
Case Length	22 Pages
TN Length	8 Pages



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Bonnier Group - Sweden's Leading Family Owned Business

Abstract

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

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

Issues

Study the best practices in managing a family-owned business

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

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

Reference Numbers

ICMR	BSTR238
ECCH	306-573-1
Organization(s)	Bonnier AB
Countries	Sweden
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2006
Case Length	18 Pages
TN Length	15 Pages

Saregama India Ltd.: Striking a Digital Chord

Abstract

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

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

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

Issues

Gain insights into the Indian music industry
Understand the effect of technology changes on the business of the company

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

Reference Numbers

ICMR	BSTR237
ECCH	306-576-1
Organization(s)	Saregama India Ltd.
Countries	India
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2006
Case Length	21 Pages
TN Length	4 Pages

MTV Networks International: Localizing Globally

Abstract

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

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

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

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

Issues

Understand the role and importance of localization to global companies

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

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

Analyze the impact of emerging media like the Internet on traditional media

www.icmrindia.org

Reference Numbers

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

Coach Inc.: From Staid to Stylish**Abstract**

Coach Inc. was a major leather goods company, and one of the few international luxury brands that originated in the US. Since it was set up in 1941, the company had built a reputation for high quality leather bags and accessories. However, despite being highly valued for the quality of its products, over the years the company had lagged behind its competitors on the style dimension. This case discusses the measures taken by Coach to transform itself into a high-end fashion label from a staid leather goods company. It begins with a description of how Coach, which was originally established as a leather manufacturing company in New York, gradually achieved the status of a premium brand as a result of its superior quality leather goods.

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

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

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

Issues

Understand the strategy adopted by a company to transform itself from a leather goods manufacturer into a premium fashion brand

Study the issues involved in sustaining a premium image for a brand, even while reaching out to a larger market

Understand the role played by product innovation in the success of a fashion goods company

Reference Numbers

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

Jetstar Asia: A Low Cost Airline in Trouble**Abstract**

Jetstar Asia Pte Ltd. was a low cost carrier (LCC) operating in the Southeast Asian region. This case discusses the operations of Jetstar Asia, and the various problems the airline faced since its inception in December 2004.

Although Jetstar Asia was positioned as a LCC, it did not operate on a completely no frills model, and consequently, its fares were higher than those of other LCCs operating in the region, notably Tiger Airways. In addition to this, the regulatory environment in the Southeast Asian region also hampered the airline's growth. As a result, Jetstar Asia was unable to get a foothold in the Southeast Asian air travel market, and posted losses from its inception.

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

Issues

Study the business model adopted by a struggling Southeast Asian low cost carrier (LCC)

Understand the importance of choosing the right business model, especially in the context of LCCs

Understand the impact of the regulatory environment on the Southeast Asian aviation industry

Understand the role of mergers in the aviation industry, and to analyze whether a merger between two struggling airlines is a good idea

Study the trend of full service carriers setting up low cost subsidiaries, and to examine the likelihood of these subsidiaries becoming successful

Reference Numbers

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

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

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

Reviving CBS - The Leslie Moonves Way

Abstract

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

Issues

Examine the efforts made by a leader to revive a television network in trouble

Study and analyze the nature of competition among the television networks in the US

Critically analyze the trends in the US television broadcasting industry in the recent years

Study the impact of cable television and the Internet on the US television industry

Reference Numbers

ICMR	BSTR232
ECCH	306-548-1
Organization(s)	CBS Television
Countries	United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2006
Case Length	19 pages
TN Length	5

Organizational Transformation at the BBC

Abstract

The case examines the measures taken by the UK-based British Broadcasting Corporation (BBC) under the leadership of Director General Mark Thompson, after its editorial and complaint investigation processes were found defective in the Hutton Report. The case discusses the need for restructuring the BBC by Thompson and the organizational changes that were made by his predecessors.

It explains the steps taken by Thompson to simplify the organizational structure and prepare the BBC for the digital transformation (shifting from analog to digital transmissions) by 2012. The case puts forth the issues raised

by the UK government during the Charter Review and the BBC's response to overcome them.

It also discusses Thompson's Creative Future strategy aimed to attract young audience, improve BBC's programming content and prepare the BBC for the digital future. The case also presents the views of analysts on Thompson's efforts and funding of the BBC through license fee.

Issues

Understand how a public broadcaster has failed to transform itself in the light of rapidly changing business environment in the media industry

Understand the importance of having a simpler organizational structure

Examine the role of IT and the Internet in the media industry

Understand how lack of innovation, differentiation and customization affect a broadcaste

Appreciate the need for visionary leadership in a highly competitive and dynamic industry

Reference Numbers

ICMR	BSTR231
ECCH	306-563-1
Organization(s)	British Broadcasting Corporation
Countries	United Kingdom
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2006
Case Length	27 Pages
TN Length	10 Pages

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

Abstract

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

Issues

Recognize the importance of marketing and alliances in popularizing new technologies

Understand the influence of market forces in the adoption of new technologies

Analyze the factors that delay or quicken the rate of diffusion of innovation

Compare and contrast the strategies adopted by a company at two different points in time, to popularize its technology and products

Reference Numbers

ICMR	BSTR230
ECCH	306-562-1
Organization(s) ..	Sony Corporation / JVC
Countries	Japan
Industry	Consumer Electronics
Pub/Rev Date	2006
Case Length	22 Pages
TN Length	9 Pages

The Break-up of the RPG-DFI Joint Venture

Abstract

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

The case also talks about the steps taken by RPG and DFI after the 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

Reference Numbers

ICMR	BSTR 229
ECCH	306-547-1
Organization(s)	RPG Enterprises and Dairy Farm International
Countries	India
Industry	Retail
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	N/A

Sony's Format Wars

Abstract

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

Issues

Understand the format wars among major players in the global consumer electronics industry

Compare and contrast the strategies that a company adopted in similar situations but at two different points in time

Understand the issues concerning new technology and their adoption.

Reference Numbers

ICMR BSTR 228
 ECCH 307-097-1
 Organization(s) Sony Corp.
 Countries USA, Japan
 Industry Consumer Electronics
 Pub/Rev Date 2006
 Case Length 20 Pages
 TN Length 4 Pages

Restructuring Pantaloon: The 'Future Group' Strategy

Abstract

The case discusses the restructuring initiatives of the Pantaloon group, a leading retailing group in India. In March 2006, the group renamed itself as the 'Future Group' and was further divided into six verticals – Future Retail, Future Brand, Future Space, Future Capital, Future Media, and Future Logistics. The case discusses the rationale behind the group's restructuring initiative and its plans for the future. The case also highlights the competitive nature of the organized retail sector in India.

Issues

Understand the issues and challenges faced by an organized retailer in a developing economy like India

Appreciate and understand the issues concerned with organizational restructuring.

Reference Numbers

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

eBay's Acquisition of Skype: Will the 'Gamble' Work?

Abstract

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

Issues

Understand the key issues and growth challenges faced by an online company in the highly competitive Internet economy

Appreciate and understand the issues related to the impact of technology on the business environment, growth through acquisitions, leveraging synergies, and pricing of acquisition deals.

Reference Numbers

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

Voltas Ltd.: From 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

Appreciate the importance of focus and a clear recognition of strengths

Know more about the marketing efforts made by the company to gain leadership in a highly competitive market.

Reference Numbers

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

Governance and Control at AXA

Abstract

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

Issues

Appreciate the importance of strong governance practices in a global company; Understand the advantages and disadvantages of a dual governance structure in a global company

Examine how AXA maintained the balance between centralization and decentralization of its core activities.

Reference Numbers

ICMR BSTR 224
 ECCH
 Organization(s) AXA
 Countries France
 Industry Financial Services
 Pub/Rev Date 2006
 Case Length 17 Pages
 TN Length N/A

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

Abstract

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

Issues

Analyze the structure of the Indian consumer electronics industry in the 2000s, and the nature of changes in the industry

Understand the reasons behind the decline of a market leader

Understand the challenges faced by the joint venture between BPLL and SECL

Analyze the future prospects of the joint venture in view of the partners' checkered histories, and the competitive nature of the market.

Reference Numbers

ICMR BSTR 223
 ECCH
 Organization(s) BPL Ltd.
 Countries India
 Industry Consumer Electronics
 Pub/Rev Date 2006
 Case Length 22 Pages
 TN Length N/A

JP Morgan Chase: A Tale of Two Mergers

Abstract

The case describes two major mergers in the global banking industry. These are JP Morgan and Chase Manhattan and JP Morgan

Chase and Bank One merger which resulted in the formation of JP Morgan Chase & Company. The case explains the rationale for these mergers and puts forth the details of each merger. It describes the problems encountered during the merger between JP Morgan and Chase Manhattan and debates on the future success of JP Morgan Chase and Bank One merger.

Issues

Study the rationale behind mergers in the global banking industry

Examine the problems faced during the JP Morgan and Chase Manhattan merger

Analyze the synergies in the JP Morgan Chase and Bank One merger

Understand the reasons why mega-mergers fail.

Reference Numbers

ICMR BSTR 222
 ECCH
 Organization(s) Banking
 Countries US
 Industry Banking
 Pub/Rev Date 2006
 Case Length 16 Pages
 TN Length N/A

Infosys in China

Abstract

The case describes the entry and expansion strategies of Indian software major Infosys, in China. Infosys entered China in 2004 to cater to its multinational clients operating in the country and to take advantage of the quality manpower available at competitive costs as compared to India. Infosys also planned to offer software services to the leading Chinese companies which were growing at a rapid pace. The company aimed to have its second largest development center in China with Chinese operations accounting for 10% of the total revenues by 2015. The case also examines the challenges faced by Infosys in establishing its operations in the country.

Issues

Examine the growing importance of China in the global software industry

Analyze the strategies adopted by the Indian IT companies like Infosys in the Chinese market

Study the legal and regulatory challenges faced by IT companies while operating in China

Study the prospects of Indian IT companies in China.

Reference Numbers

ICMR BSTR 221
 ECCH
 Organization(s) Infosys
 Countries China, India
 Industry Software
 Pub/Rev Date 2006
 Case Length 16 Pages
 TN Length N/A

Danfoss' Business Strategy in China

Abstract

The case examines the 'China Strategy' of Danfoss, the Danish heating, ventilation and air 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 220
 ECCH
 Organization(s) Danfoss
 Countries China, Denmark
 Industry Air-conditioning and refrigeration equipment
 Pub/Rev Date 2006
 Case Length 13 Pages
 TN Length N/A

Jet Airways' Attempted Acquisition of Air Sahara

Abstract

The case discusses the attempted acquisition of the third largest airline company in India, Air Sahara by its rival airline company, Jet Airways. It describes why Jet Airways, a leader in the Indian airline company agreed to pay \$500 million to acquire Air Sahara. The

case further talks about the advantages and disadvantages that Jet airways expected to have from the acquisition. It also throws light on the changes brought in by the new low cost carriers in the Indian aviation scene. The case also discusses the future prospects of Jet Airways in the highly competitive airline industry both within and outside India.

Issues

Understand the role of mergers and acquisitions in the growth strategy of airline companies

Analyze the benefits and drawbacks of acquisitions for an airline company

Study the impact of liberalization on the Indian airline industry

Understand the implications of competition from low cost carriers to full service airline companies.

Reference Numbers

ICMR	BSTR 219
ECCH	
Organization(s)	Jet Airways (India) Ltd and Sahara Airlines Ltd
Countries	India
Industry	Airline
Pub/Rev Date	2006
Case Length	24 Pages
TN Length	N/A

Indiagames Ltd: Mobile Games and Beyond

Abstract

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

Issues

Learn more about the Indian animation sector
Understand the efforts made by a company to grow by moving up the value chain in the animation industry

Understand the challenges peculiar to an organization that operates in a market that requires high levels of individual creativity and productivity

Analyze the future prospects of the company and the animation industry in India, in view of the challenges such as the shortage of manpower.

Reference Numbers

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

Toonz Animation India Pvt. Ltd.

Abstract

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

Issues

Learn more about the Indian animation sector
Understand the efforts made by a company to grow by moving up the value chain in the animation industry

Understand the challenges peculiar to an organization that operates in a market that requires high levels of individual creativity and productivity

Analyze the future prospects of the company and the animation industry in India, in view of the challenges such as the shortage of manpower.

Reference Numbers

ICMR	BSTR 217
ECCH	
Organization(s)	Toonz Animation India Pvt. Ltd.
Countries	India
Industry	Animation
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	N/A

Lupin Limited: India's Leading Pharma Company

Abstract

The case presents the strategies adopted by Lupin Limited to emerge as one of the leading pharmaceutical companies in India. For the fiscal 2004-05, Lupin reported revenues of Rs. 12.12 billion, placing it among the top six companies in the Indian pharma industry. The

company aims at achieving the revenues of US\$ 1 billion by 2009. To achieve this target, Lupin has made heavy investments in R&D, manufacturing processes and is focusing on exports. Notwithstanding Lupin's success till date and its plans for future growth, the company faces significant threat in the form of product patents, high debts and rising competition from both local and foreign pharma companies. The case highlights the challenges facing Lupin and its plans to overcome these challenges.

Issues

Recent trends in the Indian Pharmaceutical Industry

Lupin's journey from a drug manufacturer to a national level pharma company

Growth Strategies of Lupin Limited: Importance of patents (product and process) in the pharma industry

Product patent regime in India.

Reference Numbers

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

Sony Ericsson's Mobile Music Strategy

Abstract

The case discusses the 'mobile music strategy' adopted by Sony Ericsson Mobile Communications AB (Sony Ericsson). The company leveraged the strengths of its parent companies, Sony Corporation and Ericsson to introduce the Walkman phone. The case discusses in detail the impact of the Walkman phone on the company's performance. The case includes details of how the company leveraged the Walkman brand and initiated several strategic tie-ups. The case also highlights the competition among mobile phone manufacturers with regard to music phones and the competition with portable music players.

Issues

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

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

— Andrew Jackson

Reference Numbers

ICMR	BSTR 215
ECCH	
Organization(s)	Sony Ericsson Mobile Communications AB
Countries	Europe, USA
Industry	Mobile Phone
Pub/Rev Date	2006
Case Length	19 Pages
TN Length	6 Pages



Winds of Change
The Changing Dynamics in the Aviation Industry

Hardcover; 394 Pages,
16 Case Studies
ISBN No: 81-89410-07-5
INR 4000/-

**Grasim Industries Ltd and VSF:
Expanding a Commodity Market
through Branding and CRM**

Abstract

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

Issues

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

Provide insights into the means by which a commodity product can transformed into a branded product with more stable demand and less likelihood of substitution

Understand the contribution of new product development to the growth of an industry.

Reference Numbers

ICMR	BSTR 214
ECCH	
Organization(s)	Grasim Industries Ltd
Countries	India
Industry	Textile
Pub/Rev Date	2006
Case Length	26 Pages
TN Length	N/A

Vodafone in Trouble

Abstract

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

Issues

Understand the strategies adopted by Vodafone to become a global company

Understand the problems faced by global companies.

Reference Numbers

ICMR	BSTR 213
ECCH	
Organization(s)	Vodafone plc
Countries	UK, US and Japan
Industry	Mobile Telecommunications
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	6 Pages

**The Transformation of
Apple's Business Model**

Abstract

This case examines the ouster of Steve Jobs from US-based Apple Computers (Apple) in September 1985 and the incidents that occurred in Apple before his return in 1997. It provides

insights on how Jobs resurrected Apple when he rejoined Apple by bringing in several changes including cost control, rationalizing existing product lines, revamping of distribution system and introducing new products. Some of the products introduced by Apple like iPod were revolutionary and played a major role in turning around the fortunes of the company and placing it back on the growth track. Apple ceased to be a mere PC or software manufacturer and spread its horizon to become a diversified media company.

Issues

Understand and appreciate the role of a leader in reviving the fortunes of a company

Evaluate the strategies adopted by Jobs to turn Apple around

Determine the reasons behind the downfall of well established companies like Apple and the problems that companies tend to overlook.

Reference Numbers

ICMR	BSTR 112
ECCH	306-223-1
Organization(s)	Apple Computer Inc
Countries	US
Industry	Media/ PC
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	N/A

**PSA Peugeot Citroën:
Strategic Alliances for
Competitive Advantage?**

Abstract

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

Issues

Analyze the concept of strategic alliances

Understand the possible advantages of strategic alliances

Highlight the benefits and costs of strategic alliances in the automobile industry.

Reference Numbers

ICMR	BSTR 211
ECCH	
Organization(s)	PSA Peugeot Citroën
Countries	France, Western Europe

Industry Automobile
 Pub/Rev Date 2006
 Case Length 23 Pages
 TN Length N/A

News Corporation's Digital Dilemma

Abstract

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

Issues

Understand the impact of Internet on traditional media companies

Study and analyze the problems that a traditional media company could face in its digital transformation

Understand how economic downturn can affect a company's investment strategies.

Reference Numbers

ICMR BSTR 210
 ECCH
 Organization(s) News Corporation
 Countries Australia, US
 Industry Media
 Pub/Rev Date 2006
 Case Length 14 Pages
 TN Length N/A

The Morgan Stanley – Dean Witter Merger

Abstract

The case discusses the merger of one of the largest investment banks in the US – Morgan Stanley with Dean Witter, Discover & Company, a retail firm specializing in stock brokerage, asset management and credit cards in 1997. Though analysts raised doubts about the success of the merger, initially the merger proved to be successful placing Morgan Stanley Dean Witter among the top investment banking and financial services companies. However, in the early 2000s, with the slowdown in the US economy, the merged entity reported declining revenues and profits and exodus of key top management personnel. The then CEO of Morgan Stanley Dean Witter, Phil Purcell forced out President & COO John Mack in 2001. By 2005, Morgan

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

Issues

Examine the synergies of merger between Morgan Stanley and Dean Witter; Understand the reasons for the success of Morgan Stanley Dean Witter merger during its initial years

Study the role of top management in the success of a merger.

Reference Numbers

ICMR BSTR 209
 ECCH
 Organization(s) Mrgan Stanley &
 Company; Dean Witter,
 Discover & Company
 Countries US
 Industry Investment Banking
 and Financial Services
 Pub/Rev Date 2006
 Case Length 19 Pages
 TN Length N/A

Reviving Manpower Inc.: The Joerres Way

Abstract

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

Issues

Understand the role of the leader in reviving the performance of an organization

Study the changing dynamics of global staffing industry

Critically examine the growth strategies adopted by Manpower Inc.

Reference Numbers

ICMR BSTR 208
 ECCH
 Organization(s) Manpower
 Countries US Industry
 Staffing Services

Pub/Rev Date 2006
 Case Length 14 Pages
 TN Length N/A

Li Ning: Brand Growth and Excellence in China

Abstract

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

Issues

Understand the dynamics of the Chinese sports goods market

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

Reference Numbers

ICMR BSTR 207
 ECCH 506-049-1
 Organization(s) Li Ning Company Limited
 Countries China
 Industry Sports Goods
 Pub/Rev Date 2006
 Case Length 14 Pages
 TN Length 7 Pages

Reviving Hindustan Lever Limited

Abstract

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

Issues

Study and analyze the changing dynamics of FMCG industry in India

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

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

Reference Numbers

<i>ICMR</i>	<i>BSTR 206</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>HLL</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>N/A</i>

GCMMF's Cooperative Structure**Abstract**

The case explains the organization structure of the Gujarat Cooperative Milk Marketing Federation (GCMMF) which marketed its products under the brand name 'AMUL.' Also known as Anand Pattern, the cooperative structure had three-tiers including Village Cooperative Society, District Dairy Union and State Federation. The case also examines the formation of National Dairy Development Board (NDDB) in 1965, with an aim to establish a network of multi-tier cooperative societies and highlights its achievements over the decades. By early 2000, a tussle emerged between GCMMF and NDDB challenging each other in several markets in India. The case examines the implications of this tussle and how it may affect the dairy cooperative movement in India.

Issues

Study the organization structure of GCMMF

Study the Cooperative movement in India

Analyze the Anand Pattern and its application in other districts

Discuss the implications of the tussle between GCMMF and NDDB.

Reference Numbers

<i>ICMR</i>	<i>BSTR 205</i>
<i>ECCH</i>	
<i>Organization(s)</i> ..	<i>GCMMF, AMUL, NDDB</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Dairy Products</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>N/A</i>

www.icmrindia.org

Ford: The 'Way Forward' Restructuring Program**Abstract**

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

Issues

Critically examine the 'Way Forward' restructuring plan and determine its efficacy

Study and analyze the problems that organizations face with rapid globalization

Understand the effect of huge legacy costs on the organization.

Reference Numbers

<i>ICMR</i>	<i>BSTR 204</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Ford</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Automobile</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>14 Pages</i>
<i>TN Length</i>	<i>N/A</i>

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

<i>ICMR</i>	<i>BSTR 203</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Walt Disney Company, Pixar</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Media and Entertainment</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>12 Pages</i>
<i>TN Length</i>	<i>N/A</i>

HP-Compaq: A Failed Merger?**Abstract**

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

Issues

The basic objectives underlying the merger move between HP and Compaq

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

Role of a leader in making merger successful; The importance of cultural compatibility in making mergers successful.

Reference Numbers

<i>ICMR</i>	<i>BSTR 202</i>
<i>ECCH</i>	<i>306-079-1</i>
<i>Organization(s)</i>	<i>HP, Compaq</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>IT-Hardware</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>21 Pages</i>
<i>TN Length</i>	<i>8 Pages</i>

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

<i>ICMR</i>	<i>BSTR 201</i>
<i>ECCH</i>	<i>306-186-1</i>
<i>Organization(s)</i>	<i>Morgan Motor Company</i>
<i>Countries</i>	<i>UK</i>
<i>Industry</i>	<i>Automobile</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>17 Pages</i>
<i>TN Length</i>	<i>N/A</i>

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

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

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

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

TCL - Thomson Electronics Corporation: A Failed Joint Venture?

Abstract

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

Issues

Study and analyze the problems that organizations face in managing joint ventures
Examine the strategic impact of joint ventures on partner companies

Understand the rationale behind Chinese consumer electronics manufacturers going global.

Reference Numbers

<i>ICMR</i>	<i>BSTR 198</i>
<i>ECCH</i>	<i>306-187-1</i>
<i>Organization(s)</i>	<i>TCL-Thomson Electronics Corporation, TCL Multimedia Technology Holdings Limited and Thomson SA</i>
<i>Countries</i>	<i>China, France</i>
<i>Industry</i>	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>13 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Reviving Motorola: The Zander Way

Abstract

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

Issues

Understand and appreciate the role of a leader in reviving the fortunes of a loss making company

Evaluate the strategies adopted by Zander to turn Motorola around

Determine the reasons behind poor financial performance of market leaders like Motorola.

Reference Numbers

ICMR	BSTR 197
ECCH	306-191-1
Organization(s)	Motorola
Countries	US
Industry	Telecom
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	N/A

The Turnaround of SriLankan Airlines

Abstract

The case is about SriLankan Airlines (SLA), Sri Lanka's national carrier. It highlights the highs and lows faced by the airline since its inception. In an effort to improve SLA's performance and infuse management expertise, the Sri Lankan Government sold 40% of its stake to Emirates Airlines in 1998. After a devastating attack on its fleet, SLA undertook a series of initiatives which were responsible for its turnaround by the year 2003-04. The case describes initiatives taken by SLA to help build its business and encourage tourism after the tsunami disaster in 2004. The case also explains the challenges SLA is likely to face in the future due to rising jet fuel prices and competition from domestic low cost carriers and other international airlines.

Issues

Appreciate the challenges faced by an airliner operating in a politically unstable environment

Understand the methods used by the management of SLA to turnaround the airline

Understand the impact of privatization of government-owned entities in developing economies

Understand the symbiotic relationship between the Government and a national carrier, especially in times of crisis.

Reference Numbers

ICMR	BSTR 196
ECCH	306-083-1
Organization(s)	Sri Lankan Airlines
Countries	Sri Lanka
Industry	Airline
Pub/Rev Date	2005
Case Length	19 Pages
TN Length	6 Pages



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The Turnaround of AOL

Abstract

The case discusses the problems faced by Time Warner after the merger with AOL in the year 2001. The merger created the largest media company in the world. However, with the Internet bubble bust, several dotcom companies went bankrupt which adversely affected AOL's advertising revenues. Moreover, the number of dial-up subscribers was also constantly going down which

affected the overall revenues and profitability of AOL. The case explains the strategies adopted by Richard Parsons, the CEO and Chairman of Time Warner and Joe Miller, the CEO of AOL, to turnaround AOL. One of these strategies was to provide free content on its portal which helped AOL attract more online visitors thus increasing its advertising revenues. AOL's success led Google, the leading search engine in the world, to enter into a global advertising partnership with the company and acquire a 5% equity stake in AOL for US\$ 1 billion.

Issues

Turnaround strategy of AOL

Synergies in the merger between traditional and online media company.

Reference Numbers

ICMR	BSTR 195
ECCH	306-184-1
Organization(s)	AOL, Time Warner
Countries	US
Industry	Media
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	N/A

P&G's Success Story in China

Abstract

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

Issues

Understand the entry and expansion strategies of P&G in China

Understand the importance of localization strategies for succeeding in a foreign market.

Reference Numbers

ICMR	BSTR 194
ECCH	306-081-1
Organization(s)	P&G
Countries	China
Industry	FMCG
Pub/Rev Date	2006
Case Length	16 Pages
TN Length	N/A

Dell's Problems in China

Abstract

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

Lupin Limited: India's Leading Pharma Company

Abstract

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

Issues

Growth strategies of Lupin Limited

Recent trends in Indian Pharmaceutical Industry

Product patent regime in India.

Reference Numbers

ICMR	BSTR 191
ECCH	
Organization(s)	Lupin Laboratories
Countries	India
Industry	Pharma
Pub/Rev Date	2005
Case Length	14 Pages
TN Length	N/A

Kodak's Digital Journey

Abstract

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

Issues

Kodak's foray into digital business

Organization's response towards changes in business environment.

Reference Numbers

ICMR	BSTR 190
ECCH	306-255-1
Organization(s)	Kodak Corporation
Countries	US
Industry	Photographic Equipment
Pub/Rev Date	2005
Case Length	16 Pages
TN Length	N/A

Delphi in Trouble

Abstract

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

Issues

Problems of Delphi Corporation

Spin-off from GM

Labour unrest

Slowdown in the US automobile industry.

Reference Numbers

<i>ICMR</i>	<i>BSTR 189</i>
<i>ECCH</i>	<i>306-077-1</i>
<i>Organization(s)</i>	<i>Delphi Corporation</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Automobile</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>20 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Ranbaxy's Globalization Strategies and its Foray into the US

Abstract

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

Issues

Entry and expansion strategies of Ranbaxy in foreign markets

Growth initiatives of Ranbaxy in the US

Challenges faced by Ranbaxy in the US.

Reference Numbers

<i>ICMR</i>	<i>BSTR 188</i>
<i>ECCH</i>	<i>305-615-1</i>
<i>Organization(s)</i>	<i>Ranbaxy Laboratories Limited Plc.</i>
<i>Countries</i>	<i>US, India</i>
<i>Industry</i>	<i>Pharma</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>17 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Tesco's 'Steering Wheel' Strategy

Abstract

The case describes Tesco's 'Steering Wheel' strategy and explains how it enabled the company to emerge as the largest retail chain

in the UK. In 1997, Terry Leahy (Leahy) took over as CEO of Tesco. He aimed to make Tesco a 'Value Retailer.' Leahy named the strategy he wanted to adopt as 'The Tesco Way' which comprised of the company's core purpose, values, principles, goals and the Balanced Scorecard. Tesco adapted the Balanced Scorecard approach to meet its own requirements renaming it the Steering Wheel which had four quadrants - operations, people, customers and finance. The case highlights the approach of implementing the 'Steering Wheel' strategy in Tesco and the benefits reaped by the company after implementation.

Issues

Role of core purpose, values, principles and goals in the growth of an organization

Process of implementing 'Steering Wheel' strategy

Benefits of 'Steering Wheel' strategy.

Reference Numbers

<i>ICMR</i>	<i>BSTR 187</i>
<i>ECCH</i>	<i>306-084-1</i>
<i>Organization(s)</i>	<i>Tesco Plc</i>
<i>Countries</i>	<i>UK</i>
<i>Industry</i>	<i>Retailing</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>21 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Wal-Mart Struggles in Japan

Abstract

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

Issues

Nature and structure of the Japanese retailing industry including its size, scope, spread, and unique characteristics

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

Influence of regulation on the success of a company in such markets.

Reference Numbers

<i>ICMR</i>	<i>BSTR 186</i>
<i>ECCH</i>	<i>305-611-1</i>
<i>Organization(s)</i>	<i>Wal-Mart</i>
<i>Countries</i>	<i>Japan</i>
<i>Industry</i>	<i>Retailing</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>20 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Carrefour's Exit from Japan

Abstract

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

Issues

Implications of entering international markets without going in for partnerships, JVs, or acquisitions

Regulations in international markets which have an impact on the entry of foreign retailers
Different modes of entry into international markets.

Reference Numbers

<i>ICMR</i>	<i>BSTR 185</i>
<i>ECCH</i>	<i>306-076-1</i>
<i>Organization(s)</i>	<i>Carrefour</i>
<i>Countries</i>	<i>Japan</i>
<i>Industry</i>	<i>Retailing</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>16 Pages</i>
<i>TN Length</i>	<i>N/A</i>

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

<i>ICMR</i>	<i>BSTR 184</i>
<i>ECCH</i>	<i>306-255-1</i>
<i>Organization(s)</i>	<i>UT Starcom</i>
<i>Countries</i>	<i>China</i>
<i>Industry</i>	<i>Telecom Equipment</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Sina's Growth Strategy in China

Abstract

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

Issues

Develop an understanding of the Chinese online media industry

Understand the dynamic nature of fast developing online businesses and the challenges faced by companies operating in these industries

Study the viability and sustainability of online advertising business model in China.

Reference Numbers

<i>ICMR</i>	<i>BSTR 183</i>
<i>ECCH</i>	<i>306-224-1</i>
<i>Organization(s)</i>	<i>Sina Corporation</i>
<i>Countries</i>	<i>China</i>
<i>Industry</i>	<i>Online Media and Mobile Service</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>12 Pages</i>
<i>TN Length</i>	<i>N/A</i>

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

Abstract

The case discusses the dispute between Mukesh Ambani (Mukesh) and Anil Ambani (Anil) relating to control and 'ownership' issues of Rs 1000 billion Reliance Group of companies, the largest family-owned business in India. The seven-month-old dispute was settled on June 18, 2005, with Mukesh getting control over Reliance Industries (RIL) and IPCL while Anil got control over Reliance Infocomm, Reliance Energy and Reliance Capital. The case describes the rapid growth of Reliance group under the leadership of Dhirubhai Ambani, the founder of the group. It illustrates the factors that lead to the division of family-owned businesses. The case also highlights the implications of the division, the opportunities and challenges for the two brothers in the near future.

Issues

Study the importance of succession planning
Analyze the reasons that lead to splits in family-owned businesses

Examine the effects of family feuds on shareholder value.

Reference Numbers

<i>ICMR</i>	<i>BSTR 182</i>
<i>ECCH</i>	<i>305-474-1</i>
<i>Organization(s)</i>	<i>Reliance</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Diversified</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>N/A</i>

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

<i>ICMR</i>	<i>BSTR 181</i>
<i>ECCH</i>	<i>306-078-1</i>
<i>Organization(s)</i>	<i>Haier</i>
<i>Countries</i>	<i>China</i>
<i>Industry</i>	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>8 Pages</i>

Doing Business the Sustainable Way

Abstract

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

Issues

Corporate Social Responsibility as a competitive advantage

Role of the regulatory environment in promoting green products.

Reference Numbers

ICMR	BSTR 180
ECCH	
Organization(s)	Climate Neutral Network, NatureWorks LLC, Weyerhaeuser Company
Countries	USA
Industry	Business Information and Consultancy
Pub/Rev Date	2005
Case Length	8 Pages
TN Length	N/A

Hewlett-Packard (HP) i-Community at Kuppam in India: Social Investment through e-Inclusion

Abstract

HP's i-community project at Kuppam in AP, was one of the company's e-inclusion initiatives. These initiatives were taken up in order to bridge the digital divide by providing access to information and communication technology (ICT) to an increasing number of people across the globe. The Kuppam i-community project aimed to make Kuppam a self-sustaining economy through the creation of appropriate technology innovations for the local community. HP tried to carry what it learnt in Kuppam to other parts of India and outside India. The case details the planning that HP undertook to execute the project. The case also indicates the role of partnerships in the success of the Kuppam i-community project. The case ends with an assessment of how HP was able to generate stakeholder value through its engagement at Kuppam.

Issues

Linking corporate social responsibility activities with new market development
Role played by NGOs and partners in increasing the effectiveness of CSR activities
Creating CSR initiatives based on understanding the needs of the target population, rather than offering an initiative based on what a company can offer.

Reference Numbers

ICMR	BSTR 179
ECCH	706-009-1
Organization(s)	Hewlett Packard
Countries	India
Industry	
Pub/Rev Date	2005
Case Length	11 Pages
TN Length	N/A

Wal-Mart's Strategies in China

Abstract

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

Issues

Entry strategies in international markets
Impact of competition, culture and unique environmental factors on the performance of a firm in the international market
The influence of regulation on the success of a company in international markets.

Reference Numbers

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

The Adidas – Reebok Merger

Abstract

The case discusses the proposed merger of Reebok International Limited with Adidas-Salomon AG. It describes the recent trends and studies the ongoing merger in the sporting goods industry. The case presents the rationale behind the decision to merge. Finally, the case ends with a debate on whether the merger would be successful.

Issues

The recent trends and structure facing the sporting goods industry
The reasons for the ongoing mergers and acquisitions in the industry and their future
The rationale behind the Adidas and Reebok merger.

Reference Numbers

ICMR	BSTR 177
ECCH	305-610-1

Organization(s)	Reebok International Limited
Countries	US, Germany
Industry	Footwear and Apparel
Pub/Rev Date	2005
Case Length	20 Pages
TN Length	N/A

D&B's 'Blueprint for Growth' Strategy

Abstract

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

Issues

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

Reference Numbers

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

Sabre Holdings: The Quest for New Business Models

Abstract

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

played by deregulation in the US airline industry in Sabre's evolution. It presents the changes brought about by the internet in Sabre's operating environment and examines the strategies adopted by the company to remain competitive. The case describes in detail Sabre's online strategy that aimed at generating additional revenues through Travelocity.com, Virtually There and GetThere. It examines the efficacy of this strategy for Sabre in the fast changing external business environment.

Issues

Role played by the Global Distribution System (GDS) as one of the channels for distribution of airline tickets

Impact of the Internet on travel industry intermediaries like Sabre

Advantages and disadvantages of using the Internet as a distribution channel.

Reference Numbers

ICMR	BSTR 175
ECCH	305-614-1
Organization(s)	Sabre Holdings
Countries	India
Industry	Travel & Tourism
Pub/Rev Date	2005
Case Length	14 Pages
TN Length	N/A

Nokia's Strategy in India

Abstract

The case presents an overview of Nokia's entry and expansion strategies in India. In the past one decade, Nokia has emerged as one of the most recognized brands in India, surpassing some of the Indian business conglomerates in terms of revenues. The case describes the marketing strategies of Nokia in India and examines how the Nokia brand has become synonymous to mobile phones in the country. While Nokia considers India as one of the most important markets for its future growth, the company has been facing stiff competition in the recent years from Korean players like Samsung and LG. The case highlights Nokia's strategies to compete with Korean companies and its product expansion plans in the near future.

Issues

Entry and expansion strategies of Nokia in India

Marketing mix of Nokia to tap the Indian market
Challenges faced by Nokia in the Indian market.

Reference Numbers

ICMR	BSTR 174
ECCH	305-475-1
Organization(s)	Nokia

Countries	India
Industry	Telecom
Pub/Rev Date	2005
Case Length	19 Pages
TN Length	N/A

IKEA's Globalization Strategies and its Foray into China

Abstract

The case discusses in length about Sweden based IKEA's globalization strategies and its foray in the Chinese furniture market. The basic assumption behind IKEA's global strategy was 'one-design-suits-all,' which meant that the company did not adapt to the local markets. The case presents how IKEA was forced to change some of the elements of its global strategy in the culturally diverse Chinese market. It highlights the importance of striking a balance between the implementation of global polices and the need for higher degree of localization for IKEA to be successful in markets like China. The interrelationship between IKEA's culture, structure and strategy and its responsiveness to the needs of local markets are also highlighted.

Issues

Role of social, economic, political and cultural factors that prevail in China in shaping IKEA's strategy in China

Need for IKEA to strike a balance between globalization (integration) and national responsiveness (differentiation) in China.

Reference Numbers

ICMR	BSTR 173
ECCH	306-189-1
Organization(s)	IKEA
Countries	China
Industry	Furniture and Home Furnishings
Pub/Rev Date	2005
Case Length	16 Pages
TN Length	N/A

Jet Airways' Strategy, Operations and Competitive Position

Abstract

Jet Airways was one of India's premium domestic airlines and arguably the most successful. The airline, which was set up in 1993 after the central government opened civil aviation to private investment, overtook India's national airline, Indian Airlines, in the early 2000s in terms of passengers carried. By 2005, Jet Airways had been listed on India's main stock exchanges and had obtained permission to operate international flights.

This case discusses the mission, strategy, and operations of Jet Airways in the Indian airline industry. It also details the airline's competitive position vis-à-vis other full service carriers as well as the newly emerging low cost airlines in India. Details of Jet Airways' international operations are also given. The case concludes with an analysis of the threats to Jet Airways' long-term success.

Issues

The mission, business strategy, and operational aspects of a successful Indian airline

The nature of competition in the Indian airline industry and Jet Airways' competitive position vis-à-vis rivals

The differences between low cost airlines and full service airlines, and the potential of low cost airlines in the Indian airline industry.

Reference Numbers

ICMR	BSTR 172
ECCH	305-613-1
Organization(s)	Jet Airways
Countries	India
Industry	Airlines
Pub/Rev Date	2005
Case Length	18 Pages
TN Length	5 Pages

Shanghai Automotive Industrial Corporation's Strategies for Global Expansion

Abstract

This case discusses the expansion plans of the Shanghai Automotive Industrial Corporation (SAIC), the largest auto company in China. SAIC was created in 1990, by merging all the auto companies in the Shanghai region, to form a single state-owned corporation. It was a diversified organization with interests in various auto related industries, such as car loans, insurance, retailing, etc. However, it was best known for its joint ventures with Volkswagen and General Motors, which manufactured the top selling passenger cars in China. SAIC had not manufactured a car under its own brand name as of 2005.

In the early 2000s, SAIC began making moves towards becoming a global company. Its strategy involved consolidating its position within China, exploring foreign production and markets and developing a car brand of its own. The case discusses the steps taken by SAIC to become a global auto company and achieve its ambition to become one of the top 6 auto companies in the world by 2020. The case looks into the company's joint ventures in China, its acquisitions and deals with foreign companies and efforts to manufacture its own brand of cars. It concludes with a discussion

of the company's future plans and the challenges it faces in achieving its ambitions.

Issues

Growth and expansion of a major state-owned Chinese auto company

Role and importance of foreign joint ventures in developing countries

Role of strategic acquisitions in international expansion and the importance of cultural factors in negotiating international business deals.

Reference Numbers

<i>ICMR</i>	<i>BSTR 171</i>
<i>ECCH</i>	<i>305-445-1</i>
<i>Organization(s)</i>	<i>Shangai Automotive Industrial Corporation</i>
<i>Countries</i>	<i>China</i>
<i>Industry</i>	<i>Automobile</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Restructuring Philips

Abstract

Netherlands-based Royal Philips Electronics (Philips) is a leading global manufacturer and marketer of consumer electronic products. The company was adept at technological innovations but was largely unsuccessful in translating its technological prowess into marketing success. The case details the reasons behind this shortcoming and gives an account of the various restructuring exercises undertaken by the successive presidents of Philips to set things right at the company. The case discusses in length a major restructuring program called 'Towards One Philips' and describes how it aimed at finding a lasting solution to Philips' problems. An account of the company's new approach to strategy setting, called 'Strategic Conversations,' is also presented along with the rationale for such approach. Finally, the case presents the benefits accrued to the company as a result of its restructuring exercises.

Issues

Strategy setting and decision making in globalized firms

Reference Numbers

<i>ICMR</i>	<i>BSTR 170</i>
<i>ECCH</i>	<i>305-371-1</i>
<i>Organization(s)</i>	<i>Philips</i>
<i>Countries</i>	<i>Netherlands</i>
<i>Industry</i>	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Holcim's Acquisition in 2005

Abstract

The case explains the two acquisitions made by Holcim, the Switzerland-based cement company, in 2005. These two acquisitions were the India-based Associate Cement Companies (ACC) and the UK-based Aggregate Industries (AI). While the deal with AI increased shareholder value and involved two parties, the deal with ACC was relatively more complex. Holcim entered into an alliance with Gujarat Ambuja Cement Limited (GACL) to acquire ACC. The case explains how the deal was structured and how it gave the companies involved certain operational advantages. The case also covers the criticisms that were raised against the deal. Details pertaining to other acquisitions carried out by Holcim in the late 1990s and the early 2000s are also mentioned in the case.

Issues

Why companies go in for acquisitions alliances

How strategies alliances acquisitions create value

How market maturity of a company affects its acquisition decisions.

Reference Numbers

<i>ICMR</i>	<i>BSTR 168</i>
<i>ECCH</i>	<i>305-443-1</i>
<i>Organization(s)</i>	<i>Holcim Group, Aggregate Industries, ACG</i>
<i>Countries</i>	<i>India, UK, Switzerland</i>
<i>Industry</i>	<i>Cement</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Nokia and the Global Mobile Phone Industry

Abstract

In the late 1990s, Nokia overtook then leader Motorola to emerge as a behemoth in the global mobile phone industry. Nokia's dominance continued into the first few years of the 2000s, but it suddenly came under threat in 2003-2004, when smaller Asian vendors started making their presence felt with better products at lower prices. The company's problems also had internal causes and analysts said one of the reasons could be that it had become too complacent with its success and lost its agility in reading and responding to market signals.

This case study discusses the various problems Nokia faced in 2003-2004, including the company's tardiness in

introducing the clamshell phones that had become very popular and its resistance to manufacturing operator specific handsets. It also discusses the efforts Nokia made to recover its market once it realized that its performance was slipping. The case concludes with an analysis of the challenges the company faced in the future and the various options ahead of it.

Issues

Appreciate the importance of innovation in a dynamic and volatile industry

Analyze the effect of changing market conditions on companies

Appreciate the importance of keeping abreast with changing market conditions and adapting to them speedily

Examine future challenges that the company faced and the various options available to it.

Reference Numbers

<i>ICMR</i>	<i>BSTR 167</i>
<i>ECCH</i>	<i>305-407-1</i>
<i>Organization(s)</i>	<i>Nokia</i>
<i>Countries</i>	<i>Global</i>
<i>Industry</i>	<i>Mobile Phone</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

The Fall of MG Rover

Abstract

UK based MG Rover was one of the oldest car manufacturers in the world. Founded more than a century ago, MG Rover's problems began in the early 1970s. The company had to be nationalized to save it from bankruptcy induced by labour unrest and financial problems. However, the situation did not improve under the Government's management and the company was privatized by selling it to British Aerospace (BAe). BAe sold MG Rover to BMW which, after prolonged losses, sold it to Phoenix Venture Holdings (Phoenix). Under Phoenix, MG Rover declared bankruptcy when the collaboration negotiations with China's SAIC collapsed. The case details the circumstances that led MG Rover into problems and finally into bankruptcy. It examines the causes of MG Rover's troubles including the role played by the four acquirers of MG Rover.

Issues

Understand how internal, industry-specific and macroeconomic factors can negatively affect the financial performance of a company

Examine the role of government in business

Study the importance of good labor relations for the proper functioning of a company.

Reference Numbers

<i>ICMR</i>	<i>BSTR 166</i>
<i>ECCH</i>	<i>305-444-1</i>
<i>Organization(s)</i>	<i>MG Rover</i>
<i>Countries</i>	<i>UK</i>
<i>Industry</i>	<i>Automobiles</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>16 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Modularization in the Chinese Motorcycles Industry

Abstract

By the late 1990s, China had emerged as the largest manufacturer and exporter of motorcycles in the world. The Chongqing province in China was the motorcycles manufacturing hub and was popular for the 'modularization' techniques adopted by the local manufacturers. The Chinese motorcycles manufacturers studied the successful foreign models and made duplicates of them by making minor modifications. This case details how the 'modularization process' was carried out at Chongqing province. It also throws light on the consequences of copyright-infringement for the Chinese motorcycles manufacturers and highlights the difference between modularization and imitation. The case concludes with a discussion on the regulatory measures taken by the Government to revive the image of the motorcycle industry in China.

Issues

Understand the positioning of China in the global motorcycles industry

Understand the evolution of Chinese motorcycle industry

Critically analyze the modularization process carried on at Chongqing province in China and examine the impact of modularization on competing foreign models.

Reference Numbers

<i>ICMR</i>	<i>BSTR 165</i>
<i>ECCH</i>	<i>305-616-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>China</i>
<i>Industry</i>	<i>Motorcycles</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Target Stores' Differentiation Strategies

Abstract

The first Target Store was opened in 1962 by the Dayton Company. Though there were other discount chains in the US at that point of

time, many of them do not exist today. Target was able to adapt itself to the changing environment and by 2002, it was the second largest discount retailer in the US. The case examines the entry of Target into the discount retailing sector and its growth path. It looks at how Target differentiated itself from other discount retailers. The case also elaborates on the merchandising, advertising, and branding efforts of Target, which helped to create a unique image for it in the minds of the customers and to maintain a steady increase in revenues through the years.

Issues

How a new entrant can differentiate itself from existing players in the discount retailing industry

How pricing is not the only way to compete successfully in the discount retailing industry

How a company can continue to differentiate itself as it grows and maintain its unique image in the eyes of the customers

The role of merchandizing in the success of a retail store.

Reference Numbers

<i>ICMR</i>	<i>BSTR 164</i>
<i>ECCH</i>	<i>305-173-1</i>
<i>Organization(s)</i>	<i>Target Stores</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Retail</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

The Indian Textile Industry in 2005

Abstract

The Multi Fibre Arrangement (MFA) that came to an end on January 1, 2005 has opened up a plethora of opportunities for the Indian textile industry. With textiles accounting for almost 20 percent of Indian exports, and the industry and allied areas providing employment to around 80 million people in India, the Indian government is turning its attention to removing the bottlenecks that hinder its growth. The Indian textile industry has the advantages of high operational efficiencies in spinning and weaving, low-cost skilled labour, availability of raw materials and design capabilities. Yet, infrastructural bottlenecks like the transaction time at ports, inland transportation time, lack of initiative by textile manufacturers to go in for technological upgradation, fragmentation of the Indian textile industry etc., have been limiting the growth of the industry.

Analysts have a few recommendations to make on ways to increase the competitiveness of the Indian textile industry. The government should encourage the closure of non-competitive mills; and exporters should move up the value chain by focusing on apparel exports rather than fibre exports.

Also, Indian companies should acquire companies abroad to gain direct entry into markets for value-added products in the European, Japanese, and US markets.

Issues

The evolution of the Indian textile industry

The different factors that determine the structure of the industry

The opportunities and challenges for the Indian textile industry under the new global textile regime.

Reference Numbers

<i>ICMR</i>	<i>BSTR 163</i>
<i>ECCH</i>	<i>305-164-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Textile</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Consolidation in the Indian Cement Industry

Abstract

The note looks into the consolidation going on in the cement industry in India. Through its almost century long existence, the cement industry in India has grown to a stage where it has become the second largest producer of cement in the world. After the dismantling of government controls for the cement industry in 1989, the rate of growth in capacity addition in the cement industry increased. Due to the increased production and the lack of matching consumption, there was excess capacity in the market which resulted in companies struggling to remain viable. Entry of foreign players resulted in the consolidation of the fragmented industry. The note looks into the major acquisition deals that happened during the past decade and also deals with the role cartels played in the pricing of cement in various markets. The note deals with the latest trends of the Indian cement industry and ends with an outlook for the industry in the future.

Issues

Why an industry consolidates and what is the effect of consolidation

How companies use acquisition as a way to stall the entry of foreign players into the local market

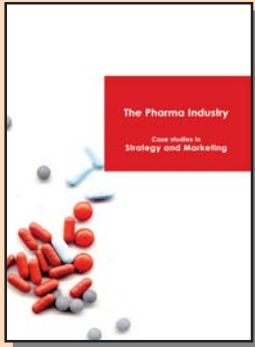
The role played by cartels in a market.

"Strategy is about setting yourself apart from the competition. It's not a matter of being better at what you do - it's a matter of being different at what you do."

– Michael Porter

Reference Numbers

ICMR	BSTR 162
ECCH	305-166-1
Organization(s)	
Countries	India
Industry	Cement
Pub/Rev Date	2005
Case Length	27 Pages
TN Length	N/A



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**Rehabilitating Daiei:
A Japanese Retailer in Trouble**

Abstract

The case highlights the expansion strategies of Daiei Inc., a leading Japanese retailer. This expansion was funded by acquiring huge debts, which led the company to bankruptcy in the fiscal 2001-02. The case then describes the various efforts of Daiei to restructure and reduce its debt burden and explains why they were unsuccessful. It also describes the initiative taken by the Japanese government owned Industrial Revitalization Corporation (IRCJ) to help Daiei turnaround. The case then discusses the plans that IRCJ and Marubeni led consortium, which was selected as its sponsor, have for Daiei's rehabilitation. It explores the future prospects for Daiei in the light of the recent developments and also throws light upon the possible harm for the Japanese economy if IRCJ fails to deliver the desired results in the proposed time frame.

Issues

Study the domestic expansion strategies of a retailing company

Examine how a retailing company took advantage of various political and economic situations to expand significantly

Examine the various debt restructuring initiatives taken up by a company to become profitable and the help offered by other parties in its efforts towards rehabilitation.

Reference Numbers

ICMR	BSTR 161
ECCH	305-172-1
Organization(s)	Daiei Inc.
Countries	Japan
Industry	Retailing
Pub/Rev Date	2005
Case Length	15 Pages
TN Length	N/A

Turnaround of JC Penny

Abstract

The case looks into the problems faced by J C Penney in the late 1990s and the changes brought about by the company in the early 2000s. J C Penny which used to be a leading retailer in the US was not able to adapt to the changing business environment of the late 1990s. The growth strategy which made the company successful became a barrier for its effective functioning in the late 1990s. To turnaround the company, JCP moved from a decentralised merchandising system to a centralised merchandising system, revamped its HR practices by aligning the HR practices with the business goals, sold off its drugstore Eckerd in order to focus on its core business, and repositioned itself as a trendy yet value offering retailer. These restructuring initiatives resulted in increased revenues for the company and improved stock values from \$10 in 2000 to almost \$50 in 2005.

Issues

Need to change with changes in the external business environment

Need for aligning people practices like compensation plans with the business goal of the company

Focus on core business as a strategy to improve the performance of the company.

Reference Numbers

ICMR	BSTR 160
ECCH	
Organization(s)	JC Penney
Countries	USA
Industry	FMCG
Pub/Rev Date	2005
Case Length	17 Pages
TN Length	6 Pages

**The Procter and Gamble (P&G) –
Gillette Merger**

Abstract

The case discusses the merger of Gillette with Procter and Gamble, the two leading consumer goods companies. It describes the recent trends and studies the ongoing consolidation in the consumer goods industry. The case presents the rationale behind the decision to merge and the perceived synergies that both the companies can achieve from the merger. It also discusses the possible threats to the merger including cultural differences and various other issues. Finally, the case ends with a debate on whether the merger would be successful in the future.

Issues

Reasons for the ongoing consolidation in the industry and its future

The rationale for the Procter & Gamble and Gillette merger and the perceived synergies by the managements of the two companies
Whether the merger will be successful in the long-term.

Reference Numbers

ICMR	BSTR 159
ECCH	
Organization(s)	P&G, Gillette
Countries	USA
Industry	FMCG
Pub/Rev Date	2005
Case Length	17 Pages
TN Length	6 Pages

**Tata Motors' Acquisition of
Daewoo Commercial Vehicles**

Abstract

The case examines the first-ever overseas acquisition by an Indian automobile company. It gives a detailed account of the acquisition of Daewoo Commercial Vehicles plant by Tata Motors, India's sixth largest commercial vehicle manufacturer. The case describes the acquisition process along with the financial aspects of the deal. It explores the synergies arising from the acquisition. It also examines the efforts made by Tata Motors to integrate the acquired company. Finally, the case explores the future of Tata Motors in the light of the acquisition.

Issues

The implications of acquisitions from the broader strategic framework of a company and the environmental variables like competition

Analyze how post-integration strategies are developed

Understand how an overseas acquisition deal is structured and carried out.

Reference Numbers

<i>ICMR</i>	<i>BSTR 158</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Tata Motors</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Automobile</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>14 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

AirAsia – Southeast Asia's Most Successful Low-cost Airline

Abstract

AirAsia was the first successful low cost airline in the Southeast Asian region. This case study discusses the factors that contributed to AirAsia's success. It studies the influence of culture and leadership at AirAsia, the factors contributing to its operational efficiency and the strategic orientation of the airline. It also discusses the threats to the long-term success of the airline with reference to increasing competition in the region and the need to overcome certain service shortcomings. The case concludes with an assessment of AirAsia's future plans.

Issues

The reasons for the success of a low cost airline in Southeast Asia; a region where analysts felt there was no market for low cost services

The operational model followed by the airline and how it contributed to its success.

Reference Numbers

<i>ICMR</i>	<i>BSTR 157</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Air Asia</i>
<i>Countries</i>	<i>Malaysia</i>
<i>Industry</i>	<i>Airline</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Lenovo's Globalization Strategies

Abstract

The case describes in detail the various steps taken by Lenovo, the leading PC manufacturer in China, in its effort to go global. The steps include changing its corporate name from Legend to Lenovo, sponsoring the 2008 Olympic Games and most importantly, acquiring IBM's PC unit. The case examines the need for Lenovo to globalize and critically analyzes the efficacy of the above steps in the company's globalization strategy. It also highlights the challenges faced by Lenovo in its path towards globalization.

Issues

Use of innovation; differentiation and customization as strategic and competitive advantage

The need for globalization and the factors that must be taken into account when a company wants to go global

Reference Numbers

<i>ICMR</i>	<i>BSTR 156</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Lenovo Group Limited, IBM</i>
<i>Countries</i>	<i>China, US</i>
<i>Industry</i>	<i>Hardware – PC</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>13 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Corporate Governance Problems at Royal Dutch/Shell

Abstract

In January 2004, Royal Dutch/Shell (Shell), the third largest oil exploration and production company in the world, announced that its financial statements had shown inflated oil reserves in the earlier years, and that it would downgrade nearly four billion barrels of its 'proven' oil and gas reserves. This announcement created a furor among the investors and industry analysts who blamed the complex and opaque twin-board governance structure for the company's problems. Experts believed that this structure lacked accountability and facilitated financial manipulations. The case study examines in detail the twin board governance structure of Shell and the loopholes in such structure. In order to restore investor confidence, Shell announced a merger of the Royal Dutch/Shell Group of Companies under a single parent company in October 2004. The case highlights the key proposals and examines the pros and cons of this merger plan.

Issues

Study of the twin-board governance structure of Royal Dutch/Shell; its effect on accountability;

The circumstances that necessitated organizational restructuring at Shell.

Reference Numbers

<i>ICMR</i>	<i>BSTR 155</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Royal Dutch/Shell</i>
<i>Countries</i>	<i>Netherlands/UK</i>
<i>Industry</i>	<i>Oil Exploration & Production</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>16 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Oracle's Acquisition of PeopleSoft

Abstract

The case gives a detailed account of Oracle Corporation's successful attempt to acquire PeopleSoft, one of the world's leading enterprise software companies. It explores the circumstances and the reasons that led Oracle to launch a hostile takeover bid for acquiring controlling equity stake in PeopleSoft. The case also examines the defense strategies used by PeopleSoft to prevent this takeover attempt. Finally, the case describes the benefits from the deal to Oracle, PeopleSoft's management, its shareholders and its customers. The challenges facing Oracle to make this takeover deal successful are also highlighted.

Issues

The acquisition of Peoplesoft by Oracle; Insights into the global Enterprise Application Software (EAS) industry

The defense strategies adopted by PeopleSoft to thwart Oracle's hostile takeover

Analyze the synergies of Oracle-PeopleSoft merger deal.

Reference Numbers

<i>ICMR</i>	<i>BSTR 154</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Oracle Corporation, PeopleSoft</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Software</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>N/A</i>

FedEx & UPS: Competing with Contrasting Strategies in China

Abstract

The case discusses in detail about the entry and expansion strategies of the two US-based logistics companies - FedEx and UPS in the Chinese market. The case examines the contrasting strategies adopted by FedEx and UPS in their efforts to establish presence in China. FedEx followed an aggressive, high risk, more investments approach to expand its services network in China which enabled the company to capture higher market share. On the contrary, till the late 1990s, UPS followed a conservative, low risk, low investment approach to establish its presence in China. The case brings out the contrasting elements of the strategies adopted by both companies and examines how the expansion strategies of both companies have changed with the improving business prospects in China, following its entry into WTO.

Issues

Entry and expansion strategies of FedEx and UPS in China.

Reference Numbers

ICMR *BSTR 153*
ECCH *303-217-1*
Organization(s) *Federal Express Corporation, United Parcel Service*
Countries *China*
Industry *Logistics*
Pub/Rev Date *2003*
Case Length *15 Pages*
TN Length *5 Pages*

Reorganizing ABB – From Matrix to Consumer-centric Structure(B)

Abstract

The case discusses the organizational restructuring of Switzerland-based ABB during the period between 1998 to 2002. It discusses in detail Goran Lindahl's organizational restructuring, Jorgen Centerman's customer-centric structure, and the changes Jurgen Dormann made in the customer-centric structure. The case also explains the benefits reaped and problems faced by ABB after each restructuring exercise. It also details the strategic and HR implications for ABB due to frequent organizational restructuring.

Issues

Need for and objectives of frequent organizational restructuring.

Reference Numbers

ICMR *BSTR 152*
ECCH *303-157-1*
Organization(s) *ABB*
Countries *Switzerland*
Industry *Diversified*
Pub/Rev Date *2004*
Case Length *12 Pages*
TN Length *N/A*

Reorganizing ABB – From Matrix to Consumer-centric Structure (A)

Abstract

The case discusses the matrix organization structure of the Switzerland-based ABB, a global electrical engineering company. It explains in detail the four management levels in the structure and clearly identifies the roles and responsibilities of the management at each level. The case also explains the rationale behind developing the matrix structure and the subsequent changes made

in it till 1996. Finally, it discusses the positive as well as negative strategic and HR implications of the structure on the organization.

Issues

Structural elements in the matrix; Their interrelationships and implications for the firm.

Reference Numbers

ICMR *BSTR 151*
ECCH *303-156-1*
Organization(s) *ABB*
Countries *Switzerland*
Industry *Diversified*
Pub/Rev Date *2004*
Case Length *14 Pages*
TN Length *N/A*

Xerox PARC: Innovation without Profit?

Abstract

PARC was set up in 1970 as the research arm of Xerox Corp, to invent the technology of the future. In a little over 30 years since it was set up, till it was incorporated as a Xerox subsidiary in 2002, PARC invented a number of products which revolutionized the computer industry. The prototype of the modern PC, local area networks, Graphical user interface, commercial application of the mouse, page description languages, laser printers, etc, all took birth at PARC.

However, despite its scientific excellence, Xerox failed to capitalize on the commercial potential of most of these innovations. In the early 21st century PARC was spun-off as an independent subsidiary of Xerox. Xerox had also set up some subsidiaries to help commercialize the inventions that came out of PARC.

Issues

Understand the conflicting structure and culture issues involved in managing innovation successfully

Promoting creative thinking to develop innovative ideas and products

Ensuring the discipline to commercialize these ideas and products successfully.

Reference Numbers

ICMR *BSTR 150*
ECCH *305-053-1*
Organization(s) *Xerox PARC*
Countries *US*
Industry *Xerox*
Pub/Rev Date *2005*
Case Length *16 Pages*
TN Length *N/A*

Li & Fung: The Global Value Chain Configurator

Abstract

The case examines the evolution of Hong Kong based Li & Fung Limited from a traditional trading company into a global consumer goods export trading giant and a manager of customers' supply chains. It discusses in detail the company's efforts to constantly evolve its business model in response to the changes in the external environment and the customer needs and preferences. The case examines Li & Fung's major strategies viz. positioning itself as supply chain manager, integration of operational strategy with its organizational strategies, customer-centric organizational structure, technology and Internet initiatives, and globalization efforts, which contributed to the company's emergence as one of the world's leading consumer goods trading companies. Finally, the case explores the challenges facing Li & Fung in 2004 and discusses its future prospects in the light of these challenges.

Issues

Understand how a regional trading company used its vast sourcing knowledge and network to become a global value chain manager.

Reference Numbers

ICMR *BSTR 149*
ECCH *305-052-1*
Organization(s) *Li & Fung*
Countries *Hong Kong, US, Europe*
Industry *Trading, FMCG*
Pub/Rev Date *2005*
Case Length *28 Pages*
TN Length *11 Pages*

HSBC's Restructuring in India

Abstract

The case discusses the operations of HSBC Group in India and the measures taken by HSBC India in recent times to achieve a faster growth. It discusses in detail the reorganization program launched by Booker, the CEO of HSBC India to transform the conservative institution into an aggressive, performance-oriented one. The case discusses in detail various internal reorganization measures including the introduction of new work principles, downsizing, organizational reshuffling and greater focus on potential growth areas.

Issues

Examine the restructuring program implemented by HSBC India to revive its financial performance.

Reference Numbers

<i>ICMR</i>	<i>BSTR 148</i>
<i>ECCH</i>	<i>305-051-1</i>
<i>Organization(s)</i>	<i>HSBC India</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Banking</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>N/A</i>

The Mittal Steel – ISG Merger: Creating a Steel Behemoth (Part-A)

Abstract

The case discusses the three-way merger between steel majors LNM Holdings, ISPAT International and the International Steel Group. The merger, that was to be completed by early 2005, was poised to create the biggest company in the global steel industry, with a strong presence in the US, Europe and Africa. The new company, called Mittal Steel, was expected to have considerable resources of iron and coal and a total annual production capacity of 70 million tons. The case discusses the various issues related to the merger, including the financial implications and HR issues, as well as the potential strategic and operational benefits that the companies hoped to achieve. The general trends and issues in the global steel industry are also discussed to provide a holistic view of the industry.

Issues

Analyze the synergies expected from the merger

Examine the various issues in the merger and the manner in which the parties dealt with them

Appreciate the need for and importance of consolidation and vertical integration in the global steel industry in the light of the problems facing it.

Reference Numbers

<i>ICMR</i>	<i>BSTR 147</i>
<i>ECCH</i>	<i>305-050-1</i>
<i>Organization(s)</i>	<i>Mittal Steel, ISG</i>
<i>Countries</i>	<i>UK, USA</i>
<i>Industry</i>	<i>Steel</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>12 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

"There is always a better strategy than the one you have, you just haven't thought of it yet."

– Sir Brian Pitman

Kodak in China

Abstract

The case explains the entry of Kodak into China and its growth strategies. Kodak established its representative office in China in 1927. Till the late 1990s, Kodak products were imported into China through Hong Kong. As imports were costlier, Kodak wanted to start its manufacturing operations in China. In 1998, with the support of the Chinese government, Kodak acquired three domestic companies. This helped it strengthen its position in the Chinese market. To consolidate further, Kodak acquired a 20 percent stake in Lucky Films, a domestic company. The case also explains the competition between Kodak and Fuji in the Chinese market. The marketing initiatives taken up by both companies are explained. The case ends with the future outlook of Kodak in China.

Issues

Setting up a new company in international market

Growth of a US imaging company in China
Joint ventures!

Corporate Social Responsibility.

Reference Numbers

<i>ICMR</i>	<i>BSTR 146</i>
<i>ECCH</i>	<i>305-039-1</i>
<i>Organization(s)</i>	<i>Kodak</i>
<i>Countries</i>	<i>China</i>
<i>Industry</i>	<i>Imaging</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Benetton's Diversifications

Abstract

The Benetton family had its humble beginnings in a small town, selling handmade sweaters. The handmade sweaters business gradually became a highly successful international clothing business. After achieving such success, in the late 1980s the family began diversifying into various other businesses. The family had set up Edizione Holding, a holding company, which held their clothing business run by the Benetton Group and all the other businesses they acquired. The case examines each of these diversifications and how they have fared. It looks into the issues each of these companies have faced and how they have dealt with them. Particularly, the case examines the problems Edizione holding faced with the Competition Authority, on diversifying into the motorway catering business and highway operation and management businesses.

Issues

A successful company's management of diversifications unrelated to its core business
The risks of a perceived synergy between the core business and unrelated diversification failing to materialize.

Reference Numbers

<i>ICMR</i>	<i>BSTR 145</i>
<i>ECCH</i>	<i>305-048-1</i>
<i>Organization(s)</i>	<i>Benetton's</i>
<i>Countries</i>	<i>Italy</i>
<i>Industry</i>	<i>Diversified</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>17 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

British Steel – Dutch Royal Hoogovens Merger: An Anglo- Dutch Marriage not Working Out?

Abstract

The case discusses in detail the various drivers that led to the merger of British Steel and Hoogovens to form a new company, Corus. Corus was an attempt to revive the ailing British Steel which had incurred a net loss of £81 million in the year ended 31 March 1999. The larger merged company was expected to meet the challenges of the increasing bargaining power of customers and the downward movement of steel prices. The Dutch partner Hoogovens sought to gain critical mass in the global metals market through synergies with its UK partner. But Corus failed to live upto market expectations. Just three years after the merger, in 2003, Corus's stock market valuation had dropped to \$230 million from \$6 billion in 1999. Various reasons were identified for the failure, chief among them being the cultural mismatch between the merged entities and the lack of HR involvement when integrating the two entities.

Issues

Merger of British Steel and Royal Dutch Hoogovens

Anglo-Saxon management style

Cross-border mergers

Cultural Mismatch.

Reference Numbers

<i>ICMR</i>	<i>BSTR 144</i>
<i>ECCH</i>	<i>305-054-1</i>
<i>Organization(s)</i>	<i>British Steel</i>
<i>Countries</i>	<i>UK, Netherlands</i>
<i>Industry</i>	<i>Steel</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>6 Pages</i>

The Restructuring of ABB India

Abstract

The case discusses the organizational problems faced by ABB India, a subsidiary of ABB Group, the Swiss-Swedish electrical engineering conglomerate, in the late 1990s, which significantly affected its financial performance. It examines the restructuring exercise initiated by Ravi Uppal, the new managing director of the company. The restructuring mainly focused on changing the work culture, overcoming bureaucracy, introducing performance based compensation system, increasing the number of channel partners, cost-cutting and thrust on exports and services. The case then describes the benefits of the restructuring exercise and the challenges for ABB India in the near future.

Issues

Restructuring exercise implemented by ABB India to resolve organizational problems.

Reference Numbers

ICMR	BSTR 143
ECCH	305-047-1
Organization(s)	ABB
Countries	India
Industry	Heavy Engineering
Pub/Rev Date	2005
Case Length	11 Pages
TN Length	N/A

The McDonald's Turnaround Story

Abstract

The case gives a comprehensive account of the decline of McDonald's in the 1990s, and the events that led to the company's eventual turnaround in the early 2000s. The USP of McDonald's was cheap fast food, and the company's signature product, the Big Mac hamburger was considered an American icon. However, in the late 1980s and 1990s, the company's growth began to taper off. Analysts attributed this to a growing interest in a healthier lifestyle among people, which made them shun fat-laden fast food, and also increasing competition. In January 2003, McDonald's posted its first quarterly loss since it went public in 1965. In 2003, under the leadership of Jim Cantalupo, the company announced a turnaround plan aimed to restore the company's tarnished image and crumbling operations. By mid-2004, it was generally acknowledged that McDonald's had turned around.

Issues

The reasons behind the decline of the leader in the fast food industry

The events that led to the turnaround of the company

Trends in the US fast food industry.

Reference Numbers

ICMR	BSTR 142
ECCH	304-626-1
Organization(s)	McDonald's
Countries	USA
Industry	Fast-Food
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	4 Pages

Home Depot's Strategy Under Bob Nardelli

Abstract

Home Depot was the biggest home improvement retailer in the world in 2004. Set up in the late 1970s, to provide low price, warehouse-like products, Home Depot grew rapidly over the 1980s and early 1990s, adding stores at the average annual rate of 20 percent. However, in the late 1990s, the company's comparable store growth rate began declining. It was also experiencing operational difficulties due to its tardiness in developing systems to manage its rapid growth. In this situation, the board brought in Bob Nardelli as the CEO of the company in 2000. The case discusses the changes implemented by Nardelli at Home Depot in the early 2000s. The case also talks about the difficulties that Nardelli, who was the first outside CEO of Home Depot, faced in implementing these changes.

Issues

The growth strategy of a large home improvement retailer

The retailer's attempt to revive growth in the face of market saturation

The effect of change of leadership in strategy.

Reference Numbers

ICMR	BSTR 141
ECCH	304-628-1
Organization(s)	Home Depot
Countries	USA
Industry	Retail
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	4 Pages

Coca-Cola's Re-entry and Growth Strategies in China

Abstract

Coca-Cola has a presence in over 200 countries worldwide and is acknowledged as the most recognized brand in the world. This

case explains Coca-Cola's entry and growth strategies in China and the reasons for its success in this market. The case discusses its strategy for re-entry into the Chinese market and its long-term localization strategy. The case also looks at how Coke cooperated with the Chinese government in order to soften the impact of the restrictive policies regarding Foreign Direct Investment in China, and how it designed its marketing and promotion strategies to suit the Chinese market.

Issues

Entry strategies in international markets

Localization strategy

Distribution and promotion strategies in international markets.

Reference Numbers

ICMR	BSTR 140
ECCH	304-629-1
Organization(s)	Coca-Cola
Countries	China
Industry	Beverages
Pub/Rev Date	2004
Case Length	11 Pages
TN Length	4 Pages

A Note on the US Airline Industry

Abstract

The US airline industry traces its roots to 1903, when the Wright Brothers accomplished the first successful flight. In over a century of evolution, the industry has undergone a number of changes. The case discusses the major events that occurred in the US airline industry over the years, such as deregulation, the Gulf War and September 11 attacks, and their effects on the dynamics of the industry. The structure of the industry is determined by analyzing its key strategic dimensions. The case also discusses the key challenges faced by the industry and concludes with an examination of consolidation as an option for the future.

Issues

Evolution of the US Airline industry

Structure of US Airline industry

Low-cost airlines.

Reference Numbers

ICMR	BSTR 139
ECCH	304-627-5
Organization(s)	
Countries	USA
Industry	Airlines
Pub/Rev Date	2004
Case Length	21 Pages
TN Length	N/A

DHL's Business Strategy in China

Abstract

The case examines the entry and expansion strategy of DHL International, a globally renowned logistics company, in China. It details the recent trends in the logistics industry in China and gives a brief profile of other foreign logistics companies operating in the country including FedEx, UPS and TNT. The case describes how DHL established itself as a leader in the industry by capitalizing on the growing trade and commerce in China and utilizing the local knowledge of its joint venture partner - Sinotrans. It highlights DHL's strategy of offering innovative services, expansion through increased investments and advertising initiatives. The case also explores the future prospects for DHL in the light of emerging opportunities in the industry. It includes a detailed note on the logistics industry in China.

Issues

Gain insights on the impact of changing economic trends and China's entry into WTO on the Chinese express and logistics industry DHL's entry and expansion in China.

Reference Numbers

ICMR	BSTR 138
ECCH	304-630-1
Organization(s)	DHL International
Countries	China
Industry	Logistics
Pub/Rev Date	2004
Case Length	17 Pages
TN Length	N/A

The Interbrew: AmBev Merger Story

Abstract

The case discusses the mega merger of world's third largest brewer - Belgium based Interbrew with the world's fifth largest brewer - Brazil based AmBev, creating the largest brewery in the world in terms of volumes produced. After giving a brief note on the two companies, the case discusses the rationale for the merger and the benefits which the two companies were expecting from it. The case then explains the merger deal in detail. It finally discusses the possible challenges which the merger could face in the near future. The case also provides a detailed note on the structure of the global brewery industry, the major players - their market shares and their brands and the recent trends in the industry.

Issues

Insights into the structure of the global brewery industry

Get insights into the structure of the global brewery industry

The rationale behind merging the two leading brewery companies in the world

Examine and analyze the synergies in the merger deal between Interbrew and AmBev.

Reference Numbers

ICMR	BSTR 137
ECCH	304-537-1
Organization(s)	Interbrew, AmBev
Countries	Brazil, Belgium
Industry	Brewery
Pub/Rev Date	2004
Case Length	20 Pages
TN Length	N/A

IBM: From Inventor to Innovator

Abstract

IBM had one of the best research facilities in the world and employed world-class research scientists. Over the years, researchers at IBM Research developed a number of products that became the foundations of the IT Industry. However, IBM either failed to commercialize most of the innovations that came out of its labs or was late in marketing them. This led to a number of smaller companies growing big on IBM's innovations. In the 1980s and the early-1990s, IBM transformed itself under the leadership of CEO Louis Gerstner. The transformation involved comprehensive changes, prominent among which were the changes made in the research culture that facilitated faster technology transfer.

Issues

The relationship between research and product development in large technology companies

The importance of culture in organizations and how it supports innovation

The difference between invention and innovation

The relationship between the two.

Reference Numbers

ICMR	BSTR 136
ECCH	304-532-1
Organization(s)	IBM
Countries	USA, Global
Industry	Information Technology
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	4 Pages

Problems at Delta Airlines

Abstract

Delta Airlines was the third biggest airline in the US in the early 2000s. After the September 11 attacks, which led to the decline of the airline industry in the US, many of the major carriers in the industry went bankrupt. Delta was one of the few major carriers that managed to stay afloat. However, in mid 2004, the airline announced that it might have to file for bankruptcy protection if it failed to obtain pay cuts of \$1 billion from its pilots, who were the only unionized employees at the airline. The case discusses the problems at Delta and their role in the financial decline of the airline. Issues like the pilot union impasse, increasing operational expenses and legacy costs, falling yields and severe competition from low cost airlines are discussed in detail. The case also outlines the restructuring plan of Delta, and the future of Song, the airline's low cost subsidiary.

Issues

The issues facing airlines in the early 2000s
The power of unionized labor in the US airline industry

The increasing power of low cost airlines in the US and the sources of their competitive advantage.

Reference Numbers

ICMR	BSTR 135
ECCH	304-531-1
Organization(s)	Delta Airlines
Countries	USA
Industry	Airlines
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	5 Pages

Air Deccan: The First Low Cost Airline in India

Abstract

The case describes the entry and expansion strategies of Air Deccan, the first low cost airline in India. It discusses in detail the low cost business model of Air Deccan, its target market and the efforts made by the company to promote its services. Finally, the case highlights the challenges facing Air Deccan and examines whether the company's business model would be successful in India or not. The case includes a detailed note on the Indian civil aviation industry covering the profile of major players, India's civil aviation policy and the statutory requirements to be fulfilled by a company to enter and operate in the industry.

Issues

Study and analyze the structure of the Indian civil aviation industry

Develop an understanding on the operations of low cost carriers in India

Examine the viability of low cost business model in the Indian aviation industry.

Reference Numbers

ICMR	BSTR 134
ECCH	304-528-1
Organization(s)	Air Deccan
Countries	India
Industry	Airlines
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

The Acquisition Bid for UFJ Holdings

Abstract

The case study gives a detailed account of the attempts made by Sumitomo Mitsui Financial Group (SMFG), Japan's third largest bank, to acquire UFJ Holdings (UFJ), the fourth largest bank in Japan. The Japanese banking industry has witnessed several major mergers and acquisitions in the past ten years. Though unsuccessful, SMFG's aggressive bid to acquire UFJ marked a new beginning in the tradition bound Japanese corporate world. Finally, Japan's second largest bank, Mitsubishi Tokyo Financial Group (MTFG) merged with UFJ, to form the largest bank in the world in terms of assets. The case also includes a detailed note on the Japanese banking industry describing the financial problems faced by the Japanese banks in the recent past and the ongoing consolidation in the industry.

Issues

Mergers & Acquisitions

Takeover Regulations in Japan.

Reference Numbers

ICMR	BSTR 133
ECCH	304-540-1
Organization(s)	Sumitomo Mitsui Financial Group, UFJ Holdings
Countries	Japan
Industry	Banking
Pub/Rev Date	2004
Case Length	18 Pages
TN Length	N/A

"Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."

– Sun Tzu

State Bank of India: Competitive Strategies of a Market Leader

Abstract

State Bank of India (SBI) is the largest nationalized commercial bank in India in terms of assets, number of branches, deposits, profits and workforce. With the liberalization of the Indian banking industry in the mid-1990s, SBI faced stiff competition from the private sector and foreign banks which resulted in significant loss of its market share. The case describes the efforts of SBI to regain its lost market share by undergoing a major restructuring exercise which involved redesigning its branch network, providing alternate banking channels, emphasis on lean structure and technology up gradation. It also discusses the challenges faced by SBI in 2004 and its plans in the future.

Issues

Corporate Restructuring; Marketing initiatives adopted by SBI.

Reference Numbers

ICMR	BSTR 132
ECCH	304-539-1
Organization(s)	State Bank of India
Countries	India
Industry	Banking
Pub/Rev Date	2004
Case Length	19 Pages
TN Length	N/A

Unilever's Strategies in China

Abstract

In spite of major difficulties, Unilever was committed to building and sustaining a successful business in China. In the mid 1980s and 1990s, the large number of joint ventures entered into by the company failed to earn profits for the multinational and also proved unsuccessful in integrating Unilever into mainstream Chinese economy. Therefore, in 1999, the company entered into large scale consolidation and integrated its various units under one holding company. Special localized strategies like hiring of local employees, setting up an R&D unit, and planning for stock market listing were initiated to strengthen the company's position in China. Global brands-Dove, Lux, Ponds, Lipton-promised international expertise in their formulation and development but had local professionals to manage them to ease communication between the company and its customers. Similarly, local brands such as Hazeline and Lao Cai soy sauce benefited from Unilever's extensive knowledge and resources, without losing their local character. Thus, Unilever China endeavored to balance

global and local needs by developing solutions that satisfied the demands of its target consumer segment.

Issues

The approach taken by multinationals to tap new markets

The localization strategies that need to be adopted to counter local issues and problems.

Reference Numbers

ICMR	BSTR 131
ECCH	304-536-1
Organization(s)	Unilever (Shanghai) Co. Ltd
Countries	China
Industry	FMCG
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	N/A

ONGC's Growth Strategy

Abstract

The case describes the growth strategy and diversification plans of the Government owned Oil and Natural Gas Corporation Limited (ONGC), the largest oil exploration and production (E&P) company in India. ONGC has near monopoly in India's oil E&P industry producing nearly 90 percent of the country's crude oil and natural gas. Till the late 1990s, the company was mainly confined to upstream activities of E&P. In order to reduce risks inherent in confining to one activity and to achieve financial stability and steady growth, ONGC acquired a major equity stake in Mangalore Refinery and Petrochemicals Limited so as to enter the down stream activities of refining. With this, ONGC became the first integrated oil company in India. The case examines the benefits and drawbacks of oil E&P Company entering into refining and retailing businesses. The case also discusses the possible benefits and disadvantages of ONGC's plans in 2004 to enter insurance, power generation and shipping businesses as part of its diversification program.

Issues

Examine the growth strategy of a public sector oil exploration and production company.

Reference Numbers

ICMR	BSTR 130
ECCH	304-538-1
Organization(s)	Oil and Natural Gas Corporation
Countries	India
Industry	Oil and Energy
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	N/A

Gillette's Restructuring in India

Abstract

The case focuses on the turnaround of Gillette India Limited (GIL) the Indian arm of the multinational Gillette Company. The Gillette Company entered the Indian market in 1984 through a joint venture as a minority shareholder and then garnered shares, so that it had three-fourths of the shares by 2002. During these two decades, Gillette followed inorganic growth by acquiring domestic companies in oral care, battery, blades and razors and stationery business. This diversification resulted in adding to the company's costs. With operating profits coming down, the company engaged in a restructuring exercise, which resulted in selling the same businesses the the company had acquired. The restructuring was successful, and in 2003 GIL made a turnaround with net profit growth being the highest in the two decades of the company's presence in India.

Issues

Corporate Restructuring
Growth Strategies.

Reference Numbers

ICMR *BSTR 129*
ECCH *304-535-1*
Organization(s) *Gillette's*
Countries *India*
Industry *Personal Care*
Pub/Rev Date *2004*
Case Length *13 Pages*
TN Length *4 Pages*

Ericsson in the New Millennium

Abstract

Ericsson, enjoyed immense success until the 1990s. The company was amongst the pioneers in the telecom industry. Yet, it could not adapt to the changes in consumer tastes and preferences in the late '90s. As sales fell, Ericsson's other businesses were also affected. Finally the company adopted some tough measures to restrict the downside in its sales. Ericsson understood that it was a company that was good at manufacturing good quality and high technology equipment, but was not good at marketing its products to individual customers. Therefore Ericsson entered into a joint venture with Sony to form Sony Ericsson, as its new mobile handset unit. Ericsson also restructured itself. Unprofitable or unmanageable businesses were sold off and some new companies were acquired to fill in the gaps in its product range. Eventually, in 2003, the company once again registered profits.

Issues

Turnaround Strategy; Restructuring.

Reference Numbers

ICMR *BSTR 128*
ECCH *304-533-1*
Organization(s) *Ericsson*
Countries *Global*
Industry *Telecom*
Pub/Rev Date *2004*
Case Length *12 Pages*
TN Length *5 Pages*

Ericsson in China

Abstract

Ericsson's relationship with China dated back to the 1980s, when the first batch of Ericsson handsets was shipped to Shanghai. Since then, China has gradually developed into one of Ericsson's primary markets. The company set up its first office in Beijing in 1985 and in 1994 Ericsson (China) Co. was established. Ericsson adopted a well laid out localization strategy to optimally exploit the Chinese market. Between the late 1990s to the early 2000s, Ericsson shifted the procurement and supply side of its wide range of business to China. It also brought in its traditional partners. This offered huge employment opportunities for local Chinese and also contributed to the country's economic growth. Besides, huge investment in R&D by Ericsson and commitment to develop in the country 3G technology contributed to China's telecom and IT growth. However, in the early 2000s, the market for Ericsson products in China lost out to stiff local competition. Analysts observed that Ericsson needed to rethink its strategy on pricing and quality of its products.

Issues

Tapping new markets; Localization Strategies; MNCs in China.

Reference Numbers

ICMR *BSTR 127*
ECCH *304-534-1*
Organization(s) *Ericsson China*
Countries *China*
Industry *Telecom*
Pub/Rev Date *2004*
Case Length *10 Pages*
TN Length *5 Pages*

"I don't know what your destiny will be, but one thing I do know: the only ones among you who will be really happy are those who have sought and found how to serve."

-Albert Schweitzer

Reviving Alitalia – Italy's Loss Marketing Airline

Abstract

The case discusses the problems faced by Italy's government controlled airline company - Alitalia that led to its poor financial performance since the fiscal 2000. It examines the efforts made by the company's top management to turnaround the company, and explores why they have been largely unsuccessful. The case details the role played by the Italian government in the company's business matters and the poor labor relations in the company. After the leadership change in March 2004, the case identifies the issues faced by the new CEO and its management team. It includes a comprehensive note on the European civil aviation industry with a focus on Italy.

Issues

Understand how internal; industry-specific and macroeconomic factors can negatively affect the financial performance of a company.

Reference Numbers

ICMR *BSTR 126*
ECCH *304-438-1*
Organization(s) *Alitalia*
Countries *Italy, Europe*
Industry *Airlines*
Pub/Rev Date *2004*
Case Length *26 Pages*
TN Length *N/A*

Tata Consultancy Services Limited: The Pioneer in the Indian IT Industry

Abstract

The case examines the unique business practices of Tata Consultancy Services (TCS), the largest IT Company in India. It discusses at length the unique 'factory approach' employed by TCS in software development and its human resource management practices. The case then examines the growth strategy employed by TCS in the late 1990s and early 2000s to generate more revenues and improve profitability. Finally, it discusses the growth initiatives undertaken and the challenges faced by the company in 2004. The case also provides an overview of the Indian software industry and a brief note on the leading IT companies in India.

Issues

Business practices of TCS; Overview of the Indian software industry.

Reference Numbers

<i>ICMR</i>	<i>BSTR 125</i>
<i>ECCH</i>	304-439-1
<i>Organization(s)</i>	<i>Tata Consultancy Services, Tata Group</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Information Technology</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>9 Pages</i>

The Air France – KLM Merger Story**Abstract**

The case discusses the merger of Air France and KLM, the two leading airlines in Europe. It describes recent trends and studies the ongoing consolidation in the European aviation industry. The case presents in detail the need for and the rationale behind the decision to merge and the perceived synergies by both the companies from the merger. It also discusses the possible threats to the merger including cultural differences and various other issues. Finally, the case ends with a debate whether the merger will be successful or not in the future.

Issues

Mergers; Consolidation in European Civil Aviation Industry.

Reference Numbers

<i>ICMR</i>	<i>BSTR 124</i>
<i>ECCH</i>	304-354-1
<i>Organization(s)</i>	<i>KLM, AIR France</i>
<i>Countries</i>	<i>Europe, France</i>
<i>Industry</i>	<i>Civil Aviation</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>20 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Telstra Corporation: Reorganizing Strategic Business Units**Abstract**

The case discusses the reorganization of the strategic business units (SBUs) carried out by the Australian telecom giant, Telstra Corporation (Telstra) between 1997 and 2003. Telstra's SBUs were reorganized six times in eight years. The case describes each of the six reorganizations in detail and examines their implications for Telstra. It discusses the impact of these structural changes on the financial performance of Telstra. The case also elaborates on the major initiatives taken by Telstra to face the competitive market situation since 1997 when Australia's telecommunications industry was deregulated.

Issues

Corporate Restructuring; Deregulation of Telecom Industry.

Reference Numbers

<i>ICMR</i>	<i>BSTR 123</i>
<i>ECCH</i>	304-348-1
<i>Organization(s)</i>	<i>Telstra Corporation</i>
<i>Countries</i>	<i>Australia</i>
<i>Industry</i>	<i>Teelcommunications</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>N/A</i>



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SABMiller vs. Anheuser-Busch: The Takeover Battle for Harbin Brewery**Abstract**

The case gives a detailed account of the battle between two of the world's leading breweries-Anheuser-Busch (AB) and SABMiller to takeover Harbin Brewery, the fourth largest brewery in China. The case explores the circumstances that led SABMiller to invest in Harbin, and details the circumstances that forced that company to launch a hostile takeover bid for the control of Harbin. It then examines the efforts made by Harbin to prevent the takeover attempt by SABMiller and also details the emergence of AB as a potential white knight, which eventually won the takeover bid for Harbin. Finally, the case explores who benefited most from the deal-AB, SABMiller, the Harbin Board or Harbin shareholders.

Issues

Hostile Takeover; Takeover Defense Strategies; Beer Industry.

Reference Numbers

<i>ICMR</i>	<i>BSTR 122</i>
<i>ECCH</i>	304-350-1
<i>Organization(s)</i>	<i>Anheuser-Busch (AB) and SABMiller</i>
<i>Countries</i>	<i>China</i>
<i>Industry</i>	<i>Beer</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>21 Pages</i>
<i>TN Length</i>	<i>7 Pages</i>

Xerox Corp's Turnaround Strategy**Abstract**

In 1999, the revenues of Xerox Corp (Xerox), the world's largest photocopier maker, began to fall, and in 2000 it reported a loss of \$273 million. Xerox also lost \$20 billion in stock market value (from April 1999 to May 2000). Xerox cited many reasons for its bad performance including the huge reorganization effort initiated by the then CEO Richard Thoman. In May 2000, he was replaced by his predecessor Paul Allaire, and Anne Mulcahy (Mulcahy) was made COO. Xerox revealed a turnaround programme in December 2000, which included cutting \$1 billion in costs, and raising up to \$4 billion through the sale of assets, exiting non-core businesses and lay-offs. Subsequently, in August 2001, Mulcahy was made CEO. Xerox continued to report losses in 2001, but it returned to profit in 2002 and continued to report profits in 2003. The case examines the events that led to the decline of Xerox, and in particular how major reorganization strategies can affect a company.

Issues

Turnaround Strategies; Change Management; Leadership; Outsourcing.

Reference Numbers

<i>ICMR</i>	<i>BSTR 121</i>
<i>ECCH</i>	304-347-1
<i>Organization(s)</i>	<i>Xerox</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Printing and Imaging Equipment</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>12 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

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 the various initiatives taken by Sony to revive the financial and business performance of SPE. The case explores the future of SPE in the light of its failure to realize the synergies identified prior to the acquisition, the highly risky movie business and impending problems at Sony's electronics division.

Issues

Cross-border Acquisition; Cultural Mismatch.

Reference Numbers

ICMR	BSTR 119
ECCH	304-291-1
Organization(s)	Sony Pictures Entertainment
Countries	US, Japan
Industry	Entertainment & Media
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

PepsiCo's 'Focus' Strategy

Abstract

US based PepsiCo conducted a major restructuring exercise in 1997-98 by spinning-off its restaurant and bottling business. The restructuring was aimed at achieving improved focus on the company's core beverage (Pepsi-Cola) and snack food operations (Frito-Lay). By successfully adopting the 'focus' strategy since 1997, PepsiCo has emerged as the second largest consumer packaged goods company (in terms of revenues) in the world. By acquiring leading beverages' company like Tropicana products (July 1998), South Beach Beverage Company (October 2000) and Quaker Oats (December 2000), the company has significantly strengthened its competitive position in the beverages segment. The case examines indepth the key elements of the focus strategy followed by PepsiCo.

Issues

Generic Strategies; Spin-off; Restructuring.

Reference Numbers

ICMR	BSTR 118
ECCH	304-294-1
Organization(s)	PepsiCo
Countries	US
Industry	Packaged Food
Pub/Rev Date	2004
Case Length	14 Pages
TN Length	N/A

The Exxon – Mobil: Merger Controversy

Abstract

The case discusses the merger of Exxon and Mobil Corporation, the two top leading companies in the US oil industry. The case details the factors that led to the decision of the two companies to merge and the synergies reaped after the merger. The case also examines the positive and negative implications of this mega-merger on the consumers, employees, marketing and retailing intermediaries, and environment, as

well as its effect on the overall competition in the industry. Finally, the case discusses the status of ExxonMobil in early 2004 and how it has performed in the past five years since its merger.

Issues

Mergers; Negative side of mega-mergers; Consolidation in the US oil industry.

Reference Numbers

ICMR	BSTR 117
ECCH	304-295-1
Organization(s)	ExxonMobil
Countries	US
Industry	Oil and Energy
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

The Aventis – Sanofi Merger: Role of French Government?

Abstract

The case gives a detailed account of the events that led to the merger of two of France's leading pharmaceutical companies, Aventis and Sanofi, to form the third largest pharma company in the world. It examines the efforts made by Aventis to prevent a hostile takeover attempt by Sanofi. The case also details the role played by the French government to prevent a possible merger between Swiss-based pharmaceutical company, Novartis and Aventis.

Issues

Mergers & Acquisitions; Hostile Takeover; Takeover Defense Strategies.

Reference Numbers

ICMR	BSTR 116
ECCH	304-293-1
Organization(s)	Aventis SA and Sanofi SA
Countries	France
Industry	Pharmaceutical
Pub/Rev Date	2004
Case Length	16 Pages
TN Length	N/A

American International Group Inc.

Abstract

The case provides detailed information on various functional areas of American International Group Inc. (AIG) including human resources and finance. The case discusses the company's history since its inception,

product segments including general insurance, life insurance, financial services, retirement savings and asset management and the various geographic regions in which the company operates and the revenues derived from these regions. The case also includes information regarding the company's social responsibility initiatives and corporate governance standards. It covers the future prospects of AIG and problems faced by the company due to the lack of succession planning. Finally, the case includes a detailed note on the global insurance industry outlook.

Issues

Management of global operations by AIG.

Reference Numbers

ICMR BSTR 115
ECCH 302-198-1
Organization(s) American International Group Inc.
Countries USA
Industry Financial Services
Pub/Rev Date 2002
Case Length 33 Pages
TN Length N/A

Prudential Financial Inc.

Abstract

The case provides detailed information on various functional areas of Prudential Financial Inc (Prudential) including marketing, human resources and finance. The case discusses the company's history since its inception, product segments including US Consumer, Employee Benefits, International, and Asset Management and the various geographic regions in which the company operates and the revenues derived from these regions. The case also includes information regarding the company's social responsibility initiatives and corporate governance standards. It covers the future prospects of Prudential and problems faced by the company like market conduct allegations and unethical sales tactics adopted by the company's sales personnel. It also covers information on the reorganization of its business segments in August 2002.

Issues

Strategies to be adopted by Prudential in the global insurance industry.

Reference Numbers

ICMR BSTR 114
ECCH 302-197-1
Organization(s) .. Prudential Financial Inc.
Countries USA

Industry Financial Services
Pub/Rev Date 2002
Case Length 30 Pages
TN Length N/A

Zurich Financial Services

Abstract

The case provides detailed information on various functional areas of Zurich Financial Services (Zurich) including its human resource policies and finance. The case discusses the company's history since inception and market segments including consumer, corporate, commercial, small business and wholesale. The case also gives details of Zurich's globalization efforts and the various geographic regions in which the company operates including the revenues derived from these regions and various countries. The case also includes information regarding the company's social responsibility initiatives. It also covers the future prospects of Zurich and the problems being faced by the company due to the mismanagement of former CEO Rolf Hüppi.

Issues

Operations of a global insurance company.

Reference Numbers

ICMR BSTR 113
ECCH 302-196-1
Organization(s) .. Zurich Financial Services
Countries Switzerland
Industry Financial Services
Pub/Rev Date 2002
Case Length 23 Pages
TN Length N/A

Sun Life Financial Services

Abstract

The case provides a detailed insight into the strategies adopted by Canadian insurance major Sun Life Financial Services in various areas. The case provides information about the company's history, its evolution and examines its marketing, finance and human resources strategies. Details about the various mergers and acquisitions by the company over the years are given. The case also provides an insight into the company's global operations and examines its performance in various geographical segments. Sun Life's merger with Clarica is explored in detail and the implications of the merger on the Canadian insurance market are studied.

Issues

The operations of an insurance company.

Reference Numbers

ICMR BSTR 112
ECCH 302-195-1
Organization(s) Sun Life Financial Services
Countries Canada
Industry Financial Services
Pub/Rev Date 2002
Case Length 31 Pages
TN Length N/A

General Insurance Corporation of India

Abstract

The case provides detailed information on various functional areas of General Insurance Corporation of India (GIC), the state-owned general insurance company in India including human resources and finance. The case discusses the company's history since inception, product segments including fire, marine, theft and miscellaneous insurance products. The case also discusses in detail about the erstwhile subsidiaries of GIC including National Insurance Company Limited, New India Assurance Company Limited, Oriental Insurance Company Limited, and United India Insurance Company Limited. The case also includes information regarding company's social responsibility initiatives.

Issues

Indian general insurance industry before and after the entry of private players.

Reference Numbers

ICMR BSTR 111
ECCH 302-194-1
Organization(s) General Insurance Corporation of India
Countries India
Industry Insurance
Pub/Rev Date 2002
Case Length 32 Pages
TN Length N/A

Life Insurance Corporation of India

Abstract

The case provides a detailed insight into the strategies adopted by Indian insurance major Life Insurance Corporation (LIC) of India in various areas. The case provides information about the company's history, its evolution, subsidiaries and the products offered, and examines its marketing, finance, and human resources strategies. Details about the IT initiatives taken up by the company in its

technology drive are also covered. The case also provides an insight into the life insurance industry's structure in India and the changes that took place after the entry of private players into the market. The case examines how LIC is gearing up to combat the competition from private players and provides a detailed note on the Indian insurance market.

Issues

The changes sweeping the Indian insurance industry after the entry of private players

The steps taken by LIC in order to combat the competition

The Indian insurance market and the various private players present in the industry.

Reference Numbers

ICMR	BSTR 110
ECCH	302-193-1
Organization(s)	Life Insurance Corporation of India
Countries	India
Industry	Insurance
Pub/Rev Date	2002
Case Length	27 Pages
TN Length	N/A

Charoen Pokphand: Thailand's Largest Agri-business Conglomerate

Abstract

The case examines the various challenges that the Charoen Pokphand Group (CP), Thailand's leading agri-business conglomerate, had to face during the period 1997-2004. It details the growth of CP from a small seed shop in 1929 into one of the largest companies in Thailand by the turn of 20th century. The case discusses the problems CP faced due to the 1997 Asian financial crisis and growing competition to its businesses in the domestic and international markets.

Thereafter, it examines the restructuring efforts of the group - in terms of asset sales, focus on core businesses (food and agribusiness, telecommunications and retailing), debt management reforms, focus on corporate transparency and cost reduction - to tide over the crisis.

Issues

Evolution of a small family owned business into a leading business conglomerate.

Reference Numbers

ICMR	BSTR 109
ECCH	304-215-1
Organization(s)	Charoen Pokphand Group

Countries	Thailand
Industry	Agribusiness
Pub/Rev Date	2004
Case Length	17 Pages
TN Length	N/A

Genting Berhad: The Story of a Malaysian Conglomerate

Abstract

The case examines the growth strategies adopted by Genting Berhad (Genting) that helped it become one of Malaysia's leading conglomerates. It provides detailed information about Genting's initial years and examines the entrepreneurial and leadership qualities of the company's founder, Tan Sri Lim Goh Tong. The case then examines the various strategies adopted by the company to grow in the leisure and hospitality businesses and its contribution to the Malaysian tourism industry's growth. The case ends with a discussion on the adverse impacts of the global economic slowdown and the SARS epidemic in the ASEAN region on Genting's businesses, and comments on its future prospects.

Issues

Strategies adopted by a conglomerate company to expand and grow.

Reference Numbers

ICMR	BSTR 108
ECCH	304-217-1
Organization(s)	Genting Berhad
Countries	Malaysia
Industry	Diversified
Pub/Rev Date	2004
Case Length	20 Pages
TN Length	N/A

IBM's Turnaround and its New Business Model

Abstract

The turnaround of IBM under Louis V. Gerstner's leadership is considered to be one of the most remarkable turnarounds in corporate history. The case details the strategic measures taken by Gerstner to transform IBM from a hardware vendor to a complete IT solutions provider. The case examines IBM's new 'services-heavy' business model and its potential benefits for the company in future. It also details the issues facing the new CEO of IBM - Sam Palmisano and the measures taken by him in 2002 and 2003 to boost IBM's stagnant revenues and declining profits.

Issues

Strategic measures taken by a leader to turnaround a loss making company.

Reference Numbers

ICMR	BSTR 107
ECCH	304-216-1
Organization(s)	IBM Inc.
Countries	USA
Industry	IT
Pub/Rev Date	2004
Case Length	21 Pages
TN Length	N/A

ISB: A Leading Business School in India

Abstract

The case discusses the Indian School of Business (ISB), a leading business school in India. ISB aims to become the best business school in Asia and among the best in the world. The case describes what makes ISB unique including its course curriculum, faculty, teaching approach and methodology, infrastructural facilities and placements. The case also examines the hurdles faced by ISB in setting up a world class B-school and details its other financial and administrative problems. Finally, the case describes ISB's recent initiatives and the strategies adopted by the institution to achieve its vision.

Issues

Management practices followed by world class B-schools

Reference Numbers

ICMR	BSTR 106
ECCH	304-182-1
Organization(s)	Indian School of Business
Countries	India
Industry	Education
Pub/Rev Date	2004
Case Length	14 Pages
TN Length	N/A

Restructuring at Sears, Roebuck & Co. (1992-03)

Abstract

The case focuses on the restructuring initiatives taken up by Sears, Roebuck & Co. The restructuring initiatives started in 1992, when Sears reported the biggest ever loss in its history. The case explains in detail the changes initiated by Martinez to turn the company around and results of the restructuring efforts. The case provides information about the increasing problems faced by the company due to unrelated diversifications such as credit card operations. The case also throws light on the role of Sears' credit card in the company's profits

and its contribution to the company's growth. Further the case also provides information about the restructuring initiatives undertaken by the new CEO - Alan Lacy.

Issues

Failure to adapt to a changing environment threatens survival.

Reference Numbers

ICMR	BSTR 105
ECCH	304-190-1
Organization(s)	Sears Roebuck & Co.
Countries	USA
Industry	Retailing
Pub/Rev Date	2004
Case Length	24 Pages
TN Length	7 Pages

The Turnaround of Indian Bank

Abstract

The Indian Bank, established in 1907 and nationalized by the Indian Government in 1969, functioned reasonably well with the aid of the government, until prudential norms were introduced for public sector banks in 1992. While the new norms caused most of the public sector banks in India to falter, the Indian Bank posted an industry record loss of Rs 1,336 crore in the fiscal year 1995-1996. In 2000, the bank undertook a comprehensive restructuring program under the guidance of Ranjana Kumar. After a restructuring program the Bank managed to turnaround by posting its first net profit in six years for the fiscal year 2001-2002.

Issues

Reasons for the decline of a prominent public sector bank.

Reference Numbers

ICMR	BSTR 104
ECCH	304-186-1
Organization(s)	Indian Bank
Countries	India
Industry	Banking & Finance
Pub/Rev Date	2004
Case Length	9 Pages
TN Length	6 Pages

Sandy Weill and Citigroup

Abstract

The case focuses on the life of chairman and former CEO of Citigroup, Sandy Weill. The case starts with his childhood, and early days on Wall Street, and describes how he created Citigroup through mergers and acquisitions.

The case covers the leadership and deal-making qualities of Sandy Weill. It also covers the changes introduced by Weill in Citigroup. It describes the power struggle between Weill and Reed, and the issue of succession planning at Citigroup.

Issues

Leadership and deal-making qualities of a leader.

Reference Numbers

ICMR	BSTR 103
ECCH	304-189-1
Organization(s)	Citigroup Inc
Countries	USA
Industry	Banking & Financial Services
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	4 Pages



Winds of Change
The Changing Dynamics in the
Aviation Industry
Hardcover; 394 Pages,
16 Case Studies
ISBN No: 81-89410-07-5
INR 4000/-

Rupert Murdoch: The Media Mogul

Abstract

The case examines the entrepreneurial and leadership styles of Rupert Murdoch, the CEO and Chairman of News Corporation Limited, a global media and entertainment company which diversified into films, television, newspapers, magazines etc. The case explains Murdoch's business acumen, diversification into different businesses and people management skills in detail.

Issues

Different leadership styles and entrepreneurial skills.

Reference Numbers

ICMR	BSTR 102
ECCH	304-188-1
Organization(s)	News Corporation Ltd
Countries	USA
Industry	Media & Advertising
Pub/Rev Date	2004
Case Length	9 Pages
TN Length	4 Pages

Revival of Matsushita

Abstract

The case describes how Matsushita, the consumer electronics giant had evolved over the years. It starts with a description of the growth of Matsushita over the years and goes on to explain the problems that the company faced in the 1990s. The case explains the reasons for Matsushita's declining performance. It also discusses the restructuring initiatives taken up by the company which helped it improve its performance.

Issues

Changes in strategy with changes in the environment.

Reference Numbers

ICMR	BSTR 101
ECCH	304-187-1
Organization(s)	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 Venkataswamy (Dr. V), the founder of Aravind Eye Hospitals. Detailed information is provided on the circumstances in which he grew up, and the factors that moulded his personality. Dr. V, with his qualities such as humility, and professional will has been portrayed as a Jim Collins' 'Level 5' leader. The case also talks about how Dr. V realized his vision by inspiring like-minded people. There is also a mention of how he defined Aravind Hospital's scope of operations, and leveraged advances in information technology. The case also discusses Aravind's innovative business model pioneered by Dr. V.

Issues

How an individual flowers into a level 5 leader and operates with a sense of mission

How some leaders like Dr. V could foresee today's market demands.

Reference Numbers

<i>ICMR</i>	<i>BSTR 100</i>
<i>ECCH</i>	304-184-1
<i>Organization(s)</i>	<i>Aravind Eye Hospital</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Health Industry</i>
<i>Pub/Rev Date</i>	2004
<i>Case Length</i>	13 Pages
<i>TN Length</i>	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

<i>ICMR</i>	<i>BSTR 099</i>
<i>ECCH</i>	304-185-1
<i>Organization(s)</i>	<i>Dangdang.com</i>
<i>Countries</i>	<i>China</i>
<i>Industry</i>	<i>Online Retailing</i>
<i>Pub/Rev Date</i>	2004
<i>Case Length</i>	6 Pages
<i>TN Length</i>	N/A

Boeing under Phil Condit

Abstract

Phil Condit became the CEO of Boeing in 1996. In the very first year, the company found itself with a serious manufacturing breakdown, which led to huge losses. Condit was also responsible for shifting Boeing's focus from commercial aircraft to defense contracts, which possibly led to the emergence of ethical problems in the company. In addition to this, under Condit, Boeing was overtaken by rival Airbus Industrie in aircraft deliveries for the first time in 2003. Condit's diversification strategy was also not entirely successful and Boeing had to write off huge amounts in the late-1990s and early-2000s, due to failed acquisitions.

Condit resigned from Boeing in December 2003, and soon after his resignation, Boeing restructured its management structure.

Issues

Importance of a CEO's leadership style in relation to the business environment.

Reference Numbers

<i>ICMR</i>	<i>BSTR 098</i>
<i>ECCH</i>	304-183-1
<i>Organization(s)</i>	<i>Boeing Inc.</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Aerospace Industry</i>
<i>Pub/Rev Date</i>	2004
<i>Case Length</i>	11 Pages
<i>TN Length</i>	4 Pages

**'Aaj Tak' News Channel's
Success Story**

Abstract

Aaj Tak, a 24 hours Hindi news channel in India, was launched in December 2000. Since then, the channel has maintained its lead in viewership in the news segment. The case explores the reasons for the success of Aaj Tak. It examines the background of the channel and the circumstances that led to its launch. The case also draws a comparison between Aaj Tak and its competitors such as Zee News, Sahara Samay National, NDTV India (Hindi), Star News, and DD News. It also takes a look at the news channels market in India and at the future outlook of Aaj Tak.

Issues

Strategies adopted by a news channel to differentiate itself.

Reference Numbers

<i>ICMR</i>	<i>BSTR 097</i>
<i>ECCH</i>	304-181-1
<i>Organization(s)</i>	<i>TV - Today Network</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Media and TV Software</i>
<i>Pub/Rev Date</i>	2004
<i>Case Length</i>	12 Pages
<i>TN Length</i>	4 Pages

**Wal-Mart's
Cost Leadership Strategy**

Abstract

By successfully adopting a cost leadership strategy over the decades, Wal-Mart has emerged as the largest company (in terms of revenues) in the world. The case examines in depth the key elements of the

cost leadership strategy followed by Wal-Mart. It discusses how the cost leadership strategy generated above-average returns for the company and acted as a defense against competition in the industry. Finally, the case discusses the plans and challenges faced by Wal-Mart in early 2004.

Issues

Cost leadership strategy applied by a retailer to gain competitive advantage.

Reference Numbers

<i>ICMR</i>	<i>BSTR 096</i>
<i>ECCH</i>	304-098-1
<i>Organization(s)</i>	<i>Wal-Mart</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Retailing</i>
<i>Pub/Rev Date</i>	2004
<i>Case Length</i>	15 Pages
<i>TN Length</i>	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

<i>ICMR</i>	<i>BSTR 095</i>
<i>ECCH</i>	304-099-1
<i>Organization(s)</i>	<i>Unilever</i>
<i>Countries</i>	<i>Europe</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	2004
<i>Case Length</i>	16 Pages
<i>TN Length</i>	N/A

www.icmrindia.org

Toyota's Globalization Strategies

Abstract

The case details the globalization strategies adopted by one of the world's leading automobile majors, the Japan-based Toyota Motor Corporation (Toyota). It examines the company's evolution from being Japan's number one automaker to a formidable competitor in the global automobile market by 2003. It examines the rationale behind Toyota's decision to concentrate on global expansion and studies the company's various globalization programs, focusing on the localization efforts. The case also analyzes the problems faced by the company within Japan and discusses the steps taken to overcome them.

Issues

Toyota's strategies to emerge as a global leader.

Reference Numbers

ICMR	BSTR 094
ECCH	304-100-1
Organization(s)	Toyota Motor Corporation
Countries	Japan
Industry	Automobile & Automotive
Pub/Rev Date	2004
Case Length	19 Pages
TN Length	N/A

Innovations at Harley Davidson

Abstract

The case explains how, adopting innovation as a strategic tool, helped Harley Davidson (H-D) become a leading motorcycle and motorcycle accessories company. It provides an explanation of the concept of innovation, types of innovation, the innovation process and its applicability in the business context. Thereafter, the case covers H-D's history and talks of the product innovations that helped it become the leader in the US motorcycle industry. It also discusses the reasons for H-D losing its market share to foreign and domestic competitors. The case explains how all this was done using the concept of technological innovations not as an end by itself, but as the means to enhance 'customer experience.'

Issues

The concept of innovation, different types of innovation, and its applicability in the business context

The evolution of H-D's business and understand how innovations in product development are integral for sustained business growth.

Reference Numbers

ICMR	BSTR 093
ECCH	304-103-1
Organization(s)	Harley Davidson Inc.
Countries	USA
Industry	Automobile
Pub/Rev Date	2004
Case Length	18 Pages
TN Length	N/A

Freeseerve: The Pioneer in Free ISPs in Europe

Abstract

This case deals with the strategy adopted by the Internet Service Provider, Freeseerve, to stay ahead of the competition. Freeseerve 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 Freeseerve's acquisition by the French Telecom company, Wanadoo. It provides a note on the revival of Freeseerve after its takeover.

Issues

Strategies adopted by a free Internet service provider to remain in the top slot.

Reference Numbers

ICMR	BSTR 092
ECCH	304-102-1
Organization(s)	Freeseerve, Wanadoo
Countries	Europe
Industry	Internet, Telecommunication
Pub/Rev Date	2004
Case Length	9 Pages
TN Length	4 Pages

Reengineering and Restructuring at Canon

Abstract

In the mid-1990s Canon, Japan's leading camera and photocopier manufacturer undertook reengineering and restructuring of its business processes. The case brings out the various strategies employed by the company in its process of reengineering and restructuring, and the benefits of these programs. Canon's reengineering efforts were divided into two phases. The case discusses in detail the reengineering strategies of the

company under each phase. The case also discusses the future prospects of the company.

Issues

Why organizations opt for reengineering and restructuring.

Reference Numbers

ICMR	BSTR 091
ECCH	304-101-1
Organization(s)	Canon Inc.
Countries	Japan
Industry	Office Equipment
Pub/Rev Date	2004
Case Length	20 Pages
TN Length	4 Pages

Webvan: A Disaster on the Web

Abstract

This case deals with the failure of the online grocery website webvan.com. During its launch Webvan received a large amount of funds from several venture capitalists, which it invested in the development of an automated technology platform for its warehouses. The case discusses at length Webvan's extravagant spending and how it continued to spend even with declining profit margins. It also discusses in detail the strategic alliances entered into by the site and the fallout of these partnerships. It then elaborates on the e-tailing model of the site. Finally, it analyzes Webvan's decision to close its store in mid-2001, due to huge financial and logistical problems. The case also takes a brief look at other online grocers who were not successful.

Issues

Analyze the business model of Webvan; how its plans differed from those which preceded it

The strategies adopted by Webvan to begin as an online grocer and expand its range of products.

Reference Numbers

ICMR	BSTR 090
ECCH	304-041-1
Organization(s)	Grocery Express, Webvan
Countries	USA
Industry	Online retailing
Pub/Rev Date	2004
Case Length	11 Pages
TN Length	4 Pages

Omnicom: The World's Largest Advertising Conglomerate

Abstract

The case details the strategies adopted by the world's largest advertising conglomerate, the Omnicom Group, to become a global marketing and communications major. It takes an in-depth look at Omnicom's growth vis-à-vis the advertising industry's evolution through the late-1980s. The company's strategic focus on growth through mergers and acquisitions is explored in detail. Finally, the case discusses the success secrets of Omnicom and examines its future prospects in light of the changes taking place in the global advertising industry. It also provides information on the advertising agency business and profiles the leading players in the business in 2003.

Issues

The dynamics of the global advertising industry and its evolution over the decades
The role played by an advertising agency in a company's advertising efforts.

Reference Numbers

ICMR	BSTR 089
ECCH	304-043-1
Organization(s)	Omnicom Group.
Countries	USA
Industry	Advertising
Pub/Rev Date	2004
Case Length	18 Pages
TN Length	N/A

National Dairy Development Board

Abstract

The case examines the modern dairy development efforts undertaken in India, which helped the country, emerge as the world's largest milk producer by the end of the 20th century. It describes in detail the Anand Model of dairy co-operatives and examines the rationale for establishment of the National Dairy Development Board (NDDB). It then talks about the initiatives taken by NDDB as part of its 'Operation Flood,' program. The achievements of the 'Operation Flood' program are analyzed and the other initiatives taken by NDDB to build on the program's success are discussed.

Issues

Successful co-operative dairy development model in India.

Reference Numbers

ICMR	BSTR 088
ECCH	304-044-1

Organization(s)	FAO, NDDB, GCMMF
Countries	India
Industry	Dairy
Pub/Rev Date	2004
Case Length	21 Pages
TN Length	N/A

Organizational Transformation at Hughes Electronics Corporation

Abstract

The case discusses the transformation of Hughes Electronics Corporation (HEC) from a defense communication systems, weapons and aircraft manufacturer into a leading digital media and communications service provider. After taking a look at the company's history, the reasons underlying its decision to shift its focus to the media and communications business (under GM's ownership) are explained. Thereafter, the case describes how HEC structured itself into four divisions and the various strategic alliances it entered into, to grow and expand.

Issues

The strategies adopted by a MNC to shift to a new business domain.

Reference Numbers

ICMR	BSTR 087
ECCH	304-047-1
Organization(s)	Hughes Electronic Corporation
Countries	USA
Industry	Electronics & Communication
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

Germany's Henkel in the Indian FMCG Industry

Abstract

The case deals with the growth strategies adopted by Henkel Spic India Ltd (Henkel), the Indian subsidiary of the German detergents, adhesives, cosmetics and toiletries major Henkel KGaA. It provides detailed information about the various business as well as marketing strategies adopted by Henkel to strengthen its competitive position in the Indian Fast Moving Consumer Goods (FMCG) market. The case describes how Henkel, using strategies like new product launches, brand acquisitions, strengthening of retail and distribution reach and aggressive marketing, gained market share in the detergents and cosmetics/toiletries market in India. Towards the end, the case discusses Henkel's future growth prospects in India.

Issues

New product launches, brand acquisitions, retail and distribution channels.

Reference Numbers

ICMR	BSTR 086
ECCH	304-046-1
Organization(s)	Henkel Spic India Ltd.
Countries	India
Industry	FMCG
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

GE & Honeywell: A Failed Merger

Abstract

The bid by General Electric to take over Honeywell International Inc. was set to become the biggest merger in industrial history, when the European Commission barred it from taking place. One of the biggest companies in the world, GE was attracted by Honeywell's aerospace businesses which fit in neatly with GE's own businesses in the area, thus creating remarkable synergies for both companies. The merger had been passed by the United States Department of Justice, with the recommendation that GE divest itself of Honeywell's military helicopter unit, to protect the US military. However, approval from the EC was not so easy to obtain. The GE-Honeywell merger case marked the first time that transatlantic regulatory authorities differed in their decision on a merger approval.

Issues

M&As, Transnational differences in approaches to business issues.

Reference Numbers

ICMR	BSTR 085
ECCH	304-045-1
Organization(s)	GE, Honeywell International Inc, European Commission
Countries	USA, European countries
Industry	Airlines
Pub/Rev Date	2004
Case Length	13 Pages
TN Length	4 Pages

"I don't know what your destiny will be, but one thing I do know: the only ones among you who will be really happy are those who have sought and found how to serve."

-Albert Schweitzer

The Concorde Saga

Abstract

A technical marvel, the Concorde was the only aircraft offering commercial supersonic travel to passengers. Designed and built in the late 1960s and early 1970s, Concorde represented the dream of traveling faster than the speed of sound. The Concorde project was a collaboration between the governments of Britain and France and was launched with the expectation of revolutionizing air travel. In the initial stages, the project generated a lot of interest and Concorde received purchase orders from 16 major airlines by the late 1960s. However, as the drawbacks of flying these aircraft began to come to the fore, especially after the fuel crisis of the 1970s, most of the airlines backed away. Eventually, British Airways and Air France were the only airlines operating Concordes.

Issues

Relationship between technical excellence and commercial success.

Reference Numbers

ICMR	BSTR 084
ECCH	304-048-1
Organization(s)	British Airways, Air France
Countries	France, UK
Industry	Aviation
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	4 Pages

Cisco's Acquisition Strategy

Abstract

The case describes the acquisition strategy of the US based networking giant Cisco Systems (Cisco), a company that by 2003 had acquired 80 companies. The case explains the methodology adopted by Cisco to acquire companies. This included evaluating the target company, determining its compatibility with Cisco and integrating the acquired company's operations with Cisco. The case also examines the measures taken by Cisco to integrate the cultures of the acquired companies with that of Cisco. The case also discusses the flaws in Cisco's acquisition strategy that led the company into financial problems in 2001. Finally, the case describes the revision made by Cisco in its acquisition strategy and the progress made by the company.

Issues

Acquisition, corporate mergers and their strategic implications.

Reference Numbers

ICMR	BSTR 083
ECCH	304-049-1
Organization(s)	Cisco
Countries	USA
Industry	Computers & Networking
Pub/Rev Date	2004
Case Length	11 Pages
TN Length	N/A

Wal-Mart's German Misadventure

Abstract

The case focuses on the retailing giant Wal-Mart and its experience in Germany. The case explains in detail the reasons for Wal-Mart's decision to go global in the early 1990s, and its decision to enter the European market through Germany - the most difficult market in Europe. The case discusses the problems faced by the company in Germany due to its lack of understanding of the German retailing and regulatory environment. The case discusses in detail the various problems faced by Wal-Mart in Germany - entry strategy problems, problems in the operational environment, and regulatory and cultural problems.

Issues

Nature and structure of German retailing industry.

Reference Numbers

ICMR	BSTR 082
ECCH	304-006-1
Organization(s)	Wal-Mart
Countries	Germany
Industry	Retailing
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	4 Pages

Motorola in China

Abstract

The case examines the strategies adopted by the US electronics company, Motorola, in China. It focuses on Motorola's initiatives in the Chinese market to establish itself as a major brand. The case provides detailed information on the four-point strategy adopted by Motorola in China and the results of the same. The case throws light on the increasing competition in the Chinese mobile handset market and the reasons for Motorola changing its strategy. The case also deals with the impact of SARS on the market and the future prospects of Motorola in China. The case provides detailed information on the Chinese mobile handset market.

Issues

Entry strategies in international markets.

Reference Numbers

ICMR	BSTR 081
ECCH	304-007-1
Organization(s)	Motorola
Countries	China
Industry	Electronics
Pub/Rev Date	2004
Case Length	11 Pages
TN Length	4 Pages

Canon in India

Abstract

The case examines the emergence of Canon India, a part of the Japanese imaging major Canon Inc., as a leading digital imaging company in India. It begins with a discussion on the reasons for Canon India's lackluster performance after its inception in 1997. The case then examines the rationale for the company's decision to restructure its operations in 2001. It discusses in detail the company's restructuring initiatives that involved an overhaul of its product, brand-positioning, advertising, promotion, and sales and distribution strategies. The case lists the benefits reaped by Canon India from the restructuring exercise and examines its future prospects in light of the changing dynamics of the Indian IT Peripherals and digital imaging markets.

Issues

The Indian IT Peripherals and imaging market in the early 21st century.

Reference Numbers

ICMR	BSTR 080
ECCH	304-002-1
Organization(s)	Canon India Pvt. Ltd.
Countries	India
Industry	IT Peripherals & Digital Imaging
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

Organizational Restructuring at AXA

Abstract

The case discusses the organizational restructuring moves undertaken by one of the world's largest life/health insurance companies, Axa, in the late-1990s. It details the reasons behind the France-based insurer's decision to adopt a new customer-oriented business model in response to the changing industry dynamics and customer preferences.

Issues

Dynamics of the global insurance/reinsurance industry.

Reference Numbers

ICMR *BSTR 079*
ECCH 304-001-1
Organization(s) *AXA Corporate Solutions*
Countries *France*
Industry *Life/Health Insurance*
Pub/Rev Date 2003
Case Length 17 Pages
TN Length N/A

Reorganizing AT&T (B)**Abstract**

The case discusses the voluntary breakup of AT&T in 1995 (the largest in corporate history) and its implications on the company and the telecommunication industry in the US. It examines the organizational structure of AT&T after the break-up. The case then explores the events that led to another restructuring of the company in 2000 in which the company was split into four entities - AT&T Wireless, AT&T Broadband, AT&T Consumer and AT&T Business. The organizational structure of AT&T in 2001 is discussed in detail. The case then describes the problems faced by AT&T after the break-ups. Finally, the case discusses the issues before the new CEO - David Dormann and his restructuring plan in 2003 to make AT&T a more customer-centric company.

Issues

Break-up of AT&T and its strategic implications.

Reference Numbers

ICMR *BSTR 078*
ECCH 304-005-1
Organization(s) *AT&T, Department of*
Justice (US)
Countries *USA*
Industry *Telecom*
Pub/Rev Date 2003
Case Length 12 Pages
TN Length N/A

Reorganizing AT&T (A)**Abstract**

The case discusses the breakup of the Bell System in 1984 and its implications for AT&T and the telecommunications industry in the US till the mid-1990s. It examines the organizational structure of the erstwhile Bell System and how it facilitated decentralization of AT&T's operations. The case then explores

the events that led to the breakup and the changes in the organizational structure of AT&T after the break-up. The case describes in detail the implications of these organizational changes on the company. Finally, the case discusses AT&T's acquisition of NCR Corporation, a leading computer manufacturer, and looks at the reasons for the company's unsuccessful merger with NCR.

Issues

Break-up of Bell System and its strategic implications.

Reference Numbers

ICMR *BSTR 077*
ECCH 304-004-1
Organization(s) *AT&T, Department of*
Justice (US)
Countries *USA*
Industry *Telecom*
Pub/Rev Date 2003
Case Length 14 Pages
TN Length N/A

**Saudi British Bank: HSBC's
Saudi Arabian Experience****Abstract**

The case describes in detail the strategies adopted by the Saudi British Bank (SABB), the Saudi Arabian subsidiary of global financial services major HSBC. It examines how the innovative banking services and products introduced by SABB helped it emerge as the fastest growing retail banker in the country by the 1990s. The case begins with a background note on HSBC and comments briefly on its worldwide growth strategies. Thereafter, HSBC's entry into the Saudi Arabian market and its role in the development of Saudi Arabia's banking industry is discussed. Apart from giving a detailed explanation of the banking services provided by SABB, the case also examines the rationale behind its decision to introduce Islamic banking products and services and explains them in detail. The bank's focus on launching value added banking services to its customers in the early 21st century is discussed.

Issues

Saudi Arabian Banking Industry, Islamic Banking, Banking products and services.

Reference Numbers

ICMR *BSTR 076*
ECCH 304-003-1
Organization(s) *HSBC, Saudi British*
Bank
Countries *Saudi Arabia*
Industry *Banking*

Pub/Rev Date 2003
Case Length 19 Pages
TN Length N/A

ICFAI Publications**Abstract**

ICFAI Publications was a division of ICFAI, an educational foundation, publishing 16 magazines and 15 journals in management, finance and law. The division followed a unique model in bringing out the magazines and journals. Almost all the publications were started as digests; over a period of time, more original articles were added. Although the division was not profitable, the publications activity was believed to bring in several direct and tangential benefits to the other activities of the foundation. The case examines the performance of the division; the sustainability and scalability of its business model; the benefits (real and perceived) deriving from publications; and the appropriateness of the strategy followed by the Foundation in its publications activity.

Issues

Synergies between publishing and education.

Reference Numbers

ICMR *BSTR 075*
ECCH 304-042-1
Organization(s) *ICFAI*
Countries *India*
Industry *Publishing*
Pub/Rev Date 2004
Case Length 33 Pages
TN Length 4 Pages

**Takeda Chemical Industries:
Lessons from a
Japanese Pharma Major****Abstract**

The case details the strategies adopted by Takeda Chemical Industries Ltd, Japan's leading pharmaceutical company, to grow into a global pharmaceutical major. The case conducts an in-depth study of Takeda's growth in the backdrop of the evolution of the Japanese pharmaceutical industry. Various strategies adopted by the company to grow in the domestic as well as international markets have been examined in detail. The case also explains in detail the reasons for the company deciding to concentrate on international expansion and establish itself as an R&D driven pharmaceutical company early 1990s onwards. Besides, the case also tries to analyze the future growth strategies adopted by Takeda in the light of the increasing competition from domestic and international players.

Issues

The dynamics of the Japanese pharmaceutical industry and its evolution.

Reference Numbers

ICMR BSTR 074
 ECCH 303-212-1
 Organization(s) Takeda Chemical Industries.

Countries Japan
 Industry Pharmaceutical
 Pub/Rev Date 2003
 Case Length 17 Pages
 TN Length N/A

Nissan's Turnaround Story**Abstract**

The case discusses the turnaround of Japanese automobile major Nissan Motors Ltd. The case first explores the reasons for the decline of Nissan. Then it provides information about the Nissan - Renault alliance and salient features of the alliance and the synergies expected through the alliance. The case focuses on the Nissan Revival Plan (NRP) and its implementation. It also explores the various problems faced by Nissan and how those problems were addressed by the NRP. The case concludes with the results of the NRP and future prospects of Nissan.

Issues

Internal weaknesses threatening the survival of a company.

Reference Numbers

ICMR BSTR 073
 ECCH 303-214-1
 Organization(s) Nissan Motors Ltd.
 Countries Japan
 Industry Automobile
 Pub/Rev Date 2003
 Case Length 16 Pages
 TN Length 4 Pages

Haier Group's Strategy in the US Market**Abstract**

The case examines the globalization initiatives of one of the most successful companies in China, the consumer appliance major, Haier Group Co. The case focuses on Haier's initiatives in the US market to establish itself as a major brand. The case also provides information about the competition in the US consumer appliance market and its structure, and the strategies adopted by Haier to overcome the obstacles. The problems faced

by Haier in the high-end market in the US consumer appliance industry and future prospects of the company in the US market are also discussed. The case also provides information on the Chinese consumer appliances market.

Issues

Globalizing a home-grown business.

Reference Numbers

ICMR BSTR 072
 ECCH 303-214-1
 Organization(s) Haier Group Co.
 Countries USA, China
 Industry Consumer Appliances
 Pub/Rev Date 2003
 Case Length 10 Pages
 TN Length 4 Pages



Global Business Environment
 Paperback: 234 Pages,
 (Workbook also available)

Bharat Sanchar Nigam Ltd.: Ruling the Indian Telecom Market**Abstract**

The case examines the emergence of BSNL as the leading company in the Indian telecom industry in early 21st century. It explores in detail the changes taking place in the industry through the early 1990s - primarily the entry of private players and the emergence of cellular telephony. The case takes a look at the circumstances that led BSNL to enter the

cellular and WLL segments. Detailed information is provided about the reasons behind the rapid growth of its cellular services. The case also discusses the criticisms leveled against BSNL's services and strategies, and the initiatives taken by the company to address them. Finally, it discusses the threats facing BSNL in the light of the changing regulatory and competitive scenario.

Issues

The nature of the Indian telecom industry market in the early 21st century.

Reference Numbers

ICMR BSTR 071
 ECCH 303-210-1
 Organization(s) BSNL
 Countries India
 Industry Telecom
 Pub/Rev Date 2003
 Case Length 13 Pages
 TN Length N/A

Apple iTunes: Changing the Face of Online Music Retailing**Abstract**

The case deals with iTunes, an Internet-based music retailing service launched by Apple Computers in early 2003. It provides information about the changing dynamics of the music industry and analyzes the circumstances that led to the emergence of the online music distribution business. It also examines the impact of online music services on the industry in light of the problem of growing music piracy. The efforts made by several companies to launch legal services, and the reasons for their failure, are explored. The case then describes how Apple's iTunes provided a viable solution to the problems faced by the music industry and the customers. Finally, the case discusses the challenges facing iTunes, and its future prospects, in light of Apple's decision to launch its Windows version.

Issues

Structure and dynamics of the music industry.

Reference Numbers

ICMR BSTR 070
 ECCH 303-211-1
 Organization(s) Apple Computers
 Countries USA
 Industry Software
 Pub/Rev Date 2003
 Case Length 15 Pages
 TN Length N/A

Air Canada: From One Crisis to Another

Abstract

This case examines the problems faced by Canada's leading airline company, Air Canada, during the 1990s that led to its filing for bankruptcy protection in 2003. It details the company's growth from its inception as a government owned entity in 1937 to becoming the 10th largest airline in the world by the 1990s. The case takes a look at the circumstances that led to Air Canada's merger with archrival Canadian Airlines International and covers the problems that cropped up after the merger. The case moves on to examine the various problems faced by Air Canada during the early 21st century, which forced it to seek creditor protection. Finally, it discusses the company's future prospects in light of its restructuring plan and the uncertainties that plague the Canadian and global airline industries.

Issues

Competition in the airline industry.

Reference Numbers

ICMR BSTR 069
 ECCH 303-209-1
 Organization(s) Air Canada
 Countries Canada
 Industry Aviation
 Pub/Rev Date 2003
 Case Length 16 Pages
 TN Length N/A

Restructuring P&G

Abstract

The case discusses the 'Organization 2005' program; a six-year long organizational restructuring exercise conducted by the US based Procter & Gamble (P&G), global leader in the fast moving consumer goods industry. The case examines in detail, the important elements of the restructuring program including changing the organizational structure, standardizing the work processes and revamping the corporate culture. The case elaborates on the mistakes committed by Durk Jager, the erstwhile CEO of P&G and examines the reasons as to why Organization 2005 program did not deliver the desired results. Finally, the case discusses how Alan George Lafley, the new CEO, accelerated the initiatives under the Organization 2005 program and revived P&G's financial performance.

Issues

Impact of restructuring on organizational structure and corporate culture.

Reference Numbers

ICMR BSTR 068
 ECCH 303-191-1
 Organization(s) P&G
 Countries USA
 Industry FMCG
 Pub/Rev Date 2003
 Case Length 19 Pages
 TN Length N/A

Gateway: Implementing Innovative Strategies in the IT Industry

Abstract

The case examines various strategies adopted by the US based Gateway Inc, a leading computer retailer, in its efforts to capture a sizeable market share in the consumer and small business segment in the US. It discusses in detail the 'clicks-and-mortar' and 'beyond-the-box' strategies, their implementation by Gateway and their implications. The case also identifies the drawbacks of these strategies that resulted in their short-term success. Finally, the case describes the 'new' strategy announced by Gateway in late 2002 and examines its implications for the company in 2003 and beyond.

Issues

Focus new business models.

Reference Numbers

ICMR BSTR 067
 ECCH 303-192-1
 Organization(s) Gateway Inc.
 Countries USA
 Industry Personal Computers
 Pub/Rev Date 2003
 Case Length 13 Pages
 TN Length N/A

Dell Spells Success in China

Abstract

The case discusses Dell Computer Inc.'s (Dell) initiatives to build and strengthen its presence in the Chinese personal computer (PC) industry. It briefly details Dell's evolution over the years and examines the rationale for its entry into China. The case also examines the measures adopted by Dell to succeed in China and the ways in which it overcame the problems it faced while implementing its famous 'Direct Model' in the country. The reasons for Dell's rapid growth in China (especially the marketing initiatives) have been discussed in detail. The case ends with a brief note on the competition faced Dell

(from players such as Legend) and its future prospects in China.

Issues

Dynamics of the PC market in China and its attractiveness to multinational players.

Reference Numbers

ICMR BSTR 066
 ECCH 303-194-1
 Organization(s) Dell
 Countries USA, China
 Industry Personal Computers
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A

BMW: Going on the Offensive

Abstract

The case examines the growth of BMW, a based in Germany, into one of the leading automobile producers in the world by the 1990s. It critically examines the circumstances that led to the acquisition of the Rover Group by BMW and discusses the problems that surfaced after the acquisition. The case discusses the restructuring initiatives taken by BMW after the sale of Rover - particularly the product offensive strategy adopted by the company. It examines the results of the restructuring and discusses the future of BMW in the light of competition in the premium segment of the automobile industry and potential roadblocks caused by its strategies.

Issues

Trends in the premium segment of global automobile market.

Reference Numbers

ICMR BSTR 065
 ECCH 303-195-1
 Organization(s) BMW
 Countries Germany
 Industry Automobile
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length N/A

Reviving Yahoo!: Strategies that Turned Around the Internet Portal

Abstract

The case examines the way in which Terry S. Semel turned around Yahoo! (Yahoo), one of the leading Internet companies in the world, which was in deep trouble in the fiscal 2001. It discusses the problems faced by Yahoo

before Semel joined the company. The case then details several measures taken by Semel to turn Yahoo around including remaking the culture, introducing more subscription based services, entering into partnership deals, acquiring companies and more.

Issues

Problems faced by Internet companies, Turnaround strategies.

Reference Numbers

ICMR BSTR 064
 ECCH 303-215-1
 Organization(s) Yahoo!
 Countries USA
 Industry IT
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length N/A

Restructuring Sony

Abstract

The case discusses the organizational restructuring carried out by the Japanese electronics and communication giant, Sony Corporation (Sony) between 1994 and 2003. Sony's business operations were restructured five times within nine years. The case describes each of the five restructuring exercises in detail and examines their implications for Sony. It also discusses the impact of these structural changes on the financial performance of Sony.

Issues

Costs and consequences of restructuring.

Reference Numbers

ICMR BSTR 063
 ECCH 303-155-1
 Organization(s) Sony Corp.
 Countries Japan
 Industry Consumer Electronics
 Pub/Rev Date 2003
 Case Length 21 Pages
 TN Length 10 Pages

Pepsi's Entry into India: A Lesson in Globalization

Abstract

The case discusses the strategies adopted by the soft drinks and snack foods major PepsiCo to enter India in the late 1980s. To enter the highly regulated Indian economy, the company had to struggle hard to 'sell' itself to the Indian government. PepsiCo promised to work towards uplifting the rural

economy of the terrorism affected north Indian state of Punjab by getting involved in agricultural activities. In addition, it made a host of other promises that made its proposal very attractive to the regulatory authorities. Finally, the case takes a look at the contract farming initiatives undertaken by Pepsi since the 1990s and seeks to critically analyze the strategies used by the company to enter India.

Issues

Strategy adopted by a MNC to enter a highly regulated economy.

Reference Numbers

ICMR BSTR 062
 ECCH 303-152-1
 Organization(s) Pepsi
 Countries India
 Industry Food, Beverages & Tobacco
 Pub/Rev Date 2003
 Case Length 9 Pages
 TN Length 5 Pages

Bertelsmann: Before, During and After Middelhoff

Abstract

The case examines how the German media group, Bertelsmann, emerged as a leading global media conglomerate. The role played by the leadership of Reinhard Mohn and the company's corporate culture in its growth has been studied. Bertelsmann's Internet initiatives between the late 1990s and 2002 have also been examined. The various problems faced by the company during the early 2000s on account of the failure of its Internet initiatives; changes in the corporate culture, and clashes between Middelhoff and the founding family over strategic issues are described. The case discusses the changes that took place with the appointment of a new CEO in mid-2002. It also examines the results of these changes and the future prospects of the company.

Issues

Family owned firms; Leadership; Owner manager conflicts.

Reference Numbers

ICMR BSTR 061
 ECCH 303-151-1
 Organization(s) Bertelsmann
 Countries Europe
 Industry Media & Entertainment
 Pub/Rev Date 2003
 Case Length 17 Pages
 TN Length N/A

BMW's Innovation Strategies

Abstract

The case examines the growth of BMW, a German automobile company into one of the leading automobile producers in the world (by the 1990s). It critically examines the circumstances that made BMW radically change the way it was handling 'innovation process management' at its automobile division. The case discusses in detail the various components of the new innovation process adopted by BMW and evaluates the effectiveness of these components. Benefits that accrued to the company, on account of the changed innovation process, in the backdrop of its changing strategic game plan, are also discussed.

Issues

Innovation management, Automobile industry and innovation.

Reference Numbers

ICMR BSTR 060
 ECCH 303-190-1
 Organization(s) BMW
 Countries Germany
 Industry Automobiles & Automotive
 Pub/Rev Date 2003
 Case Length 10 Pages
 TN Length N/A

RyanAir: The 'Southwest' of European Airlines

Abstract

Ryanair was one of the oldest and most successful low-cost airlines in Europe. Started in 1985 as an independent Irish airline, Ryanair expanded to become the biggest carrier on the London-Ireland route. By the late 1990s, it was the biggest low-cost airline in Europe. However, in 2002 rival easyJet overtook it to the top position. Ryanair's operations were based on the operational model of the most successful discounter of all time - the Dallas-based Southwest airlines. By early 2003, the low-cost airlines segment in Europe showed signs of consolidation. Ryanair and easyJet had emerged as the major players in the market. How the two airlines were positioned vis-à-vis each other also forms a part of the case.

Issues

Low cost airlines, market leadership, publicity and marketing, innovation.

Reference Numbers

ICMR	BSTR 059
ECCH	303-216-1
Organization(s)	Rynair
Countries	Europe
Industry	Airlines
Pub/Rev Date	2003
Case Length	9 Pages
TN Length	4 Pages

Starbucks' International Operations

Abstract

The case gives an overview of Starbucks' international operations. It explains why Starbucks had to expand outside the US, and the entry strategies it adopted in international markets. The case also discusses the various risks faced by Starbucks in international markets and the effect of these risks on its revenues in international markets. The case ends with the future prospects of Starbucks in international markets.

Issues

Entry into international markets; expansion; retailing.

Reference Numbers

ICMR	BSTR 058
ECCH	203-026-1
Organization(s) ... Starbucks' International	
Countries	USA
Industry	Food and Beverages
Pub/Rev Date	2003
Case Length	10 Pages
TN Length	4 Pages

EasyJet: The 'Easy' Way to Succeed

Abstract

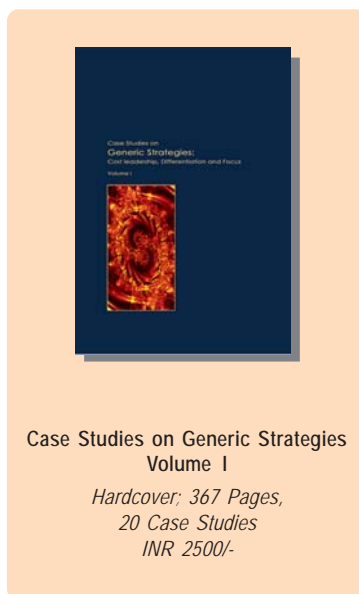
EasyJet is one of the most successful low-cost airlines in Europe. With the acquisition of Go, the low-cost subsidiary of British Airways in 2002, easyJet became the biggest low-cost airline in Europe, overtaking rival Ryanair to the top position. The case outlines the genesis of easyJet and the major events that occurred at the airline since its inception in 1995. It describes the operational policies adopted by the airline to support its strategy of becoming a cost leader, by cutting out unnecessary frills and non-value added services. The case also describes the marketing initiatives of the airline and some of the controversies it got involved in, because of its aggressive advertising.

Issues

Innovative business models; Low cost airlines; Aggressive advertising.

Reference Numbers

ICMR	BSTR 057
ECCH	303-193-1
Organization(s)	EasyJet
Countries	Europe
Industry	Airlines
Pub/Rev Date	2003
Case Length	17 Pages
TN Length	4 Pages



Kmart: Fall of a Retailing Giant

Abstract

The case details the journey of US-based retailing company Kmart from being an integral, successful part of the country's corporate history to bankruptcy in 2002. The company's origins and its evolution into a retailing giant over the decades have been traced. The reasons for its poor performance vis-à-vis rivals Wal-Mart and Target have also been explored. The case takes a look at the restructuring moves taken during CEO Conaway's tenure and examines the reasons for the failure of the same. The case also takes a look at Kmart's reorganization plans and its efforts to emerge from bankruptcy during 2002-03. Finally, the case discusses Kmart's future prospects in the light of its changed strategic game plan and the various problems that still persist.

Issues

Business failure; competition; positioning; operational efficiency.

Reference Numbers

ICMR	BSTR 056
ECCH	303-154-1
Organization(s) .. Kmart, Wal-Mart, Target	
Countries	USA
Industry	Retailing
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

Reviving Khadi in India

Abstract

The case, "Reviving Khadi in India" provides an overview of the importance of Khadi during the freedom movement, the problems it faced in the post independence era and the reasons for its declining share in the overall production of KVIC. The case specifically deals with the strategies adopted by KVIC to improve the sales of the fabric and its efforts to popularize Khadi as fashion fabric. The case gives insights into the restructuring activities undertaken by KVIC in order to face the challenges of globalization. KVIC's prospects to fully exploit the potential the fabric holds have also been explored.

Issues

The nature of competition faced by Khadi from the mill-made textiles and imported fabrics and the reasons for its declining sales.

Reference Numbers

ICMR	BSTR 055
ECCH	303-056-1
Organization(s) Government of India,	
	KVIC
Countries	India
Industry	SSI
Pub/Rev Date	2003
Case Length	8 Pages
TN Length	N/A

Vivendi Universal: In a Strategic Flux

Abstract

The case examines the problems faced by the French media giant Vivendi Universal (VU), which led the company to post the country's biggest ever corporate loss of \$25.6 billion in 2003. The case attempts to analyze how and why Jean Marie Messier's (VU's Chairman) ambitious plans to turn the water and waste management company into one of the world's largest media groups failed. The case also discusses the measures taken by Messier's successor Fournou to save the company from becoming bankrupt and to restore investor confidence.

Issues

Mergers and acquisitions, financial mismanagement, Diversification, Leadership.

Reference Numbers

ICMR	BSTR 054
ECCH	303-160-1
Organization(s)	Vivendi Universal
Countries	France
Industry	Media & Entertainment
Pub/Rev Date	2003
Case Length	16 Pages
TN Length	N/A

Timex in India

Abstract

The case examines the breakup of the joint venture (Timex Watches Ltd.) between Timex Corporation, a leading US fashion watch manufacturer, and Titan, a leading watch manufacturer in India. The reasons underlying the restructuring exercise undertaken by Timex after the JV was dismantled are explored in detail. The case examines Timex's restructuring at the level of strategy and product launch. Finally, the case explores the future of the company in the light of Timex's restructuring initiatives and increasing competition in the organized watch market.

Issues

Success and failure of joint ventures; Corporate restructuring.

Reference Numbers

ICMR	BSTR 053
ECCH	303-091-1
Organization(s)	TATA, Timex Corp., Titan Industries
Countries	India
Industry	Watches
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

Jollibee: Fast-Food, The Filipino Way

Abstract

The case examines the rapid growth of one of the most successful companies in the Philippines, the fast-food major, Jollibee Foods Corp. Detailed information has been given about the company's origins and the measures it took to establish itself in the initial years. Jollibee's strong focus on issues such as product development, operational excellence, customer service, marketing and

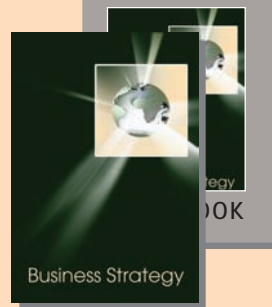
promotion, and social responsibility, and the leadership of Chairman Tony Tan Caktiong helped it become the market leader in the Filipino fast-food industry, beating all the multinational companies. The company's globalization strategies and its future prospects in the light of the new challenges it is facing in foreign markets are also discussed.

Issues

Clarity of vision; Mission; Differentiation; Becoming a multinational.

Reference Numbers

ICMR	BSTR 052
ECCH	303-149-1
Organization(s)	Jollibee, McDonald's
Countries	Philippines, USA
Industry	Fast Food
Pub/Rev Date	2003
Case Length	17 Pages
TN Length	N/A



Business Strategy
Paperback; 316 Pages
ISBN No: 81-7881-611-3
(Workbook also available)

FoodWorld: Pioneering Organized Food Retailing in India

Abstract

The case discusses the emergence and expansion of the food supermarket chain, FoodWorld (FW) in India during the 1990s and early 2000s, and traces its growth over the years. The strategies devised to establish FW have been examined in detail. The case discusses in depth the issues of store location, store design and promotional initiatives that were given special attention while establishing FW outlets. The case also talks about the rationale behind FW's 'private brand' initiative and briefly discusses how the company made use of information technology for achieving operational excellence. Finally, the case takes a look at the developments in the Indian food retailing industry and talks about FW's future prospects.

Issues

Store location; Store design; Merchandising; and IT in Retailing.

Reference Numbers

ICMR	BSTR 051
ECCH	303-058-1
Organization(s)	RPG Group
Countries	India
Industry	Food Retailing
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

Fiat Auto: The Italian Giant in Trouble

Abstract

The case examines the problems faced by the Italy-based Fiat Auto, the flagship company of the Fiat Group (Fiat). Fiat diversified into various related and unrelated businesses and expanded its operations across the world through the years. Some of these expansion and diversification moves were not successful and resulted in huge debts for the group. Fiat's financial crisis and its labor problems attracted government intervention, which further complicated matters for the group. The case examines how poor management, internal conflicts in the company and political intervention, brought a reputed company to a sorry state. The case also takes a look at Fiat's future prospects in light of increased competition and the measures being taken to restructure the company.

Issues

External environment and performance; Diversification; Failures in strategy.

Reference Numbers

ICMR	BSTR 050
ECCH	303-085-1
Organization(s)	Fiat Auto
Countries	Italy
Industry	Automobiles & Automotive
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

DoCoMo: The Japanese Wireless Telecom Leader

Abstract

The case examines the phenomenal growth of DoCoMo, a Japanese wireless telecom company, into Japan's largest company and the world's second largest wireless carrier

on account of its I-Mode service. It discusses in detail the highly successful business model followed by DoCoMo for I-Mode. The case examines the globalization strategy and the 3G initiatives of the company, which led it to financial problems during the early 2000s. The case also examines other problems the company faced during the period such as intensified competition and decreasing revenues on account of the saturation of Japan's cellular telephony market. It discusses the various initiatives undertaken by DoCoMo to retain its leadership in the market.

Issues

Market leadership; First mover advantage; Innovation; Japanese Telecom Industry.

Reference Numbers

ICMR BSTR 049
 ECCH 303-159-1
 Organization(s) DoCoMo
 Countries Japan
 Industry Telecommunication
 Pub/Rev Date 2003
 Case Length 16 Pages
 TN Length 6 Pages

Avis: Still Trying Harder!

Abstract

The case discusses the strategies adopted by the car rental company, Avis Rent A Car, to gain market share in the US and European car rental industries. It provides detailed background information about the company, tracing the continual changes in ownership over the decades. The case examines the marketing strategies undertaken by Avis, in particular its transformation of its runner up status into a marketing virtue, to become the market leader in Europe and attract an extremely loyal client base in the US. The case also takes a look at the various humanitarian programs launched by Avis over the years to support its marketing initiatives.

Issues

Excellence in operations; despite unstable ownership.

Reference Numbers

ICMR BSTR 048
 ECCH 303-158-1
 Organization(s) Avis, Hertz, Cendant
 Countries USA
 Industry Car Rental
 Pub/Rev Date 2003
 Case Length 15 Pages
 TN Length N/A

AOL Time Warner: A Merger Gone Wrong?

Abstract

The case discusses the problems that surfaced after the merger of AOL, one of the world's leading online service providers, with Time Warner, a leading media and communications company. It first examines the rationale for the merger in terms of the synergies expected from the combination of traditional and new media. The case then discusses the various problems faced by AOL Time Warner following the merger such as cultural clashes, financial crisis, and a business downturn. The case also discusses the restructuring initiatives taken by the company to set things right, and examines the future of AOL TW.

Issues

Mergers and acquisition; media companies; Internet companies.

Reference Numbers

ICMR BSTR 047
 ECCH 303-059-1
 Organization(s) AOL Time Warner
 Countries USA
 Industry Media, Internet & Entertainment
 Pub/Rev Date 2003
 Case Length 18 Pages
 TN Length N/A

Airbus: From Challenger to Leader

Abstract

The case study focuses on the growth of Airbus and it also covers extensively the competition in the aerospace industry. The case provides an account of the structure of the aerospace industry and the nature of competition in the industry. It explains how Airbus achieved a leadership position in the industry with market share increasing from 13% in 1995 to 57% in 2002. The case also provides information about the Airbus's A-380 aircraft and how the success of this model could provide a competitive advantage for Airbus.

Issues

Product development and competitive advantage.

Reference Numbers

ICMR BSTR 046
 ECCH 303-161-1
 Organization(s) Airbus
 Countries USA
 Industry Aerospace

Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length 4 Pages

JetBlue Airlines' Success Story

Abstract

The case describes the reasons for the success of JetBlue, a three-year-old, low-cost airline, operating in the USA. JetBlue was set up by David Neeleman, who earlier founded a very successful discount airline called Morris Air in Utah. He also helped found West Jet, another discount airline in Canada. Neeleman set up JetBlue in 2000 and modeled it on the lines of the well known 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 303-153-1
 Organization(s) JetBlue Airways
 Countries USA
 Industry Airlines
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length 5 Pages

McDonald's: No Longer the "Great American Meal"

Abstract

In the late 1990s and early 2000s, McDonald's, the leader in the fast food industry saw its performance deteriorating and in January 2003, announced its first quarterly loss since it went public in 1965. The case discusses the reasons for McDonald's' poor performance in the late 1990s and early 2000s. The case starts with a description of the growth of McDonald's over the years and the challenges it faced due to changes in the external environment. It then goes on to explain the reasons for the poor performance of McDonald's, which ultimately led to the resignation of CEO Greenberg and the re-entry of Cantalupo, who had vast previous experience with McDonald's, as the new CEO. The case also explains the changes initiated by Cantalupo to restore McDonald's to its past glory.

Issues

Coping with changes in business environment.

Reference Numbers

ICMR BSTR 044
 ECCH 303-150-1
 Organization(s) McDonalds
 Countries USA
 Industry Food Retailing
 Pub/Rev Date 2003
 Case Length 15 Pages
 TN Length N/A

Westside: The Indian Retailing Success Story

Abstract

This case examines the reasons behind the success of an Indian retailing major - Westside. It provides a detailed examination of the business model adopted by Westside and its merchandising policies in comparison to its competitors. The case also discusses Westside's store layout and its marketing strategies in detail.

Issues

The strategy behind the decision of retail stores to opt for store-owned brands, and its merits and demerits.

Reference Numbers

ICMR BSTR 043
 ECCH 503-099-1
 Organization(s) TATA, Westside
 Countries India
 Industry Retailing
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length 4 Pages

Linux: Gaining Ground

Abstract

The case discusses the open source movement and the evolution of Linux in early 1990s, which changed the computing world. The case focuses on the open source movement and the reasons why big companies like IBM, HP and Sun extended hardware support to Linux. The case also discusses the initial response of Microsoft towards Linux and the gradual change in response. The case ends with the prospects of Linux and problems that might crop up for Linux in the future.

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Issues

The background that led to emergence of the open source movement and its accelerating growth and acceptance by the industry.

Reference Numbers

ICMR BSTR 042
 ECCH 303-057-1
 Organization(s) IBM - Linux Technology Center, Microsoft
 Countries
 Industry Software
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A



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Branded Gold Jewellery in India

Abstract

The case, "Branded Gold Jewellery Market in India", gives an overview of the branded jewellery market and branded jewellery players in India. The case explains the shift in preference of Indian consumers from heavy jewellery to lightweight jewellery and the entry of branded jewellery players in the Indian market. The case also explains how the branded players are changing the perceptions and attitudes of Indian customers towards jewellery. The strategies adopted by branded players to increase their share in the jewellery market are also discussed.

Issues

Business strategies and branding in a commodity market.

Reference Numbers

ICMR BSTR 041
 ECCH 303-054-1
 Organization(s) Gill, Tanishq, Carbon, Oysterbay and Trendsmith
 Countries India
 Industry Jewellery
 Pub/Rev Date 2003
 Case Length 15 Pages
 TN Length N/A

ITC's Diversification Strategy

Abstract

The case, "ITC's Diversification Strategy" gives an overview of ITC's diversification into related and unrelated areas in recent years. The case presents an overview of the cigarette industry in India and gives a detailed account of the areas in which ITC has diversified. The competition that ITC is going to face in each of the segments it has diversified into is also explored.

Issues

Diversification strategies; synergies.

Reference Numbers

ICMR BSTR 040
 ECCH 303-021-1
 Organization(s) ITC
 Countries India
 Industry Diversified
 Pub/Rev Date 2003
 Case Length 16 Pages
 TN Length N/A

Advanced Micro Devices: Life Beyond Intel

Abstract

The case discusses the competition between Intel and AMD, the number one and two players respectively, in the global semiconductor industry. The war between the two companies in terms of product superiority, technology transfer issues, pricing strategies, marketing campaigns have been explored in detail. The case provides information on AMD's evolution over the years and traces the events that led to the two companies becoming bitter rivals from business partners. The launches of various microprocessor chips by the two companies, and their competitive moves have also been detailed. The case also briefly discusses the future prospects of the two companies, the industry as well as the consumers in the light of this intense competition.

Issues

High technology industries, economy of scale, price competition, intense rivalry.

Reference Numbers

<i>ICMR</i>	<i>BSTR 039</i>
<i>ECCH</i>	303-020-1
<i>Organization(s)</i>	<i>AMD, Intel</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Semiconductor</i>
<i>Pub/Rev Date</i>	2002
<i>Case Length</i>	13 Pages
<i>TN Length</i>	N/A

The MTV/Channel [V] Rivalry in India

Abstract

The case examines the rivalry between leading music television channels in India, MTV and Channel [V] during the late 1990s and early 2000. The reasons behind MTV exiting India, in the launch of Channel [V] and MTV's re-entry have been discussed. The reasons behind Channel [V]'s initial success that prompted a strategic shift in MTV's programming mix have been also detailed. The case explores the various measures undertaken by MTV that enabled it to become the market leader at the cost of Channel [V]. Finally, the restructuring efforts undertaken by Channel [V] to compete with MTV and the results have also been examined.

Issues

Competition between television channels; programming mix; brand building.

Reference Numbers

<i>ICMR</i>	<i>BSTR 038</i>
<i>ECCH</i>	303-019-1
<i>Organization(s)</i>	<i>Channel [V], Music Television (MTV)</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Media & Entertainment</i>
<i>Pub/Rev Date</i>	2003
<i>Case Length</i>	14 Pages
<i>TN Length</i>	N/A

The Kodak – Fuji Rivalry

Abstract

The case discusses the strategies adopted by Kodak and Fuji to gain global market share in the photographic film and paper industry. The case examines in detail the strategies adopted by Fuji in the US and Kodak in Japan. It explains how Fuji was successful in building a significant presence in the US while Kodak

failed to do so in Japan. The case also discusses the dispute and court battles between the two companies.

Issues

Entry and expansion strategies of MNCs in overseas markets.

Reference Numbers

<i>ICMR</i>	<i>BSTR 037</i>
<i>ECCH</i>	302-159-1
<i>Organization(s)</i>	<i>Eastman Kodak Company, Fuji Photo Film</i>
<i>Countries</i>	<i>USA, Japan</i>
<i>Industry</i>	<i>Photographic film and paper</i>
<i>Pub/Rev Date</i>	2002
<i>Case Length</i>	9 Pages
<i>TN Length</i>	3 Pages

Archies: The Way Indians Greet

Abstract

The case examines the growth of Archies, leader in the Indian social expression industry. It explores the company's franchising and marketing initiatives. The case also discusses the measures the company took to tackle meet the threat of new technologies i.e., e-greetings and SMS greetings. Finally, the case discusses the problems faced by the company due to a revamp of its distribution and retail operations. It also explores the future plans of the company in the light of the above developments.

Issues

Strategies in the greeting cards and retailing businesses.

Reference Numbers

<i>ICMR</i>	<i>BSTR 036</i>
<i>ECCH</i>	302-153-1
<i>Organization(s)</i>	<i>Archies Greetings & Gifts Ltd, Hallmark, CRY</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Greeting cards, Retailing</i>
<i>Pub/Rev Date</i>	2002
<i>Case Length</i>	12 Pages
<i>TN Length</i>	5 Pages

Cartoon Network: The Indian Experience

Abstract

The case examines the growth and evolution of Cartoon Network, the leader in the children's TV entertainment segment in India. The localization and brand building initiatives taken

by the channel are explored in detail. The case also discusses the measures taken by Cartoon Network to counter the threat posed by rival channels, Kermit and Nickelodeon. The case also discusses the various charges leveled against the channel by critics and explores its future prospects.

Issues

Cable television, cartoon channels, marketing a television channel in India.

Reference Numbers

<i>ICMR</i>	<i>BSTR 035</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>R</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Media & Entertainment</i>
<i>Pub/Rev Date</i>	2001
<i>Case Length</i>	7 Pages
<i>TN Length</i>	5 Pages

The Fall of Daewoo Motors

Abstract

The case examines the problems faced by South Korea-based Daewoo Motors, the flagship company of the Daewoo Group. Daewoo Motors expanded rapidly in several risky and uncertain markets by taking huge debts. The company offered its products at low prices and with huge discounts, thus further increasing its losses. The case also discusses how financial mismanagement by Daewoo's promoters and the Southeast Asian Financial Crisis in 1997-98 ultimately led to the company's bankruptcy. In early 2000, the South Korean government invited bids for the sale of Daewoo Motors. After two years of negotiations, Daewoo Motors was acquired by the US automaker General Motors.

Issues

Role of culture, ethics and corporate governance in the survival of large companies.

Reference Numbers

<i>ICMR</i>	<i>BSTR 034</i>
<i>ECCH</i>	302-151-1
<i>Organization(s)</i>	<i>Daewoo Motors</i>
<i>Countries</i>	<i>South Korea</i>
<i>Industry</i>	<i>Automobile & Automotive</i>
<i>Pub/Rev Date</i>	2002
<i>Case Length</i>	12 Pages
<i>TN Length</i>	4 Pages

"There is always a better strategy than the one you have, you just haven't thought of it yet."

– Sir Brian Pitman

The NIIT Story

Abstract

The case explores the reasons behind the success of the Indian IT education major, NIIT. The company's efforts in building the Indian IT education market and its own brand equity are discussed in detail. The case also takes a look at the strategy adopted by the company for improving its performance during the slowdown in the IT industry.

Issues

Franchising, IT education/training industry in India.

Reference Numbers

ICMR	BSTR 033
ECCH	302-160-1
Organization(s)	NIIT
Countries	India
Industry	IETS
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	4 Pages



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The Resurgence of Radio in India

Abstract

The case examines the entry of private players in the FM radio market in India in the early 21st century. It discusses in detail the growth and decline of the radio industry in India. The case explores the reasons for the downfall of radio as a medium of communication and entertainment during the 1990s and discusses the future of radio broadcasting in the country in view of the entry of private players into the FM segment of the industry.

Issues

Indian radio industry, revival of an industry, entry of private players.

Reference Numbers

ICMR	BSTR 032
ECCH	302-161-1
Organization(s) ..	Entertainment Network, India FM Radio, Vertex Broadcasting, Radio Today, Sun TV
Countries	India
Industry	Media and Entertainment
Pub/Rev Date	2002
Case Length	12 Pages
TN Length	5 Pages

Reviving Iridium

Abstract

The case discusses the problems faced by Iridium after the launch of its mobile satellite services. These problems landed the company in deep financial trouble, which led Iridium to file for Chapter 11 bankruptcy protection in the US Bankruptcy Court. The case also talks about Dan Colussy's strategies to resurrect the company.

Issues

Telecommunications, product launches and failures.

Reference Numbers

ICMR	BSTR 031
ECCH	302-157-1
Organization(s)	Iridium LLC
Countries	USA
Industry	Telecommunication
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	5 Pages

Electric Car Reva

Abstract

The case discusses the launch of the first electric car in India - Reva, by the Bangalore-based Reva Electric Car Company. The case discusses the Indian passenger car industry and the steps taken by the Government of India as well as the major players in the global automobile industry to reduce automobile pollution. The case also explains how electric vehicles can help reduce automobile pollution and discusses the future of EVs, particularly Reva, in India.

Issues

Alternative fuel vehicles, new product launches.

Reference Numbers

ICMR	BSTR 030
ECCH	302-155-1
Organization(s)	Reva Electric Car Company
Countries	India
Industry	Automobile & Automotive
Pub/Rev Date	2002
Case Length	8 Pages
TN Length	4 Pages

The Maruti – Suzuki Conflict

Abstract

The case gives detailed insight into the disputes between Suzuki Motor and the Government of India (GoI), joint venture partners in Maruti Udyog Limited (MUL), an automobile giant in India. Covering the expansion plan, appointment of Bhaskarudu as the managing director and the disinvestment of MUL, it describes in-depth the disputes between the partners.

Issues

Disinvestment of government owned companies; problems in joint ventures.

Reference Numbers

ICMR	BSTR 029
ECCH	202-021-1
Organization(s)	Maruti Udyog Limited, Suzuki Motor Corporation.
Countries	India
Industry	Automobile & Automotive
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	6 Pages

The HP – Compaq Merger

Abstract

The case discusses the problems faced by the proposed merger between HP and Compaq. The case details the opposition to the merger and also discusses how the merged entity would compare with its major competitors, IBM and Dell Computers.

Issues

Mergers, IT industry structure, governance issues in mergers.

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Reference Numbers

ICMR	BSTR 027
ECCH	302-085-1
Organization(s)	TVS Suzuki
Countries	India
Industry	Automobile & Automotive
Pub/Rev Date	2002
Case Length	12 Pages
TN Length	5 Pages

Flooding the Indian Motorcycle Market

Abstract

The case explores reasons for the increased rush of motorcycle launches in the late 1990s in the Indian market. It discusses in detail, the growth of the two-wheeler market, the demand shift from scooters to motorcycles and the issue of sustainability of this high growth.

Issues

Industry structure; entry of MNCs in LDC markets; product launches.

Reference Numbers

ICMR	BSTR 026
ECCH	202-022-1
Organization(s)	Hero Honda, TVS
Countries	India
Industry	Automobile & Automotive
Pub/Rev Date	2002
Case Length	8 Pages
TN Length	5 Pages

Yahoo! in Trouble

Abstract

The case study 'Yahoo! in Trouble' discusses the problems faced by one of the most successful Internet companies in the world. The case discusses the mistakes Yahoo made and how they eventually led to a reshuffling of the top management.

Issues

Internet portals; dotcoms; revenue models of dotcoms.

Reference Numbers

ICMR	BSTR 025
ECCH	302-084-1
Organization(s)	Yahoo
Countries	US
Industry	IT
Pub/Rev Date	2002
Case Length	8 Pages
TN Length	4 Pages

DS Group's Entry into Food and Beverages Sector

Abstract

The case describes the diversification strategy of DS Group into the food and beverages market. The Delhi-based DS Group was a market leader in tobacco-based products like gutka, zarda and pan masalas. It entered the food market with its innovative Catch salt and peppershakers in the late 1980s. By mid 1990s, these products were quite a success in the premium segment. Soon, the DS Group established a subsidiary DS Foods. The Catch brand was extended to spices and natural spring water. DS Foods also launched the branded mouth freshener Pass Pass. DS Foods adopted aggressive marketing and promotional strategies for its products, including in-movie placements.

Issues

Strategies in the food and beverage business.

Reference Numbers

ICMR	BSTR 024
ECCH	302-154-1
Organization(s)	DS Foods
Countries	India
Industry	Foods, Beverages
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	4 Pages

Leaving India: The Peugeot Story

Abstract

The case explores the reasons for the poor performance, and the eventual exit of the French automobile company Peugeot from India. It discusses various problems faced by Peugeot and Premier Automobiles Ltd. (PAL), their joint venture partners, in their formative years. It played a major role in the joint venture company's failure and its eventual closure.

Issues

Indian passenger car market; joint ventures; problems in JVs.

Reference Numbers

ICMR	BSTR 023
ECCH	302-088-1
Organization(s)	Peugeot Premier Automobiles Ltd
Countries	India
Industry	Automobile & Automotive
Pub/Rev Date	2002
Case Length	8 Pages
TN Length	4 Pages

Jet Airways Story

Abstract

The case gives an overview of Jet Airways' success in the domestic airlines industry. It talks about the performance of Jet Airways since its formation in 1992. Over the years, Jet Airways improved its market share significantly from 6.6% in 1993-94 to 42% in 2000-01. It was because of its superior customer service that Jet Airways had become the most popular airline in India. The case makes a point about the strategy adopted by Jet Airways. The case also highlights the fact that Jet Airways was virtually the only private player in the aviation industry. It did not face any competition from the other private player-Sahara Airlines. With more private players planning to enter the Indian sky, Jet Airways has to gear up for competition ahead.

Issues

Private airlines in India, competition between private and government airlines.

Reference Numbers

ICMR	BSTR 022
ECCH	302-158-1
Organization(s)	Jet Airways
Countries	India
Industry	Airlines
Pub/Rev Date	2002
Case Length	8 Pages
TN Length	4 Pages

Hindustan Motors' Struggle for Survival

Abstract

The case explores the reasons behind Hindustan Motors' poor performance after the liberalization of the Indian automobile industry. It examines in detail the company's efforts to turn around and make its brands successful.

Issues

Product development failures, human resources problems and company performance.

Reference Numbers

ICMR	BSTR 021
ECCH	302-156-1
Organization(s)	Hindustan Motors
Countries	India
Industry	Automobiles and Automotive
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	4 Pages

Fiat's Indian Journey

Abstract

The case explores reasons for the poor performance of the Italian automobile company Fiat in India. It examines in detail the company's efforts to make its Uno and Siena cars a success. The case also takes a look at the changes made by the company for ensuring the success of its new car, the Palio, launched in September 2001. The case is so structured as to enable students to understand how certain mistakes on the marketing, product development and the strategic alliance fronts resulted in Fiat's poor performance over the years in the Indian car market.

Issues

Entry of automobile multinationals into India, product failures, problems in JVs.

Reference Numbers

ICMR BSTR 020
 ECCH 302-043-1
 Organization(s) Fiat India Limited,
 Premier Automobiles
 Countries India
 Industry Automobile & Automotive
 Pub/Rev Date 2002
 Case Length 7 Pages
 TN Length 5 Pages

Air India: The Virgin Airways Saga

Abstract

The case deals with the code sharing agreement between Air India and Virgin Airways, the second biggest airline in the UK after British Airways. The arrangement was considered to be a significant development for the ailing Air India. Under the arrangement, Virgin Airways was to fly three flights a week on the Delhi-London route. In July 2000, Virgin Airways started off with two flights a week. It was to start the third flight from October 2000. However, until late 2001, Virgin Airways was not allowed to fly a third flight. With the global aviation downturn in 2001, Virgin Airways was finding it difficult to sustain itself with two flights a week. It threatened to exit from India, if it was not allowed to fly the third flight.

Issues

Code sharing agreements between airlines, strategic alliances.

Reference Numbers

ICMR BSTR 019
 ECCH
 Organization(s) Air India &
 Virgin Airways
 Countries India

Industry Cement
 Pub/Rev Date 2001
 Case Length 7 Pages
 TN Length 5 Pages

Modern Foods: Disinvestment and After

Abstract

The case gives an overview of the disinvestment of Modern Foods (India) Limited (MFIL) by the Government of India (GoI) and turnaround strategy formulated by the Hindustan Lever Limited (HLL) for MFIL. When HLL took over MFIL, it was believed that MFIL would perform better under the HLL's management. However, after being sold to HLL, and accumulated losses mounted to Rs.470 million and wiped off MFIL's equity of Rs. 330 million, it was referred to the Bureau of Industrial Finance and Reconstruction (BIFR). The case discusses the various steps taken by HLL management for turning around the company. It also gives an insight into the disinvestment process and throws light on the reasons why the GoI was not able to hasten the process that was initiated in the early 1990s.

Issues

Performance of public sector firms, divestment, hurdles to divestment.

Reference Numbers

ICMR BSTR 018
 ECCH 302-087-1
 Organization(s) HLL, Modern Foods
 Countries India
 Industry Food, Beverages
 Pub/Rev Date 2002
 Case Length 12 Pages
 TN Length 4 Pages

The Tamilnadu Mercantile Bank Story

Abstract

The case 'The Tamilnadu Mercantile Bank Story' provides insights into the tussle for control over Tamilnadu Mercantile Bank. It explores the takeover dispute between the bank's promoters (the Nadar community) and the corporate forces of the Essar Group and Sterling Computers.

Issues

Inter-community rivalries and takeovers; regulatory lapses.

Reference Numbers

ICMR BSTR 017
 ECCH 202-020-1
 Organization(s) Tamilnadu Mercantile
 Bank
 Countries India
 Industry Banking and Finance
 Pub/Rev Date 2002
 Case Length 5 Pages
 TN Length 4 Pages

Hindustan Times vs. Times of India

Abstract

The case discusses the fierce competition in Delhi and northern India between two major publishing houses - Hindustan Times and Times of India. The case focuses on the aggressive pricing strategies adopted by the companies to counter each other. However, to gain a bigger share, Hindustan Times' vice chairperson Shobhana Bhartia chalked out a restructuring plan with an investment of Rs 4 billion. The case discusses in detail, the restructuring plan.

Issues

Competition between media groups; restructuring plans.

Reference Numbers

ICMR BSTR 016
 ECCH 302-046-1
 Organization(s) Hindustan Times,
 Times of India
 Countries India
 Industry Media, Entertainment
 and Information
 Pub/Rev Date 2002
 Case Length 8 Pages
 TN Length 4 Pages

The Hotel Corporation of India Story

Abstract

The case provides insights into the dismal performance of HCl. 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 HCl's poor performance.

Issues

Performance of public sector firms; divestment; hurdles to divestment.

Reference Numbers

ICMR	BSTR 015
ECCH	302-047-1
Organization(s)	Hotel Corporation of India
Countries	India
Industry	Hospitality
Pub/Rev Date	2002
Case Length	6 Pages
TN Length	4 Pages

Rethinking Domino's Expansion Plans

Abstract

The case discusses what went wrong with Dominos Pizza India's overambitious expansion plan. CEO Pavan Bhatia's personal agenda was to make Dominos the biggest fast food chain in India. Bhatia was allowed by co-chairman Hari Bhatia to pursue the expansion despite warnings from within the company. However, the plans went awry and Bhatia took charge after the exit of Pavan Bhatia.

Issues

Expansion strategies.

Reference Numbers

ICMR	BSTR 014
ECCH	302-006-1
Organization(s)	Dominos Pizza India
Countries	India
Industry	Food, Beverages
Pub/Rev Date	2002
Case Length	6 Pages
TN Length	4 Pages

Dr. Reddy's New Corporate Identity

Abstract

The case gives an overview of the new corporate identity of Dr. Reddy's Laboratories (DRL), unveiled in April 2001. DRL restructured its corporate identity mainly because of the merger of DRL with American Remedies Ltd. and Cheminor Drugs Ltd., and the subsequent listing of DRL on NYSE. The new corporate identity also attempted to distinguish the founder Dr. Reddy, from the brand Dr. Reddy.

Issues

Corporate identity; differentiation of founder from company; Indian Pharma Industry.

Reference Numbers

ICMR	BSTR 013
ECCH	302-042-1

Organization(s)	Dr. Reddy Labs, American Remedies Ltd, Cheminor Drugs Ltd.
Countries	India
Industry	Healthcare & Pharmaceuticals
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	4 Pages

Doordarshan's Problems

Abstract

In the mid 1990s, a number of private cable TV channels were launched in India. With their sleek presentation and innovative programming, they were surging ahead of Doordarshan (DD) in terms of both revenue and viewership. Due to the poor management at Doordarshan, transmission quality and program content were deteriorating. Viewers began to switch to private channels, which were better at catering to their tastes and needs.

Issues

Private television channels and cable TV in India.

Reference Numbers

ICMR	BSTR 012
ECCH	202-004-1
Organization(s)	Doordarshan
Countries	India
Industry	Media, Entertainment & Information
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	4 Pages

Onjus: Squeezed Out

Abstract

The case focuses on the short-lived success of the Onjus brand of orange juice from Enkay Texofood Ltd. Onjus was an instant hit thanks to the promotional strategies of the company. Meanwhile, the company faced various problems arising from the MRTPC inquiry, the Fis and its loss-making textile-division. These problems resulted in the shut down of its businesses and the subsequent decline in popularity of the Onjus brand.

Issues

Brand management; branding strategies.

Reference Numbers

ICMR	BSTR 011
ECCH	302-004-1
Organization(s)	Enkay Texofood Ltd
Countries	India

Industry	Food and Beverages
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	5 Pages

Rediff: Will it Survive the Dotcom Bust?

Abstract

The case deals with the strategy adopted by Rediff to be a successful dotcom company. In the early 2000, when most of the dotcoms shut shop, Rediff was chalking out a new business model to increase its revenues. Rediff realized that revenues from advertising were going down because of the market slowdown. Therefore, it had to look for alternative sources of revenue. Rediff targeted the lucrative NRI segment in the US. Under the new business model, Rediff hoped to generate 75% of its revenue from the NRIs.

Issues

Strategies of dotcoms; alternative revenue sources.

Reference Numbers

ICMR	BSTR 010
ECCH	302-050-1
Organization(s)	Rediff
Countries	India
Industry	Media and Entertainment
Pub/Rev Date	2002
Case Length	6 Pages
TN Length	4 Pages

Daimler-Chrysler Merger: A Cultural Mismatch?

Abstract

The case 'Daimler: Chrysler Merger – A Cultural Mismatch?' gives an overview of the merger between Daimler-Benz of Germany and Chrysler Corp. of the US. The case focuses on the various problems faced by the merged entity. It also explores the reasons for DCX's failure to realize the synergies identified prior to the merger. It examines the different culture and management styles of the companies that were primarily responsible for this failure.

Issues

Cross-cultural mergers.

Reference Numbers

ICMR	BSTR 009
ECCH	301-231-1
Organization(s)	Daimler Benz, Chrysler Corporation
Countries	North America, Europe
Industry	Automobile & Automotive
Pub/Rev Date	2001
Case Length	6 Pages
TN Length	4 Pages

The Escorts: Yamaha Motors Breakup

Abstract

The case traces the various developments from the time the joint venture took place till the breakup in 2000. In 1995, Escorts and Yamaha Motors formed a 50:50 joint venture (EYML). From 1995 to early 2000, EYML took several steps to become the number one player in India's two-wheeler market. However, in mid 2000, Escorts divested 24% equity to Yamaha Motors and as a result, Yamaha Motors became a majority stakeholder in the venture (74:26). In May 2001, Escorts sold its remaining 26% equity, thus exiting from the joint venture.

Issues

Diversification into unrelated businesses; problems in joint ventures.

Reference Numbers

ICMR	BSTR 008
ECCH	202-013-1
Organization(s)	Escorts, Yamaha Motors
Countries	India
Industry	Automobile & Automotive
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	6 Pages

Balaji Telefilms: Success Story

Abstract

Balaji Telefilms Ltd, a public-listed media software production company, helped to bring about the transformation of the Indian television industry. The case explores the factors that led to the company's success, and examines the strategic vision of Ekta Kapoor, the creative genius behind the company.

Issues

Strategic vision; Indian television industry; TV programming mix.

Reference Numbers

ICMR	BSTR 007
ECCH	302-005-1
Organization(s)	Balaji Telefilms Ltd
Countries	India
Industry	Media, Entertainment & Information
Pub/Rev Date	2002
Case Length	5 Pages
TN Length	4 Pages

The LML: Piaggio Break-Up

Abstract

The case focuses on the break up of the joint venture agreement between LML Ltd., and the Italian automobile major, Piaggio. The case deals with the various developments that led to the break-up, and claims and counter-claims made by LML and Piaggio. After a year long bitter dispute with petitions pending in the ICA, CLB, and the Kanpur Civil Court, the companies finally opted for a 'good-faith out of court' settlement in November 1999.

Issues

Influence of external and internal environments in the Joint venture; Personal relationships influence on the venture.

Reference Numbers

ICMR	BSTR 006
ECCH	202-015-1
Organization(s)	LML, Piaggio
Countries	India
Industry	Automobile & Automotive
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	5 Pages

Crossroads: Retailing Lessons

Abstract

The case focuses on the various problems faced by India's first shopping mall, Crossroads. The case describes the initial success enjoyed by the mall and the problems it faced later. It gives an overview of the developments that took place after the mall management decided to restrict entry on weekend. The case also mentions how Crossroads tried to deal with the situation. It also refers to Crossroad's plans to start a mall for the mass to middle segment.

Issues

Concept of Shoppertainment, restructuring plans, strategies for shopping malls.

Reference Numbers

ICMR	BSTR 005
ECCH	302-041-1
Organization(s)	Crossroads, Piramal Enterprises
Countries	India
Industry	Retailing
Pub/Rev Date	2002
Case Length	5 Pages
TN Length	4 Pages

The Failure of Zee's *Sawaal Dus Crore Ka*

Abstract

The case 'Failure of Zee's Sawaal Dus Crore ka' deals with the programming strategies followed by two rival satellite television channels, Zee TV and Star Plus, in the Indian market. The success of Star Plus' pioneering gameshow effort 'Kaun Banega Crorepati' (KBC) forced rival Zee TV to come up with its own gameshow 'Sawaal Dus Crore Ka' (SDCK). The case examines in detail the mistakes committed by Zee TV, which eventually led to the failure of SDCK.

Issues

TV Programming Strategies; Indian Satellite Television Market.

Reference Numbers

ICMR	BSTR 004
ECCH	301-212-1
Organization(s)	Zee TV, Star TV
Countries	India
Industry	Media and Entertainment
Pub/Rev Date	2001
Case Length	6 Pages
TN Length	4 Pages

Kinetic Honda: The Break-up

Abstract

The case study examines in detail the causes for the break up of the Kinetic Honda joint venture. The case also throws light on the post break-up strategies of the two companies. The case is so developed as to give students an insight into the causes that led to Kinetic and Honda parting ways. It gives them an idea of the complexities involved in managing a joint venture and of the strategic implications of a 'not-so-good' relationship between partners.

Issues

Break-up of joint ventures, post break up strategies of joint venture partners.

Reference Numbers

ICMR	BSTR 003
ECCH	302-048-1
Organization(s)	Kinetic Motor Limited, Honda Motors Ltd.
Countries	India
Industry	Automobile & Automotive
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	5 Pages

The Story of the Cellular Phone Brand Orange

Abstract

The case gives an overview of the issues concerning the ownership of the 'Orange' brand in India. It outlines the rise and the subsequent problems confronted by the rights holder of the 'Orange' brand, Hutchison. In February 2000, Hutchison Max introduced its Orange brand in India. In May 2000, France Telecom purchased the worldwide rights for the brand from Vodafone. However, Hutchison, through an earlier agreement had retained the rights over the brand in India. Hutchison had to pay royalty to France Telecom. After taking over the brand, France Telecom wanted to own the brand in India and made an offer to pick up a significant stake in Hutchison's India operations. But this was turned down by Hutchison.

Issues

Brand Licensing.

Reference Numbers

ICMR	BSTR 002
ECCH	301-176-1
Organization(s) ..	Hutchison Telecom, BPL
Countries	India
Industry	Telecommunications
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



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BP's Continuing Safety Problems: The Gulf of Mexico Crisis

Abstract

This case is about the Gulf of Mexico oil spill and the continuing safety problems at BP, one of the largest oil and gas producers in the world. The British oil giant with a history of repeated safety violations was held responsible for the oil spill in the Gulf of Mexico. The spill was caused by an explosion aboard an offshore drilling rig leased by BP. Eleven workers were feared dead and fifteen injured in the explosion. After the explosion, the rig sank 5,000 feet to the ocean floor and since then at least 210,000 gallons of oil a day had been leaking into the Gulf. The case describes in detail the consequences of the oil spill, considered to be the worst ever environmental catastrophe in US history caused by an industrial disaster. According to experts, the oil spill would adversely impact the environment as well as human and marine life in the Gulf region.

The case highlights the ethical issues involved in the disaster and examines BP's response to it. Though the company accepted responsibility for the explosion and was making efforts to manage the oil spill, it remained largely unsuccessful in plugging the leak. As efforts to contain the spill continued, critics alleged that BP had put profits before safety and developed an "unhealthy corporate culture" where cost-cutting was given more priority than the safety of the workers.

Issues

Study the factors that led to the Gulf of Mexico oil spill.

Analyze the responsibilities of BP in the event of the spill.

Understand the importance of the safety culture and process safety management.

Understand the effects of the oil spill on the company in particular and the oil industry in general.

Examine the approach adopted by BP in managing the spill.

Reference Numbers

ICMR	BECG 116
ECCH	710-029-1
Organization(s)	BP
Countries	US
Industry	Petroleum
Pub/Rev Date	2010
Case Length	19 Pages
TN Length	5 Pages

www.icmrindia.org

Bhopal Gas Tragedy: Revisited after Twenty-five Years

Abstract

December 3, 2009, marked the 25th anniversary of the world's worst ever industrial disaster — the gas leak that occurred at Union Carbide India Ltd's (UCIL) pesticide plant in Bhopal (Madhya Pradesh, India). The tragedy that instantly killed more than 3,000 people and left thousands injured and affected for life, occurred when water entered Methyl Isocyanate (MIC) storage tank No. 610 of the plant on December 3, 1984. MIC is one of the deadliest gases produced in the chemical industry and is known to react violently when it comes into contact with water or metal dust. Though the plant was closed down soon, the after-effects of the accident left an estimated 25,000 people dead and around 600,000 people affected due to gas-related disorders. What compounded the tragedy was that the victims failed to get adequate compensation and the generation that followed continued to suffer from health complications. However, the multinational corporation responsible for the disaster still continued to evade responsibility.

The US-based Union Carbide Corporation (UCC), the parent company of UCIL, stuck to its outrageous argument that the incident had occurred due to an act of sabotage by a disgruntled worker. It, however, failed to name the worker. It downplayed the health effects of MIC and discredited the victims and activists fighting for justice. It tried to evade responsibility by shifting the blame on to the Indian subsidiary and the Indian government. UCC claimed that it did not have any say in the operations of its subsidiary. The company engaged in lengthy litigation which led to a delay in compensation being provided to the victims. Even the people who obtained a paltry amount years later, as UCC agreed to pay US\$ 470 million, had to continue residing in the surroundings of the plant that had not been cleaned up, exposed to the toxic environment. Contrary to UCC's assertion, independent experts believed that the disaster had occurred due to negligent management practices and that corporate greed had played a role in this. They also did not buy UCC's argument that the company did not have operational control over its Indian subsidiary.

In 2001, UCC tried to enter into oblivion by merging with the US-based Dow Chemical Company (Dow). After the merger, Dow too refused to take responsibility for the incident, arguing that it had never operated the plant at Bhopal and that it had insulated itself from UCC's Bhopal liabilities by virtue of how it had structured the acquisition. Not only did it contend that the compensation claim had been already settled by UCC much before it had

acquired the company, but it also continued to lobby the Indian government to resolve the issue once and for all in its favor. The Indian government too came in for criticism as it was viewed as siding with the rich multinationals, more concerned about a backlash from foreign investors who had become more important players in the Indian economy following liberalization.

A quarter of a century later, toxic chemicals lay in the vicinity and children who played near the site and livestock grazing on the ground were fully exposed to it. In addition to the surroundings, the walls of the plant and the roof remained covered with toxic materials which far exceeded safety standards. Moreover, sacks of chemicals and pesticides lay scattered around the abandoned factory in a state of decomposition. The survivors residing near the plant continued to depend on groundwater sources that were highly contaminated as the heavy metals and solvents had seeped into the ground after rainfall. Survivors and their next generation continued to suffer from a number of ailments and cancers. Children were still being born with birth defects and there was an unusually high incidence of mental handicap and other ailments.

Critics felt that the situation in Bhopal only went to show how multinational corporations had amassed disproportionate power and influence in the global stage and showed contemporary capitalism at its worst. The fact that UCC and then Dow had been able to evade the real costs of compensation and clean-up, was viewed by critics as an example of the power and impunity enjoyed by multinational corporations. The victims' struggle against UCC, and then Dow, were recognized as the world's longest running struggle against corporate excesses. Experts felt that the outcome of this struggle would have huge implications for globalization. And as such, the incident at Bhopal was not just an industrial disaster from the past century, but a very important issue of the new millennium of people's right, government responsibility, and corporate accountability.

Issues

Analyze and understand the world's worst industrial disaster, its reasons, and consequences (both short-term and long-term), and why it is relevant even today.

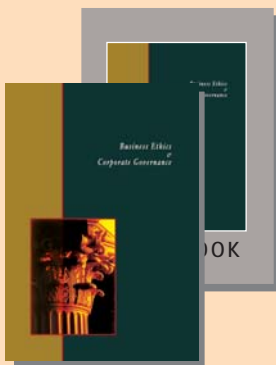
Discuss and debate the stance taken by the multinational corporation, host government, and other stakeholders following the disaster.

Understand why this tragedy and the outcome reflect the dark side of contemporary capitalism.

Understand the transnational aspects of the ethical debate and how multinational corporations can be held accountable for its malpractices in a country other than its origin.

Reference Numbers

ICMR	BECG 115
ECCH	710-020-1
Organization(s)	Union Carbide Corporation; Dow Chemicals Company
Countries	India
Industry	Chemicals
Pub/Rev Date	2010
Case Length	34 Pages
TN Length	17 Pages

**Business Ethics & Corporate Governance**

Paperback: 304 Pages,
ISBN No: 81-7881-677-6
(Workbook also available)

Environmental Sustainability Initiatives at Ford Motor Company**Abstract**

The case examines the environmental sustainability initiatives at the US based Ford Motor Company (Ford). Founded in 1903, Ford was the fourth-largest automaker in the world based on the number of vehicles sold in the year 2009. Since the early 1990s, the company had started taking efforts to reduce the impact of its operations on the environment. The company established targets to achieve reduction in the usage of energy, water and Green House Gas (GHG) emissions. It also pledged to invest in developing environmentally friendly vehicle technologies including hybrids, diesels, bio-diesels, advanced engines, etc. However, in spite of its environmental initiatives, Ford attracted criticisms. Environmentalists criticized the company for not taking enough measures to reduce carbon dioxide (CO₂) emissions from its operations. The case also details other criticisms against the company.

Issues

Understand the environmental policy of Ford. Learn about the initiatives taken by Ford to address issues concerning environment in its operations.

Analyze the nature of criticism against Ford's environmental sustainability efforts.

Reference Numbers

ICMR	BECG 114
ECCH	710-014-1
Organization(s)	Ford Motor Company
Countries	US
Industry	Automobile
Pub/Rev Date	2010
Case Length	16 Pages
TN Length	4 Pages

The Coca-Cola - Honest Tea Deal: Promoting Sustainability or Corporate Greenwashing?**Abstract**

US-based Honest Tea Inc. (Honest Tea) was founded by Seth Goldman and Barry Nalebuff in 1998, as all natural, bottled iced tea company. From natural tea, Honest Tea went on to sell organic tea in 1999. Since its inception, social responsibility and environmental sustainability were of prime importance to Honest Tea and were a part of the company's identity and purpose. Honest Tea partnered with local communities to procure organic ingredients. As Honest Tea procured fair trade products, the workers on the farms benefited as they were provided with better wages and working conditions.

In a span of ten years, Honest Tea's revenue growth witnessed a CAGR of 66%. The company's revenues reached US\$ 38 million by 2008 from US\$ 250,000 in 1998. In February 2008, the Coca-Cola Company acquired an equity stake of 40% in Honest Tea. The agreement between the companies stated that Coca-Cola can acquire the remaining stake after three years. Seth Goldman maintained that Coca-Cola's acquisition of the stake would benefit Honest Tea, as it would strengthen the company's distribution capabilities.

However, customers who lent their support to Honest Tea over the years were not happy with this deal. They said that Honest Tea was selling out to Coca-Cola, which had a history of environmental and labor abuses in some of its international markets. Some of the industry experts were of the view that Coca-Cola may discontinue Honest Tea's sustainable business practices.

Issues

Understand sustainability as a corporate strategy with reference to the incorporation and operations of Honest Tea.

Understand the challenges faced by start-ups that adopt sustainable practices and the ways to overcome these challenges.

Evaluate the methods by which companies can practice sustainability management and gain competitive advantage.

Appreciate the emerging trend among the companies to assume responsibility towards the environment and society.

Analyze the trend of multinational corporations acquiring a stake in companies involved in mission driven businesses and the consequences thereof.

Reference Numbers

ICMR	BECG 113
ECCH	710-015-1
Organization(s)	Honest Tea, Coca-Cola Company
Countries	US
Industry	Non-carbonated Beverages
Pub/Rev Date	2010
Case Length	22 Pages
TN Length	12 Pages

Apple's Mystique: The Dark Side**Abstract**

Over the years, the US-based technology giant Apple Inc. (Apple) have earned the reputation for its innovative products and for its ability to create a huge amount of hype surrounding its new product launches. Experts felt that its success was, in part, due to the mystique surrounding Apple and its products which has been created by the company by maintaining a veil of secrecy. So much so, that secrecy has become one of the key elements of Apple's corporate culture. Critics contend that this aspect of Apple's culture also has a dark side. Apple imposed harsh sanctions on employees who violated rules by sharing information. Due to its obsession with secrecy, Apple sued bloggers, online journalists and former employees for disclosing confidential details about upcoming products. In 2009, the company also attracted criticism for failing to disclose vital information regarding CEO Steve Jobs' health to its shareholders. Some critics opined that this strict insistence on absolute secrecy was robbing Apple of its humanity and has also become morally and ethically untenable.

Issues

Study how Apple maintained a culture of secrecy at the company.

Understand why this culture of secrecy maintained at Apple, which supposedly gave Apple a competitive edge, have also attracted criticism for the company.

Discuss whether the Apple's actions were ethical.

Discuss whether there should be a change in the company's policy in this regard.

Reference Numbers

<i>ICMR</i>	<i>BECG 112</i>
<i>ECCH</i>	710-013-1
<i>Organization(s)</i>	<i>Apple Inc</i>
<i>Countries</i>	<i>US / Global</i>
<i>Industry</i>	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i>	2010
<i>Case Length</i>	22 Pages
<i>TN Length</i>	12 Pages

Nike 'Considered' - An Environmental Sustainability Initiative

Abstract

US based Nike, the world's leading athletic footwear company, launched an eco-friendly shoe in 2005 under a newly created product line called 'Considered.' The launch of 'Considered' product line was one of the major and innovative environmental friendly initiatives of Nike. The company had been making efforts to reduce its environmental footprint since the early 1990s. It took several steps like phasing out sulfur hexafluoride, recycling shoes and manufacturing waste to design sports surfaces and working along with several NGOs to reduce its environmental impact.

Nike 'Considered' is an innovative concept where designers were encouraged to design shoes using less amounts of harmful adhesives and more of recycled material. The concept was further extended to be used in apparel and sports equipment that the company produced. Nike had developed an index called 'Considered Index' using which Nike's designers could get a ranking based on the environmental friendliness during the design phase before they went for commercial production. Nike aimed at making its own facilities and business travel climate neutral by 2011. It had set a target of making all its footwear meet the minimum standard of 'Considered Index' by 2011, its apparel by 2015, and sports equipment by 2020.

Issues

Study the efforts taken by Nike to reduce its environmental footprint.

Examine various ways to minimize the environmental impact of its operations by a multinational corporation.

Analyze the efficacy of Nike's 'Considered' footwear index scoring system.

Study Nike's environmental goals and analyze the results.

"A market is never saturated with a good product, but it is very quickly saturated with a bad one."

– Henry Ford

Reference Numbers

<i>ICMR</i>	<i>BECG 111</i>
<i>ECCH</i>	710-016-1
<i>Organization(s)</i>	<i>Nike</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Athletic Footwear</i>
<i>Pub/Rev Date</i>	2010
<i>Case Length</i>	16 Pages
<i>TN Length</i>	3 Pages

Think Global AS: In Search of the Triple Bottomline

Abstract

This case study is about Think Global AS (Think), a Norwegian carmaker that focused exclusively on electric cars. Think was conceived as a social-purpose business but had struggled to attain financial sustainability. Founded in 1991, Think designs, develops, and manufactures environmentally friendly vehicles and technologies. It was one of the first automotive companies in the world to dedicate itself exclusively to the development of a wide range of environmental friendly transportation solutions. However, the transition of the company has been marked by several ups and downs. The case discusses the travails of Think and how it managed to survive despite some severe setbacks.

The case study discusses the company's history, its business model, and the various challenges it faced over the years. Richard Canny (Canny), a Ford veteran who was appointed CEO of Think in late-2008, had restructured the company and brought it back into the reckoning. Canny planned to scale up the production of the Think City for the Scandinavian markets, and he decided to expand operations to European and the US markets. He aimed to position Think as the car company of the 21st century by producing environmentally friendly vehicles in a commercially sustainable way using innovative technology. However, some experts were of the view that Think had a tough road ahead as establishing a social purpose business exclusively focused on EVs was replete with challenges. Moreover, the economic downturn made the task all the more challenging. The challenge before Canny was to ensure that the company gained financial stability and refine the business model to create a platform for sustainable growth.

Issues

Understand the issues and challenges faced by social purpose businesses in ensuring that they achieve the triple bottomline.

Study Think Global AS's products and business model and discuss and debate whether they are sustainable.

Understand the concept of sustainable urban mobility and how various carmakers are trying to address this pressing issue.

Understand the issues and challenges faced by social entrepreneurs in sustaining innovation and also in sustaining the enterprise financially.

Understand the importance of financial sustainability for a social purpose business as it focuses on providing social impact.

Explore strategies that Think Global AS could adopt in the future.

Reference Numbers

<i>ICMR</i>	<i>BECG 110</i>
<i>ECCH</i>	710-012-1
<i>Organization(s)</i>	<i>Think Global AS</i>
<i>Countries</i>	<i>Norway; Europe; USA</i>
<i>Industry</i>	<i>Automotive / Electric vehicles</i>
<i>Pub/Rev Date</i>	2010
<i>Case Length</i>	27 Pages
<i>TN Length</i>	13 Pages

'Gramin Suvidha Kendra': MCX's Corporate Social Opportunity Approach to Inclusive Growth

Abstract

This case study is about the Multi Commodity Exchange of India Ltd. (MCX), an electronic multi commodity futures exchange based in Mumbai, India, and its corporate social responsibility initiative – Gramin Suvidha Kendra (GSK). Through the GSK initiative, which began in 2006, MCX sought to use its domain strengths to make India's process of economic growth more inclusive by providing small and marginal farmers with a level playing field and new opportunities in the domain of agricultural marketing, risk management, and finance. The company adopted a proactive approach to CSR and viewed these as 'Corporate Social Opportunities' (CSO). The team at MCX felt that adopting such an approach was important for corporate sustainability. It believed in engaging in activities that were in alignment with the core business of the organization. GSK was one such initiative that it took up in underserved rural communities to simultaneously improve the lot of the small and marginal farmers while guaranteeing long-term project sustainability, scalability, as well as the business interests of MCX and its collaboration partners.

GSK was a Public Private Partnership (PPP) project with India Post, the Indian government's postal department. Through this platform, MCX provided various services to the farmers, including giving price/market information,

addressing technical queries regarding farming, providing scientific warehousing facilities, issuing warehouse receipts, and providing access to finance, quality agri and non-agri inputs, and bank loans. MCX entered into partnerships with various organizations to bring these services under a single window to benefit the target audience. By 2009, GSK had evolved into a promising model. From being a mere platform to disseminate price information, it had evolved into a revenue generating model. The challenge before Sarita Bahl, Vice President (CSO), MCX, and her team, lay in carrying forward the initiative and developing it into a fully self-sufficient model by 2012.

Issues

Study MCX's 'Gramin Suvidha Kendra' model and discuss and debate whether the model is sustainable and capable of driving inclusive growth.

Study MCX's 'Corporate Social Opportunities' approach and how it differs from the CSR approaches of other companies.

Understand the issues and challenges in building a sustainable model aimed at catering to the needs of the rural/Bottom of the Pyramid population while addressing some of their problems.

Understand the issues and challenges in a public-private partnership.

Identify the challenges faced by the MCX team with regard to GSK and explore ways in which the model can be evolved so that it attains self-sufficiency

Reference Numbers

ICMR	BECG 109
ECCH	710-011-1
Organization(s)	Multi Commodity Exchange of India Ltd
Countries	India
Industry	e-commerce
Pub/Rev Date	2010
Case Length	26 Pages
TN Length	14 Pages

Citigroup's Sale of Phibro: Ending the US\$ 100 Million Pay Controversy

Abstract

The case discusses Citigroup, Inc.'s sale of Phibro LLC, its profitable energy trading unit, to energy and chemicals giant Occidental Petroleum Corp. Citigroup sold the unit reportedly to end the controversy that erupted over the US\$ 100 million compensation due to Phibro's star trader Andrew J. Hall. The case mentions some of the arguments for and against making the payment. It then

describes the reasons behind Citigroup's decision to sell the unit, and some of the consequences of the sale on the company and on other companies in the US financial services industry. The case also touches on the possible benefits and threats to Occidental from the Phibro acquisition.

Issues

Understand the role of compensation in motivating employees.

Understand the impact of government ownership on private enterprise.

Recognize the ethical issues involved in compensating employees extravagantly, especially during dire financial times.

Reference Numbers

ICMR	BECG 108
ECCH	710-017-1
Organization(s)	Citigroup Inc
Countries	US
Industry	Financial Services
Pub/Rev Date	2010
Case Length	13 Pages
TN Length	4 Pages

BRAC's Microfinance and Social Responsibility Initiatives

Abstract

The case details the growth strategies of one of the largest non-governmental organizations in the world, BRAC based at Bangladesh. It was started to rehabilitate refugees in the newly independent Bangladesh and went on to provide microfinance facilities to enable poor engage in income generating activities. It then extended its programs to target poorest of the poor and also the moderately poor. The case also details other programs of BRAC including micro insurance, healthcare and education. After achieving success in Bangladesh, BRAC extended its poverty alleviation programs to other countries in Asia and Africa.

Issues

Examine the origin and expansion of BRAC.

Understand various microfinance programs run by BRAC.

Critically examine the benefits of healthcare, micro-insurance and education programs of BRAC.

Analyze the backward and forward linkages provided by BRAC and examine their benefits.

Study the performance of BRAC's operations in other countries.

Analyze if BRAC's model is scalable and replicable or not.

Reference Numbers

ICMR	BECG 107
ECCH	710-008-1
Organization(s)	BRAC
Countries	Bangladesh
Industry	Microfinance
Pub/Rev Date	2010
Case Length	19 Pages
TN Length	4 Pages

The Bribery Scandal at Siemens AG

Abstract

This case discusses the bribery scandals that were unearthed at Siemens AG (Siemens) in 2006 and 2007. These scandals involved some of the company's employees bribing foreign officials to gain contracts and creating slush funds for this purpose. In another case, the company was accused of bribing labor representatives on the supervisory board in order to gain their support for its policies. After the German authorities conducted raids on Siemens' offices in Germany, investigations were initiated on Siemens in several other countries like the US, Greece, Italy and Switzerland for possible misconduct. As a fallout of this scandal, the CEO of the company and the chairman of the supervisory board had to resign, even though they were not directly implicated, as the scandals had occurred during their tenure. With bribery scandals surfacing in Siemens and many other German companies like Volkswagen, questions were also raised about the effectiveness of the Co-determination law in Germany, which advocated a system where in a supervisory board governed the management board and at least half the supervisory board seats had to be filled by labor representatives. Critics contented that in such a system, the management always needed the labor representatives' support for company policies, which could lead to a suspicious alliance between them. The case also highlights the opinions of several analysts on the issues related to bribing by the German companies and Siemens in particular and the challenges the new CEO is likely to face at Siemens.

Issues

Understand the impact of the bribery scandals unearthed at Siemens AG on the company and the economic climate in Germany

Analyze the steps taken by Siemens AG to prevent such incidents in future

Discuss the role of the co-determination law in the bribery scandals that surfaced in German companies

www.icmrindia.org

Reference Numbers

ICMR	BECC 106
ECCH	
Organization(s)	Siemens
Countries	Germany
Industry	Consumer Electronics
Pub/Rev Date	2010
Case Length	18 Pages
TN Length	

Better World Books' Socially Responsible Business Model

Abstract

The case examines the business model of Better World Books (BWB), the US based online bookseller. Founded in 2002, the company collected old and new books from individuals, booksellers, recyclers, libraries and colleges. Apart from donations, libraries and colleges also sold old books to BWB. BWB either donated the collected books to the organizations promoting literacy or sold them online. BWB's business model reflected its commitment to the triple bottom line approach. The company made efforts to achieve social, environmental, and economic sustainability. It directly donated books and gave financial support to literacy initiatives worldwide. Moreover, a percentage of each sale was given separately to the individuals, libraries, or colleges as well as literacy partners chosen by them. By donating and selling used books, BWB helped to keep away millions of pounds of paper waste from landfills. The books that did not sell were recycled. BWB also had a Carbon Neutral Shopping Cart, through which, the company collected two to five cents on the cost of each book from every customer at the 'Checkout' link on its website. The collected money was used to buy carbon offset to compensate the environmental impact of shipping by the company and its literacy partners. In the financial year 2008, BWB earned revenues of US\$ 21 million and had a revenue target of US\$ 31 million in fiscal 2009.

Issues

Analyze the business model of BWB, a 'for profit' social venture;

Understand how BWB's business model contributes to its commitment to the triple bottom line approach;

Study how BWB minimizes the environmental impact of its operations.

Examine the revenue model of BWB's business and evaluate its sustainability.

"A market is never saturated with a good product, but it is very quickly saturated with a bad one."

– Henry Ford

Reference Numbers

ICMR	BECC 105
ECCH	710-002-1
Organization(s)	Better World Books
Countries	US
Industry	Retailing
Pub/Rev Date	2009
Case Length	19 Pages
TN Length	5 Pages

Living Goods - Developing a Sustainable Business Model to Provide Healthcare Services in Uganda

Abstract

The case examines the business model of Living Goods, the US-based non-profit organization. Started by Chris Slaughter, Living Goods' first venture was in Uganda, where it partnered with a microfinance organization BRAC to provide basic healthcare services to the poor, in a sustainable manner. Living Goods selected few women from BRAC's microfinance programs to appoint them as Community Health Promoters (CHPs). They were given small loan from BRAC to procure essential medicines and other products. Living Goods trained and helped CHPs in selling medicines for a small profit. This model addressed several issues like non-availability of healthcare, spurious medicines, high costs of medicines and lost productivity. At the same time, it helped CHPs engage in income generating activities. To make the model viable, Living Goods encouraged CHPs to sell other products like soaps, skin lotions, shampoos, etc. Living Goods also distributed fuel efficient stoves, solar lanterns and other innovative products through the CHPs.

Issues

Understand the business model of Living Goods.

Evaluate the sustainability of the company's business model.

Examine the advantages and disadvantages of Living Goods' business model and its future potential in Uganda.

Critically analyze if the Living Goods' business model is scalable and replicable in other developing countries.

Reference Numbers

ICMR	BECC 104
ECCH	710-001-1
Organization(s)	Living Goods
Countries	US
Industry	Healthcare
Pub/Rev Date	2009

Case Length	13 Pages
TN Length	4 Pages

Gap Inc.'s Ethical Procurement Practices

Abstract

The case examines the ethical procurement practices at the US-based Gap Inc. (Gap), one of the largest specialty clothing retailers in the world. Founded in 1969, Gap witnessed rapid growth in its business soon after its inception. To meet the growing demand, Gap started procuring garments from several countries. In 1992, Gap laid out sourcing guidelines for the suppliers covering labor, environment, health and safety standards. The responsibility of implementing these guidelines was on the suppliers. However, Gap found several violations to its guidelines in one of its facilities at El Salvador. Realizing that such violations could be prevalent among other suppliers too, Gap formed a compliance team and a Code of Vendor Conduct (CVC) in 1996. The CVC was comprehensive and the compliance team was responsible for ensuring its implementation. In 2004, Gap published its first social responsibility report, which covered the violations to VCC that existed at suppliers' facilities. From then on, Gap published this report every year, detailing its activities, and has also made several improvements to the process of monitoring the suppliers' facilities. The case discusses the monitoring system followed by Gap and how it ensured adherence to the rules.

Issues

Evaluate how Gap ensured its procurement processes are carried out ethically.

Study the Code of Vendor Conduct and social responsibility report of Gap and analyze its implications.

Understand how an efficient supplier monitoring system can be developed.

Appreciate the emerging trend among the companies to assume broader responsibility towards the environment and the community in which they operate.

Examine if an 'ethical image' differentiates a company from its competitors.

Reference Numbers

ICMR	BECC 103
ECCH	710-003-1
Organization(s)	Gap Inc
Countries	India / USA
Industry	Retailing
Pub/Rev Date	2009
Case Length	18 Pages
TN Length	4 Pages

Corporate Social Responsibility Initiatives at ExxonMobil - The Good, The Bad and The Ugly

Abstract

The case examines the Corporate Social Responsibility (CSR) initiatives of the US-based ExxonMobil Corporation (ExxonMobil), the largest publicly traded petroleum and petrochemical company in the world. ExxonMobil's CSR initiatives aimed at improving education in the field of engineering, technology, math and science; and helping women in developing countries to achieve their economic goals. The company also promoted biodiversity, gave financial support to several institutions conducting research on climate change, and supported programs to prevent the spread of malaria and HIV/AIDS. However, in spite of these initiatives, ExxonMobil attracted criticisms. Environmentalists criticized the company for not taking enough measures to control carbon dioxide (CO₂) emissions from its operations. Industry analysts also alleged that the company promoted the use of fossil fuels. The company was also criticized for its opposition to the Kyoto Protocol on climate change. The case ends by examining the measures taken by the company in response to these criticisms and some of its recent CSR initiatives.

Issues

Study the CSR initiatives by ExxonMobil in the field of education, environment and health & safety.

Examine the reasons that led to criticisms of ExxonMobil's CSR initiatives.

Analyze the efficacy of the measures taken by ExxonMobil to address issues concerning CSR at its operations.

Reference Numbers

ICMR	BECG 102
ECCH	709-059-1
Organization(s)	ExxonMobil
Countries	United States of America
Industry	Petrochemical
Pub/Rev Date	2009
Case Length	18 Pages
TN Length	4 Pages

Facebook's Data Privacy Controversies

Abstract

The case examines the data privacy controversies related to Facebook.com (Facebook), the social networking website, operated by the US based Facebook Inc.

Launched in 2004, as a social networking website for the students of Harvard University, Facebook went on to become the largest social networking website in terms of number of users. However, since the year 2006, different features and applications offered on Facebook led to data privacy controversies. In September 2006, the introduction of News Feed and Mini Feed on Facebook attracted criticism from the members. With increasing protest from members of Facebook against News Feed and Mini feed, Zuckerberg issued a letter of apology. Again in 2007, the launch of a 'public facing search function', and Beacon, a new advertising system, were in the midst of controversy. In February 2009, when Facebook Inc. revised the website's privacy policy, members of Facebook protested and made the company announce a proposed "Statement of Rights and Responsibilities" or "Terms and Service" for governing Facebook. Facebook Inc. handled these controversies carefully and continued adding new features on the website. In March 2009, Facebook Inc. launched redesigned home page of Facebook. However, some industry experts still expressed concerns about users' privacy. The case details how Facebook emerged as the largest social networking website in terms of number of users. It also discusses different privacy related controversies associated with Facebook. It ends with the challenges that Facebook may face in the near future.

Issues

Examine the growth strategies of Facebook over the years.

Study different features of Facebook that attracted criticism.

Understand the concerns of privacy advocates while using social networking websites.

Analyze the challenges that Facebook may face in the near future.

Reference Numbers

ICMR	BECG 101
ECCH	709-060-1
Organization(s)	Facebook.com
Countries	United States of America
Industry	Internet and e-Commerce
Pub/Rev Date	2009
Case Length	23 Pages
TN Length	5 Pages

Environmental Sustainability Initiatives at HCL Infosystems

Abstract

Among Indian companies in the information and communication technology (ICT) industry, HCL Infosystems (HCL) took some pioneering steps for environmental sustainability in 2007

and 2008. After clearly identifying the need for going green, HCL brought all its environmental sustainability initiatives under one umbrella named 'ecoSafe'. However, HCL Infosystems seemed to have lost its first-mover advantage by 2009. In the Sixth Indian version of the Guide to Green Electronics Report of Greenpeace India released in March 2009, HCL scored 4.1/10, dropping to the second place among Indian electrical and electronic equipment manufacturers assessed on several parameters to determine the 'green' factor. It had failed on its commitment to phase out two hazardous chemicals from its products by 2009, and had not made clear commitments on the extent and timeline for reducing greenhouse gas emissions. The case discusses the evolution of environmental sustainability initiatives at HCL, and explores the need for continuous progress on this front.

Issues

Evolution of environmental sustainability initiatives in an Indian IT company.

Corporate responsibility toward stakeholders.

Green IT initiatives in internal operations as well as products and services.

Reference Numbers

ICMR	BECG 100
ECCH	710-021-1
Organization(s)	HCL Infosystems
Countries	India
Industry	Computers, IT and ITeS
Pub/Rev Date	2009
Case Length
TN Length	6 Pages

Dell's Carbon Neutral Claim

Abstract

Companies in the Information and Communications Technology (ICT) sector were expected to adopt various measures to improve the energy efficiency of their operations and also to manufacture products that consumed less energy in order to reduce their contribution to the worldwide emission of greenhouse gases. In August 2008, Dell Inc. (Dell) came out with the announcement that it had managed to achieve carbon neutrality a few months before its self-imposed deadline. On the one hand, Dell's achievement was applauded as it was the first company with a global presence to achieve this landmark. Critics, on the other hand, expressed doubts over the credibility of this claim. They argued that, to assess its carbon footprint, Dell had defined its own metrics that included only emissions from company-owned vehicles, operational electricity use, and employee business travel; and excluded emissions

from its suppliers of parts, pollution created during the shipping of its products, and the electricity consumed in the usage of the products. This case discusses the carbon neutral strategy adopted by Dell and the controversy around its carbon neutral claim. It also explores the role of the supply chain in a company's environmental sustainability initiatives.

Issues

Definition, scope, measurement, and disclosure of carbon footprint/carbon neutral status.

Environmental sustainability in the Information Technology industry and its supply chain.

Purchase of renewable energy and carbon credits to offset carbon emissions.

Corporate social responsibility and corporate communications.

Reference Numbers

ICMR	BECG 099
ECCH	
Organization(s)	Dell Inc.
Countries	Global
Industry	Computers, IT and ITeS
Pub/Rev Date	2009
Case Length	15 Pages
TN Length	

Intel's 'World Ahead' Program - The Baramati Project in India

Abstract

In the year 2006, Intel Corporation (Intel) launched its corporate social responsibility (CSR) program named the 'World Ahead.' As a part of the 'World Ahead' program, Intel started the Baramati project in India in March 2008. The key objective of the project was to use information and communication technologies (ICTs) in providing sustainable solutions for poor communities. For the project, Intel had partnered with governments of several states in the country, and also with IT service companies, Internet service providers etc. The case highlights the main objectives of the 'World Ahead' program including accessibility, connectivity, content and education. It discusses in detail the social responsibility initiatives taken by Intel using ICTs in Baramati, India, like providing remote diagnostics, school health monitoring, Intel Teach program, etc.

Issues

Recognize the importance of corporate social responsibility (CSR) initiatives by global companies.

Study how CSR initiatives benefit the companies and the communities.

Understand how CSR initiatives help companies in developing new markets.

Examine how the use of ICTs can benefit poor communities.

Study the objectives of Intel's 'World Ahead' program and how the program was implemented in various countries.

Reference Numbers

ICMR	BECG 098
ECCH	709-050-1
Organization(s)	Intel
Countries	India / United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2009
Case Length	16 Pages
TN Length	4 Pages

Wal-Mart's Sustainability Initiative - The Packaging Scorecard

Abstract

The case details the sustainability initiatives of the US based Wal-Mart Stores Inc. (Wal-Mart). It describes the Packaging Scorecard that was introduced by Wal-Mart on November 01, 2006, which aimed at reducing product packaging by 5 percent by 2013. In the Packaging Scorecard system, the suppliers were required to enter information regarding the packaging of each product. Each product packaging was then judged in terms of different metrics of sustainability that included Green House Gas (GHG) emissions produced per ton of packaging, size of packaging, use of raw materials, use of renewable energy, recycled content, transportation impacts, innovation, etc. With the Scorecard, Wal-Mart could evaluate its suppliers on their performance in ensuring environment friendly packaging. Wal-Mart also attracted some criticism for its Packaging Scorecard. Analysts said that the Scorecard was more of a green washing. They opined that the company was putting needless pressure on its suppliers to comply with the requirements of the Scorecard.

Issues

Learn about the importance of corporate social responsibility (CSR) of a global company in new market development and developing sustainable business.

Show the role played by NGOs and partners in increasing the effectiveness of CSR activities.

Show how the CSR activities could go about benefiting not just the target community but also the government, local partners, the business prospects of the company itself, as well as the economy of the region.

Learn the necessity for creating CSR initiatives based on understanding the needs of the target population, instead of offering an initiative based on the convenience of the company.

Reference Numbers

ICMR	BECG 097
ECCH	709-038-1
Organization(s)	Wal-Mart
Countries	United States of America
Industry	Retail
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	6 Pages

Intel Corporation's 'World Ahead Program' in Brazil

Abstract

Around mid-2006, Intel launched its community development program called the Intel World Ahead Program in Parintins, Brazil. The case discusses in detail the World Ahead Program which was to be implemented over a five-year period and was an endeavor to spread the benefits of Information Communication Technology across the developing or less developed regions in the world. It highlights Intel's efforts in digitalizing Parintins in association with local partners and the benefits the city enjoyed as a consequence of the various initiatives undertaken by the company.

Issues

Learn about the importance of corporate social responsibility (CSR) of a global company in new market development and developing sustainable business.

Show the role played by NGOs and partners in increasing the effectiveness of CSR activities.

Show how the CSR activities could go about benefiting not just the target community but also the government, local partners, the business prospects of the company itself, as well as the economy of the region.

Learn the necessity for creating CSR initiatives based on understanding the needs of the target population, instead of offering an initiative based on the convenience of the company.

Reference Numbers

ICMR	BECG 096
ECCH	709-040-1
Organization(s)	Intel
Countries	Brazil / USA
Industry	Information Technology and Related Services
Pub/Rev Date	2009
Case Length	16 Pages
TN Length	4 Pages

Carbon Credits: Promoting Sustainable Development or Trading in Pollution?

Abstract

This case is about carbon credits and their role in promoting sustainable development by reducing carbon emissions. Carbon credits are certificates issued to countries that reduce their emission of Green House Gases (GHGs) responsible for global warming. They are measured in units of Certified Emission Reductions (CERs). Each CER was equivalent to one ton of CO₂ reduced. Generally, for each ton of CO₂ emission avoided, an entity would get a CER which could be sold through a futures market to commercial and individual customers interested in reducing their carbon footprint. This case discusses the Kyoto Protocol and its objectives. Under the Kyoto Protocol, industrialized countries had to cut down their GHG emissions to 5.2% below 1990 levels by 2008 to 2012. As of 2008, the protocol had been signed by 180 countries. The aim of the protocol was to reduce overall emissions of six GHGs that led to climate change. The case explains the need for emissions trading and how it contributes to a reduction in emission levels. Businesses could exchange, buy, or sell carbon credits in international markets at the prevailing market price. The case also talks about the pros and cons of carbon trading and discusses the growth of carbon trading markets in the world. Some experts felt that carbon trading was the most cost-effective way of lowering CO₂ emissions in the atmosphere. By treating emissions as a market commodity it was easier for businesses to manage their emission levels and the concept of carbon trading offered companies, countries, and individuals a financial incentive to produce less CO₂. In the emissions trading market, European companies were the biggest buyers of carbon credits while companies in China and India were the biggest sellers. The case discusses the criticism related to carbon trading and the need to regulate these markets. It concludes with a brief description about the future prospects of the carbon trading market.

Issues

Study the carbon credits and the fast growing carbon trading market.

Understand the importance of carbon trading and its relevance to sustainable development.

Analyze the role of carbon credits and carbon trading in reducing global carbon footprint.

Evaluate the pros and cons of carbon trading.

Reference Numbers

ICMR BECG 095
ECCH 709-039-1

Organization(s) N/A
Countries Worldwide
Industry N/A
Pub/Rev Date 2009
Case Length 16 Pages
TN Length 5 Pages

Corporate Governance Issues at Satyam Computers

Abstract

The case examines the corporate governance issues at the India based IT services company, Satyam Computer Services Limited (Satyam). In mid-December 2008, Satyam announced acquisition of two companies - Maytas Properties and Maytas Infrastructure owned by the family members of Satyam's founder and Chairman Ramalinga Raju (Raju). Due to adverse reaction from institutional investors and the stock markets, the deal was withdrawn within 12 hours. Questions were raised on the corporate governance practices of Satyam with analysts and investors questioning the company's board on the reasons for giving consent for the acquisition as it was a related party transaction. After the deal was aborted, four of the prominent independent directors resigned from the board of the company. In early January 2009, Raju revealed that the revenue and profit figures of Satyam had been inflated for past several years. The revelation further deepened concerns about poor corporate governance practices at the company. The case describes the corporate governance structure at Satyam, its code of conduct, roles and responsibilities of different committees under the board, whistle blower policy etc. It highlights the role played by the independent directors of Satyam in approving the Maytas deal and discusses their limitations.

Issues

Study the corporate governance structure that existed at Satyam Computers.

Appreciate the importance of Code of Conduct and Whistleblower policy of a company.

Examine the roles and responsibilities of a company's board and independent directors.

Critically analyze the instances where the independent directors failed to fulfill their responsibilities.

Understand the limitations of independent directors in Satyam's case.

Reference Numbers

ICMR BECG 094
ECCH 709-035-1
Organization(s) Satyam
Countries India
Industry Information Technology and Related Services

Pub/Rev Date 2009
Case Length 18 Pages
TN Length 5 Pages

Coca-Cola India's Corporate Social Responsibility Strategy

Abstract

This case is about Coca-Cola's corporate social responsibility (CSR) initiatives in India. It details the activities taken up by Coca-Cola India's management and employees to contribute to the society and community in which the company operates. Coca-Cola India being one of the largest beverage companies in India, realized that CSR had to be an integral part of its corporate agenda. According to the company, it was aware of the environmental, social, and economic impact caused by a business of its scale and therefore it had decided to implement a wide range of initiatives to improve the quality of life of its customers, the workforce, and society at large. However, the company came in for severe criticism from activists and environmental experts who charged it with depleting groundwater resources in the areas in which its bottling plants were located, thereby affecting the livelihood of poor farmers, dumping toxic and hazardous waste materials near its bottling facilities, and discharging waste water into the agricultural lands of farmers. Moreover, its allegedly unethical business practices in developing countries led to its becoming one of the most boycotted companies in the world. Notwithstanding the criticisms, the company continued to champion various initiatives such as rainwater harvesting, restoring groundwater resources, going in for sustainable packaging and recycling, and serving the communities where it operated. Coca-Cola planned to become water neutral in India by 2009 as part of its global strategy of achieving water neutrality. However, criticism against the company refused to die down. Critics felt that Coca-Cola was spending millions of dollars to project a 'green' and 'environment-friendly' image of itself, while failing to make any change in its operations. They said this was an attempt at greenwashing as Coca-Cola's business practices in India had tarnished its brand image not only in India but also globally. The case discusses the likely challenges for Coca-Cola India as it prepares to implement its new CSR strategy in the country.

Issues

Analyze the CSR strategy adopted by Coca-Cola India.

Understand the issues and challenges faced by Coca-Cola with regard to its sustainability initiatives in India.

Analyze the underlying reasons for the growing criticism against Coca-Cola in India

and explore ways in which the company can address this issue.

Understand the concept of greenwashing and discuss and debate whether Coca-Cola is serious about its water sustainability initiatives.

Reference Numbers

ICMR BECG 093
 ECCH 709-028-1
 Organization(s) *The Coca-Cola Company*
 Countries *India / USA*
 Industry *Food and Beverage*
 Pub/Rev Date 2009
 Case Length 24 Pages
 TN Length 12 Pages

The Chinese Tainted Milk Scandal

Abstract

The case discusses the tainted milk scandal that was unearthed in China in 2008. The milk scandal became public in August 2008, after it was disclosed that the baby formula produced by the Chinese dairy products company, Sanlu Group was contaminated with melamine, which caused kidney failure of many children, resulting in death in some cases. Later, the investigation by the government revealed that the products of 21 other Chinese dairy firms were also contaminated with melamine. As soon the crisis became public, the Chinese Health Ministry ordered the dairy firms to recall the contaminated products and to destroy the unsold and recalled products. The Chinese Health Ministry started testing dairy products across the country. Top executives of Sanlu were arrested. Government officials who were found guilty were also sacked. China's dairy industry association announced that the affected children and their families would get compensation from the responsible dairy firms. To support the affected dairy farmers, the government also announced a subsidy. As a result of this scandal, many countries like Hong Kong, Taiwan, Singapore, South Korea, Australia, and Indonesia banned Chinese dairy products. Several foreign companies which sold China made products or products which used Chinese ingredients recalled their products. The scandal severely affected the reputation of China as one of the leading food products exporting country. The case details the actions taken by the Chinese Government in response to the milk scandal. It also attempts to analyze the impact of the crisis on the Chinese dairy industry. The case ends with a discussion on the repercussions of the milk scandal on Chinese exports of food products.

Issues

Gain insight into food safety issues in China. Understand the Chinese milk scandal and its impact on the Chinese dairy industry.

Critically analyze the damage control measures taken by the Chinese government.

Discuss the role of regulation and enforcement to prevent reoccurrence of such incidents.

Reference Numbers

ICMR BECG 092
 ECCH 709-027-1
 Organization(s) *Sanlu Group*
 Countries *China*
 Industry *Food and Beverage*
 Pub/Rev Date 2009
 Case Length 15 Pages
 TN Length 5 Pages

Kimberly-Clark Corporation: The Environmental Sustainability Challenge

Abstract

The case discusses the sustainability initiatives of US-based consumer products giant, Kimberly-Clark (K-C), with the emphasis being on the company's policies and practices related to the environment. K-C manufactured products like Kleenex and Huggies, which essentially involved the use of paper and tree pulp. The company procured the pulp required from several forests located across America, and also owned forest lands prior to 2004. Though the company used recycled fiber, it also used virgin fiber procured from the forests in many cases. From the early 1990s, the company had several policies in place for environmental compliance, energy, waste disposal, etc. Subsequently, it introduced several policies from time to time for forest management, sustainable use of natural resources, environmental practices of vendors, etc. The five year vision of the company for 2000-2005, and 2005-2010 also addressed the initiatives taken by the company to being environmentally responsible. K-C started reporting its environmental initiatives in the early 2000s and the first sustainability report was published in 2003. The report and the subsequent reports addressed issues like corporate governance, suppliers, charitable giving, and environmental stewardship. In the reports, the company claimed that it did not source fiber from mixed hardwood forests and temperate rain forests. It also said that it mostly used fiber from pre and post consumer waste paper. In case virgin fiber was used, it was purchased only from suppliers who had certified their forest lands and wood procurement activities against any globally recognized standard. However, environmental groups like Greenpeace and the Natural Resources Defense Council (NRDC) claimed that K-C was destroying ancient forests for manufacturing its products

and was misleading the public about its business practices. A campaign called 'Kleercut' was launched by Greenpeace. The environment groups accused K-C of greenwashing, and accused it of destroying the ancient Boreal forests in Canada. Another report by NRDC claimed that less than 19% of the total fiber used by K-C was recycled and some products like Kleenex, Scott, and Viva did not contain recycled material at all. According to subsequent reports from the environmental organizations, though the company claimed that it procured fiber from suppliers that maintained high ecological standards, only 5.3% of the fiber used by it came from Forest Stewardship Council certified operations. Greenpeace brought out advertisements of the Kleercut campaign in several media channels like newspapers, television, and even on the Internet to discourage people from buying the products of K-C. K-C's reporting standards also came under the scanner with the critics alleging that there was a disconnect between what the company was reporting and its actual practices. The 'Kleercut' campaign created many problems for K-C and put its reputation at stake. K-C responded to the allegations by saying that many of them were false and made with the intention of tarnishing its image. However, since late 2006, the company had introduced various changes in its environmental policies and practices, particularly with reference to its supply chain. It conducted a comprehensive lifecycle assessment for its key products to study the environmental impact of virgin fiber compared to recycled fiber. It also revamped its corporate sustainability management structure and formed an external sustainability advisory board to provide independent perspective and advice on the company's sustainability programs. Notwithstanding the various changes initiated by K-C, the company continued to attract the criticism of environmental groups who claimed that it continued to have a detrimental effect on the environment.

Issues

Analyze the environmental sustainability initiatives adopted by K-C.

Understand the policies governing the activities of the company in this area.

Study how K-C went about implementing sustainability policies.

Understand issues and challenges in sustainability reporting and its significance.

Evaluate the underlying reasons for the growing criticism against K-C and explore ways in which the company can address this issue.

Understand the concept of greenwashing and discuss and debate if K-C's environmental initiatives actually amount to 'greenwashing'.

Reference Numbers

<i>ICMR</i>	<i>BECG 091</i>
<i>ECCH</i>	709-026-1
<i>Organization(s)</i>	<i>Kimberly-Clark Corporation</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	31 Pages
<i>TN Length</i>	10 Pages

Coca-Cola's Water Sustainability Initiatives

Abstract

This case is about the global water sustainability initiatives undertaken by The Coca-Cola Company (Coca-Cola). It details the activities undertaken by Coca-Cola's management and employees to contribute to the benefit of the society and community in which the company operated by pledging to return all the water it used in its operations back to the environment. On June 5, 2007, Coca-Cola and the World Wildlife Fund (WWF) launched a global project that focused on water conservation. Coca-Cola being one of the largest beverage companies in the world had water sustainability initiatives as an integral part of its corporate agenda since water was an important element for the company to run its business. According to the company, it was aware of the environmental impact caused by a business of its scale and therefore it had decided to implement a wide range of initiatives to improve the quality of life of its customers, the workforce, and the society at large. While Coca-Cola's water sustainability initiatives earned accolades from its collaboration partners, it came in for severe criticism from activists and environmental experts for allegedly depleting groundwater resources in India. The company was also accused of dumping toxic and hazardous waste materials near its bottling facilities, and discharging wastewater into the agricultural lands of farmers. Moreover, Coca-Cola was one of the most boycotted companies in the world for its alleged unethical business practices in developing countries. Notwithstanding the criticisms, the company championed various water sustainability initiatives such as rainwater harvesting, restoring groundwater resources, efficient water resource management, watershed protection, community water initiatives, and global awareness and action initiatives for educating the underserved communities the significance of water. The company was also criticized for spending millions of dollars to project a 'green' and 'environment-friendly' image, while failing to take care of the basics to operate its business in an ethical manner. The critics felt that this was an attempt at greenwashing as Coca-Cola's business

practices in India had tarnished its brand image while its sales had taken a beating. However, the company intended to become a water neutral company by 2010.

Issues

Understand the issues and challenges faced by Coca-Cola with regard to its global environmental responsibility initiatives.

Understand the concept of sustainability and its relevance in today's businesses.

Understand the need for a vision, policy, and governance structure in order to achieve the goals of sustainability management.

Understand how environmentally and socially responsible behavior leads to sustainable business performance.

Develop a framework to measure sustainability initiatives.

Determine how a company's stand on social and environmental issues can contribute to enhancing its corporate image.

Understand the reactions of consumers, environmental experts, and critics to Coca-Cola's water sustainability initiatives.

Reference Numbers

<i>ICMR</i>	<i>BECG 090</i>
<i>ECCH</i>	709-024-1
<i>Organization(s)</i>	<i>The Coca-Cola Company</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Food and Beverage</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	23 Pages
<i>TN Length</i>	13 Pages

Digital Rights Management

Abstract

Digital Rights Management (DRM) is defined as a 'systematic, technology-based process for copyright protection of digital media'. The case discusses the concept of DRM that emerged in the 1980s to prevent the illegal duplication and distribution of digital works like audio, video, literary articles, computer software, etc. The case then gives examples of companies that used DRM technologies to restrict the usage of their content. It then focuses on the debate on whether companies were justified in using DRM technologies. It also talks about some proposals suggested by analysts that would make DRM more acceptable. The case ends with a discussion on some of the latest developments in DRM.

Issues

Understand the concept of DRM and the areas where these technologies could be used.

Appreciate the ethical issues concerning the use of DRM technologies.

Reference Numbers

<i>ICMR</i>	<i>BECG 089</i>
<i>ECCH</i>	708-059-1
<i>Organization(s)</i>	<i>N/A</i>
<i>Countries</i>	<i>Worldwide</i>
<i>Industry</i>	<i>Media, Entertainment, and Gaming</i>
<i>Pub/Rev Date</i>	2008
<i>Case Length</i>	15 Pages
<i>TN Length</i>	5 Pages

Sustainable Development Initiatives at BHP Billiton

Abstract

BHP Billiton Limited and Plc (BHP Billiton) was the world's largest diversified natural resources company. The case discusses the sustainable development policy of the company. It also discusses the Health, Safety, Environment and Community (HSEC) Management Standards and Guide to Business Conduct that the company developed to implement its Sustainable Development Policy. The case details some of the initiatives taken by BHP Billiton to address issues concerning HSEC at its operations. The case also mentions some of the criticisms against the company regarding HSEC issues.

Issues

Understand the concept of Health, Safety, Environment and Community (HSEC) Management Standards.

Learn about HSEC management initiatives in practice, by analyzing BHP Billiton's initiatives in this area.

Reference Numbers

<i>ICMR</i>	<i>BECG 088</i>
<i>ECCH</i>	708-058-1
<i>Organization(s)</i>	<i>BHP Billiton</i>
<i>Countries</i>	<i>Australia / UK</i>
<i>Industry</i>	<i>Petroleum and Petrochemicals</i>
<i>Pub/Rev Date</i>	2008
<i>Case Length</i>	29 Pages
<i>TN Length</i>	5 Pages

Australia's Leading Retailer Woolworths' Sustainability Strategy

Abstract

This case discusses the sustainability initiatives of Australia's leading retail chain Woolworths Limited (Woolworths) and its impact on the internal and external environment of the company. It provides details of the activities undertaken by Woolworths' management and employees to contribute to the benefit of the society and

the community in which the company operates. The case also discusses the active role played by Woolworths in combating global warming and climate change. The case highlights criticisms against Woolworths as well. Critics pointed out some of its questionable practices and contended that as the leading retailer in Australia, Woolworths should be more responsible.

Issues

Study the CSR initiatives of Woolworths.

Analyze the impact of Woolworths business on the environment.

Understand Woolworths sustainability strategies.

Determine how a company's stand on social and environmental issues can contribute to enhancing the company's image.

Analyze the reasons for criticism against Woolworths and explore ways in which the retailer can address this.

Reference Numbers

ICMR	BECC 087
ECCH	708-056-1
Organization(s)	Woolworths
Countries	Australia
Industry	Retail
Pub/Rev Date	2008
Case Length	24 Pages
TN Length	4 Pages

Sustainability Initiatives at ITC Ltd.

Abstract

ITC is a major India-based conglomerate, with presence in Hotels, Specialty Papers, Apparel, Foods, Tobacco Products, etc. The case discusses the sustainability initiatives of the company. The company believed in the Triple Bottom Line philosophy, according to which the performance of a corporate entity should be judged not just on the basis of its financials; its environmental and social performance should be taken into account as well. The case details some of the environmental and community initiatives undertaken by ITC. The case also mentions some of the criticisms against the company's sustainability initiatives.

Issues

Understand the triple bottom line philosophy.

Learn about the environmental and community initiatives undertaken by ITC.

Know about some of the criticisms against ITC and the company's responses to these criticisms.

Reference Numbers

ICMR	BECC 086
ECCH	708-057-1
Organization(s)	ITC
Countries	India
Industry	Conglomerate
Pub/Rev Date	2008
Case Length	16 Pages
TN Length	5 Pages

Zürich's Eco-friendly Waste Management System

Abstract

In 1985, the Social Democrat Party of Zürich started an initiative for an ecological waste management system in association with The Zürich Waste Department (AWZ) - to dispose waste in an eco friendly manner. It comprised of a project called 'Zürich-Recycling', introduction of official trash bags called 'Zürisacks' and an information campaign with consumer oriented advice. AWZ made it mandatory for all residents of Zürich to use the Züri-sacks, which had to be purchased from grocery stores, for waste disposal. It followed the concept of 'Pay as you Throw' and people were fined if they used bags other than Züri-sacks. The Züri-sacks were quite expensive and people were wary of throwing more garbage which resulted in decreased garbage production. Collection points were also set up in the city to collect recyclable waste. An information campaign was started to create awareness among the residents of Zürich city about the ecological idea behind the waste management program of AWZ. The program had a positive effect on the city and reduced the incinerator waste by about 24% within the first few years. It was also successful in reducing the per-capita waste in Zürich.

Issues

Study the Waste Management System in Zürich.

Recognize ways to minimize garbage production.

Understand ecological waste management system.

Analyze the reasons for the success of the Waste Management Program in Zürich.

Reference Numbers

ICMR	BECC 085
ECCH	708-044-1
Organization(s)	N/A
Countries	Switzerland
Industry	Others
Pub/Rev Date	2008
Case Length	10 Pages
TN Length	4 Pages

Navman: The Resale Price Maintenance Controversy

Abstract

This case is about the Australian arm of New Zealand-based navigation equipment manufacturer Navman NZ Limited (Navman), and two of its employees who were charged for breaching Section 48 of the Trade Practices Act of 1974. Navman and its two key executives were found guilty of engaging in Resale Price Maintenance (RPM) by Australian Competition and Consumer Commission (ACCC) and a fine of A\$1.25 million was imposed on the company. The two executives were fined A\$80,000 and A\$40,000 respectively. This case emphasizes the need for companies to provide compliance training to managerial executives who are working in foreign lands. The case also explores the relationship between corporate culture and compliance with codes of business ethics.

Issues

Understand the issue of resale price maintenance and the laws relating to it in different countries.

Understand the need for legal training program for employees working in foreign lands.

Understand the role of corporate culture and compliance with code of business ethics.

Reference Numbers

ICMR	BECC 084
ECCH	708-025-1
Organization(s)	Navman
Countries	New Zealand
Industry	Others
Pub/Rev Date	2008
Case Length	10 Pages
TN Length	5 Pages

DHL's Corporate Social Responsibility Initiatives - The Disaster Management Program

Abstract

The case discusses the disaster management programs at the leading logistics company, DHL. Over the years DHL had gained considerable expertise in disaster management and recovery, as it was crucial to maintain business continuity. The company wanted to leverage the experience it gained in providing service to the customers during emergency for humanitarian causes. DHL joined an initiative of World Economic Forum, Disaster Resource Network (DRN). Several companies from different industries were a part of the DRN and they set up Airport Emergency Team (AET) with the aim of

relieving airports of congestion and ensure smooth flow of relief material in disaster affected areas. AET was actively involved in several efforts during Tsunami, Hurricane Katrina, South Asia Earthquake etc. In December 2005, DHL entered into a partnership with the United Nations to establish three teams comprising of employees from DHL at strategically important airports. These teams known as Disaster Response Team (DRT) were ready to be deployed in disaster affected areas. The DRT comprised of around 80 employees each who had expertise in areas like safety and security, inventory management, cargo handling, warehouse management, road operations etc. The teams were deployed in Asia Pacific region, in the Americas, and in the Middle East / Africa. The case examines DHL's disaster management and humanitarian relief initiatives in detail.

Issues

Understand business continuity programs at DHL.

Evaluate how companies can play their part in the betterment of the society.

Analyze DHL's disaster management programs.

Study some of the humanitarian relief programs carried out by DHL.

Reference Numbers

ICMR	BECG 083
ECCH	708-016-1
Organization(s)	DHL
Countries	Germany
Industry	Logistics
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	5 Pages

Social Networking Issues and Orkut.com

Abstract

The case examines the controversies associated with Orkut.com (Orkut), a social networking site of the US-based search engine company Google Inc. (Google). Orkut became very popular in non-American countries like Brazil and India with 72% of the users being Brazilians and 18% being Indians. Through this site, the members could search for and contact their old friends (who were also members at Orkut), make new friends and form forums (called communities) and discuss on varied topics. However, several events in Brazil and India tarnished the image of the website and these events also led to a growing debate on the safety of the members using such networking sites. Orkut was being seen as a medium of promoting hatred toward some religions and communities, illegal drug

dealings and child pornography. It also witnessed growing incidents of fake profiles to demean the character of the victims. There were a few cases of kidnappings and murders which were allegedly planned out on Orkut. As a result of all these incidents, there were several litigations that were filed against Orkut and Google in India and Brazil. The case further examines the corrective measures taken by Google to resolve these controversies.

Issues

Examine the reasons for the rising popularity of Orkut.com.

Study the positive and negative implications and the impact of social networking sites such as Orkut.com.

Suggest various ways in which sites such as Orkut should protect the privacy and security of their users.

Reference Numbers

ICMR	BECG 082
ECCH	708-003-1
Organization(s)	Google / Orkut.com
Countries	United States of America
Industry	Internet and e-Commerce
Pub/Rev Date	2008
Case Length	14 Pages
TN Length	5 Pages

Sustainable Packaging Practices at Lush Fresh Handmade Cosmetics

Abstract

The case is about Lush Fresh Handmade Cosmetics (Lush), a UK-based manufacturer and marketer of ethical beauty products with nearly 500 stores worldwide. The case focuses on the sustainable business practices of Lush, with a special emphasis on its sustainable packaging practices. At a time when the world was experiencing an explosion in packaging due to the increasing importance of packaging as a marketing tool, 65 percent of Lush's products were sold 'naked' (i.e. without packaging). The rest of the products came with minimal packaging. The retail chain used just enough packaging so that the products reached the residence of its customers safely. It used grease proof paper, reusable tins, paper bags made from recycled materials and rewarded its customers for bringing back their containers and shopping bags. In 2007, it started using popcorn as loose fill instead of shredded paper (many other companies use polystyrene chips) in its shipping package. The same year, Lush also started a worldwide campaign 'Get Naked' against excessive packaging by the industry. The

much-publicized campaign strove to educate consumers regarding the adverse affect of packaging waste on the environment and urged them to shun excessively packaged products in favor of minimally packaged or 'naked' products. Lush, which marketed fresh and natural handmade products, had leveraged on its new product development to come up with 'category defying' products such as solid shampoos, solid conditioners, deodorants, massage bars, and solid bubble bath, which required no packaging. Moreover, these products were designed in the form of eatables such as cakes, cheese, ice-creams, and other desserts, and were displayed in the store in the form of an old-fashioned delicatessen. Experts felt that Lush through all aspects of its business – packaging practices, natural products, against-animal-testing stance, support for fair trade, decision to not use mass-media advertising and not go public to sustain its ethical practices – displayed a strong commitment to sustainable development issues and also successfully differentiated itself from its competitors. They felt that a key reason for the success of Lush was its corporate culture with everyone from the directors to the people working in the stores sharing the values of the brand.

Issues

Understand the issue of sustainable packaging and how Lush successfully differentiated itself with respect to its competitors in this regard.

Understand how Lush, through its product and packaging decisions coupled with its strong ethical stance, differentiated itself in the competitive beauty industry.

Appreciate the importance of the role of corporate culture in corporate sustainability.

Reference Numbers

ICMR	BECG 081
ECCH	708-004-1
Organization(s)	Lush Fresh Handmade Cosmetics
Countries	United Kingdom
Industry	FMCG
Pub/Rev Date	2008
Case Length	18 Pages
TN Length	14 Pages

Sustainability Management at Nau Inc.

Abstract

The case examines the sustainability practices of the US-based apparel manufacturer Nau Inc (Nau). A start-up that was envisaged in 2004, Nau was built on the 'green foundation' and started selling its products in mid-2007. The founder and the

core group of the company, with their wide experience in the outdoor apparel industry, designed the company from scratch based on the ethos of sustainability. They believed that companies should be responsible to the community in which they operated. Forming a part of the bylaws of the company was a set of commitments toward environmental and social responsibility, and managing the company ethically. Nau's business model adequately addressed the social and environmental aspects of the triple bottomline. However, the economic viability of the model is yet to be proved. The case provides insights on how Nau challenged the established conventions in the apparel industry, relating to design, marketing, and distribution. Though Nau has established itself as a sustainable company, industry experts, however, are of the view that the sustainability of the company's business model is a point to deliberate on.

Issues

Understand sustainability as a corporate strategy with reference to incorporation and operation of Nau

Understand the challenges faced by start-ups and ways to overcome them

Evaluate the methods by which companies can use sustainability as a competitive advantage

Appreciate the emerging trend among the companies to assume broader responsibility toward the environment and society

Reference Numbers

ICMR	BECG 080
ECCH	708-002-1
Organization(s)	Nau Inc.
Countries	United States of America
Industry	Retail
Pub/Rev Date	2008
Case Length	20 Pages
TN Length	13 Pages

Genetic Engineering: Questions of Ethics and Effectiveness

Abstract

Genetic Engineering (GE) is a controversial issue, with environmentalists, scientists, public interest groups, and governments debating the safety and viability of GE. The case traces the growth and development of GE and attempts to analyze the benefits and drawbacks of GE and Genetically Modified (GM) crops and animals. It also discusses the general public opinion and government legislations on GM foods. The case ends with a brief discussion on recent developments concerning GM crops.

Issues

Understand GE and the debate surrounding it
Analyze the advantages and disadvantages of GE

Critically analyze the future prospects of GM foods and GE

Reference Numbers

ICMR	BECG 079
ECCH	707-033-1
Organization(s)	N/A
Countries	World wide
Industry	Agriculture
Pub/Rev Date	2007
Case Length	17 Pages
TN Length	5 Pages

Monsanto's 'Roundup Ready' Alfalfa Controversy

Abstract

The case describes the Roundup Ready Alfalfa (RRA) controversy faced by Monsanto Company (Monsanto), one of the leading companies in the agricultural biotechnology industry in the US, since early 2006. Environmental groups, organic farmers and consumer groups feared that genetically engineered RRA would lead to the contamination of organic and conventional varieties of alfalfa, leading to the creation of 'superweeds' that may be herbicide-resistant. In May 2007, the California Northern District Court issued an injunction order prohibiting farmers from planting of genetically engineered RRA till the US Department of Agriculture had completed a study on its environmental impact. The case debates on the ethical issues relating to the introduction of genetically engineered RRA by Monsanto.

Issues

Critically examine the ethical issues in the Roundup Ready Alfalfa controversy faced by Monsanto

Understand the importance of conducting a thorough evaluation/study of the possible environmental impact of genetically engineered crops before approving them

Reference Numbers

ICMR	BECG 078
ECCH	707-030-1
Organization(s)	Monsanto
Countries	United States of America
Industry	Agriculture
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	5 Pages

'Celebrity Big Brother 2007' Controversy

Abstract

The case describes the controversy that engulfed the 'Celebrity Big Brother 2007' (CBB 2007) reality show aired in the UK in January 2007. It highlights some allegations of racial abuse against Indian actress Shilpa Shetty (Shetty) in the 'Big Brother House'. The case also examines the problems faced by Channel 4, the broadcaster of CBB 2007 show, including the sponsors withdrawing their sponsorships on the ground that the controversy was tarnishing their image. Some industry experts also alleged that Channel 4's management was purposely over highlighting the clashes between Shetty and Jade Goody in order to improve the channel's ratings. The case focuses on the role of media in handling sensitive issues such as racial abuse and practice of gaining publicity from such controversies.

Issues

Understand the role of media in dealing with controversial issues such as racism

Critically examine the ethical dimensions of such controversies

Examine the sustainability of reality shows like 'Celebrity Big Brother' from an ethical viewpoint

Reference Numbers

ICMR	BECG 077
ECCH	707-028-1
Organization(s)	Channel 4
Countries	United Kingdom
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	5 Pages

The Bribery Scandal at Siemens AG

Abstract

This case discusses the bribery scandals that were unearthed at Siemens AG (Siemens) in 2006 and 2007. There were a series of scandals that involved some of the company's employees bribing foreign officials to gain contracts and creating slush funds for this purpose. In another case, the company was accused of bribing labor representatives on the supervisory board in order to gain their support for its policies. After the German authorities conducted raids on Siemens' offices in Germany, investigations were initiated on Siemens in several other countries like the

US, Greece, Italy and Switzerland for possible misconduct. As a fallout of this scandal, the CEO of the company, Klaus Kleinfeld, and the chairman of the supervisory board, Heinrich von Pierer, had to resign even though they were not directly implicated. With bribery scandals surfacing in Siemens and many other German companies like Volkswagen, questions were also raised about the effectiveness of the Co-determination law in Germany, which advocated a system in which a supervisory board governed the management board and at least half the supervisory board seats had to be filled by labor representatives. In such a system, critics contended that the management always needed the labor representatives' support to be in job and gain support for company policies, which led to a suspicious alliance between them. The case also highlights the opinions of several analysts on the issues related to bribing by the German companies and Siemens in particular and the challenges the new CEO is likely to face at Siemens.

Issues

Understand the impact of the bribery scandals unearthed at Siemens AG on the company and the economic climate in Germany

Analyze the steps taken by Siemens AG to prevent such incidents in future

Discuss the role of the co-determination law in the bribery scandals that surfaced in German companies

Reference Numbers

ICMR	BECCG 076
ECCH	707-032-1
Organization(s)	Siemens
Countries	Germany
Industry	Consumer Electronics
Pub/Rev Date	2007
Case Length	16 Pages
TN Length	7 Pages

Chandigarh Industrial and Tourism Development Corporation Ltd: Integrating Corporate Social Responsibility with Sound Business Sense

Abstract

This case is about a corporate social responsibility (CSR) initiative of Chandigarh Industrial and Tourism Development Corporation Ltd (CITCO), a public sector organization in India, to open India's first condom themed bar-cum-discotheque at the north Indian city of Chandigarh. Through this initiative CITCO wanted to promote awareness about HIV/AIDS, a growing pandemic in India. Through its very ambience,

the Condom Bar promoted the message of safe sex. The bar also gave away free samples of condoms and also sold condoms to its customers. The cost of the food and the drinks had been kept very affordable as the bar was being run as a not-for-profit organization. The inflow of customers into the bar had increased markedly. It was also able to draw the attention of the world. CITCO's initiative has been appreciated by experts who felt that it deserved extra kudos as it had gone ahead with such an innovative idea despite being a semi-government organization. But the initiative also drew criticism from some quarters as the critics believed that the bar was against Indian culture. However, CITCO's Condom Bar was cited as yet another example of how corporations around the world were engaging themselves in HIV/AIDS related CSR.

Issues

Understand the corporate social responsibility initiatives of a public sector organization with regard to countering the HIV/AIDS problem in India

Discuss the issues and challenges faced by a public sector organization in formulating and implementing an innovative CSR initiative to spread awareness about HIV/AIDS

Reference Numbers

ICMR	BECCG 075
ECCH	707-031-1
Organization(s)	Chandigarh Industrial and Tourism Development Corporation Ltd
Countries	India
Industry	Travel and Tourism
Pub/Rev Date	2007
Case Length	11 Pages
TN Length	5 Pages

Wal-Mart's Sustainability Initiatives

Abstract

This case is about the sustainability initiatives adopted by Wal-Mart Stores, Inc. (Wal-Mart), the world's largest retailer. Wal-Mart had begun to focus on environmental sustainability issues in 2005. The company planned to review its business activities and implement changes so as to conserve energy, use more renewable sources of energy, recycle waste, and sell more organic products at its stores. Many environmentalists appreciated Wal-Mart's intention to become a fully environmentally sustainable business entity given the influence it had on consumers, suppliers, and employees. However, some critics felt that this was an attempt at greenwashing as Wal-Mart was faced with stagnant sales in the US market and a declining

image. The case discusses the likely challenges for Wal-Mart with regard to the implementation of these initiatives.

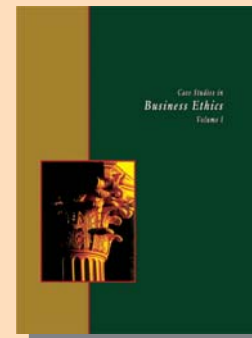
Issues

Understand the issues and challenges faced by Wal-Mart with regard to its sustainability initiatives

Understand the reactions of consumers, analysts, and critics to Wal-Mart's sustainability initiatives

Reference Numbers

ICMR	BECCG 074
ECCH	707-029-1
Organization(s)	Wal-Mart
Countries	United States of America
Industry	Retail
Pub/Rev Date	2007
Case Length	17 Pages
TN Length	7 Pages



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Grameen Danone Foods: A Social Business Enterprise

Abstract

Danone Foods is a major food conglomerate and the Grameen Group is a Bangladesh-based group with interests in the energy, microfinance, fisheries, and telecommunications sectors. The case describes the Danone-Grameen JV, which was to be a social business enterprise. It then discusses the concept of social business enterprise and the reasons why SBEs have to be encouraged. The case

ends with a brief discussion on the future prospects of SBEs in general and the joint venture in particular.

Issues

understand the concept of social business enterprises

analyze the reasons behind an MNC starting an SBE

analyze the future prospects for SBEs

Reference Numbers

ICMR	BECCG 073
ECCH	707-022-1
Organization(s)	Grameen Danone Foods
Countries	Bangladesh
Industry	Food and Beverage
Pub/Rev Date	2007
Case Length	15 Pages
TN Length	4 Pages

'SC Johnson's CSR Initiatives - Testing the 'Base of the Pyramid' Protocol

Abstract

The case discusses US based SC Johnson's involvement in designing and testing the Base of Pyramid (BOP) protocol. Since its inception, the company had initiated several corporate social responsibility initiatives for the benefit of its employees, environment and the communities in which it operated. When BOP protocol was launched in the year 2004, SC Johnson proactively extended its support to the protocol. In order to test the protocol, a team was sent by SC Johnson to Kenya to create mutual value for the company and the communities. The team went about testing the protocol in three stages and established a new channel to market SC Johnson's products to the BOP consumers. The company also worked with the Pyrethrum farmers in Kenya to find a sustainable source of natural pyrethrum. The success in few of the BOP ventures led SC Johnson launch new products targeted specifically at BOP consumers.

Issues

Understand the concept of the Base of Pyramid protocol

Examine the needs of the consumers at BOP
Analyze SC Johnson's efforts towards creating mutual value for the company and the communities in which it operated.

Evaluate sustainable business opportunities for MNCs in BOP markets

www.icmrindia.org

Reference Numbers

ICMR	BECCG 072
ECCH	707-005-1
Organization(s)	SC Johnson
Countries	USA / Africa
Industry	FMCG
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	12 Pages

BP: Putting Profits Before Safety?

Abstract

This case is about the safety problems faced by BP, the third-largest oil and gas producer in the world. On March 23, 2005, an explosion at BP's Texas City refinery resulted in one of the most serious workplace accidents in the US. An investigation by The US Chemical Safety and Hazard Investigation Board (CSB) uncovered many safety lapses at the Texas City refinery. BP was accused of endangering its workers by compromising on process safety due to its high emphasis on cost cutting. The Texas accident was not the only safety lapse at BP. In March 2006, a large oil spill was discovered due to a corroded pipeline at BP's Prudhoe Bay refinery in Alaska, USA. Critics alleged that BP had put profits before safety. BP was also criticized for spending millions of dollars to project a 'green' and 'environment-friendly' image, while failing to take care of basic operational safety issues. BP surprised many when it announced that its CEO, Lord Robert Browne (Browne), would step down by end of July 2007, which was earlier than scheduled retirement in 2008. It also announced that Tony Hayward (Hayward), the head of BP's exploration and production, would succeed Browne. This case discusses the findings of the report released by the BP US Refineries Independent Safety Review Panel (popularly known as the Baker report), the criticisms regarding BP's safety culture, and the steps taken by BP to rectify these issues.

Issues

Understand the importance of safety culture and process safety management

Understand the role of the top management in establishing and maintaining a safety culture within the organization

Reference Numbers

ICMR	BECCG 071
ECCH	707-014-1
Organization(s)	British Petroleum
Countries	United Kingdom
Industry	Petroleum and Petrochemicals
Pub/Rev Date	2007
Case Length	21 Pages
TN Length	9 Pages

Business Ethics and Governance Issues at HP - The Pretexting Controversy

Abstract

The case examines the business ethics and governance issues relating to the pretexting controversy that engulfed US based HP during the second half of 2006. Though the civil claims arising out of the controversy were settled, it raised several other issues pertaining to invasion of privacy, identity theft, and using pretexting to obtain confidential information. When the Board of Directors at HP found that highly confidential information that was discussed among the Board members was being reported in detail in the press, an investigation was initiated. The investigation was carried out by a team constituted by Patricia Dunn, the then Chairperson of the Board. During the probe, it was found that Keyworth, one of the Directors was responsible for the information leaks. The matter was reported to the Board, and one of the Directors, Tom Perkins resigned from the Board, to express his displeasure about the way the investigation was carried out. He asked the HP Board to disclose the details of the investigation process. HP admitted that pretexting was used to obtain the information about the source of leaks. This led to a series of investigations by several governmental agencies and the Attorney General of California on the illegal methods used by HP to carry out the probe. As a result of these investigations, Dunn and four other persons were indicted and the company paid US\$ 14.5 million to settle civil claims.

Issues

Understand the business ethics issues arising out of the pretexting controversy at HP

Examine the corporate governance issues relating to the pretexting controversy at HP

Study the investigation process employed by HP to find the source of confidential information leaks

Examine the illegal/unlawful methods used during the investigations

Analyze the implications of the pretexting controversy at HP.

Reference Numbers

ICMR	BECCG 070
ECCH	707-009-1
Organization(s)	Hewlett-Packard
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	6 Pages

Honda's Environmentology

Abstract

The case describes Honda Motor Co.'s initiatives to reduce the environmental impact of its products and operations. It discusses 'environmentology', the company's term for all its environment-related initiatives. The case gives details of the seven domains of product development, purchasing, production, transportation, sales, disposal and recycling, and administration, where efforts were being made to improve the environmental performance of the company. It also discusses some of the criticisms against the company, and ends with a brief discussion on the future of the company's environmental initiatives.

Issues

Study the efforts made by a company to reduce its impact on the environment

Understand the rationale behind the company's environment conservation initiatives

Reference Numbers

<i>ICMR</i>	<i>BECC 069</i>
<i>ECCH</i>	<i>707-008-1</i>
<i>Organization(s)</i>	<i>Honda Motors</i>
<i>Countries</i>	<i>Japan</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	<i>2007</i>
<i>Case Length</i>	<i>21 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Ecomagination' at Work: Ge's Sustainability Initiative

Abstract

General Electric Company was one of the largest conglomerates in the world, with a turnover of nearly \$150 billion in fiscal year 2005. The company had interests in several areas, broadly classified into six core business units covering industrial systems, infrastructure, media, healthcare, consumer finance and commercial finance. In May 2005, GE launched a sustainability program called 'Ecomagination', aimed at making the company a more responsible corporate citizen by balancing its economic, social and environmental objectives, and creating products that would meet the environmental challenges of the future. This case discusses the events that led to the launch of Ecomagination at GE. It describes briefly the reasons for GE's poor corporate reputation on environmental issues in the past, and the factors that prompted the company to clean up its image in the early 2000s. The case goes on to describe the vision and objectives of Ecomagination in terms of the benefits GE expected from it. It also describes the

company's public relations exercise to create awareness about Ecomagination among consumers and environmentalists. The results of the first year of Ecomagination, which GE released in the form of its first 'Ecomagination Report' in May 2006, are also given. The case concludes with a commentary on the implications of sustainability to GE as well as other companies, in the light of ever-increasing environmental challenges. The case also questions whether GE, which was one of the biggest corporate polluters in the world, would be able to extend the scope of Ecomagination to make it a company-wide initiative in the future.

Issues

Understand the importance of environmental consciousness and sustainable objectives to large global businesses, especially in the business scenario of the early 2000s

Examine the issues in implementing sustainability initiatives in a business

Appreciate the importance of laying out clear and measurable goals in pursuing sustainable objectives

Study the challenges in integrating companies' social and environmental objectives with their business targets

Understand the importance of top management support in ensuring commitment towards any new project

Understand the role that businesses can play in creating awareness about sustainability among consumers and political decision-makers.

Reference Numbers

<i>ICMR</i>	<i>BECC 068</i>
<i>ECCH</i>	<i>707-007-1</i>
<i>Organization(s)</i>	<i>GE</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Conglomerate</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>17 Pages</i>
<i>TN Length</i>	<i>11 Pages</i>

The Body Shop: Social Responsibility or Sustained Greenwashing?

Abstract

This case is about the issue of sustainability rhetoric and greenwashing. In March 2006, The Body Shop International Plc. (Body Shop), a retailer of natural-based and ethically-sourced beauty products, announced that it had agreed to an acquisition by the beauty care giant L'Oréal SA1 (L'Oréal) in a cash deal worth £652 million (US\$ 1.14 billion). The announcement brought in its wake a

spate of criticism against Body Shop and its founder, Dame Anita Roddick (Roddick). Body Shop was regarded as a pioneer in modern corporate social responsibility (CSR) practices. The company was also strongly associated with Roddick's social activism. Since its inception, it had endorsed and championed various social issues such as opposition to animal testing, developing community trade, building self-esteem, campaigning for human rights, and protection of the planet. Through these initiatives, the company had cultivated a loyal base of customers who shared these values. L'Oréal, on the other hand, had been severely criticized by activists for allegedly testing its cosmetics on animals, exploiting the sexuality of women, and selling its products by making women feel insecure. Moreover, Nestlé owned 26 percent of L'Oréal and Nestlé was one of the most boycotted companies in the world for its alleged unethical business practices and aggressive promotion of baby milk in developing countries. Some of Body Shop's critics and customers said that they felt betrayed by the deal as Roddick had previously been vocal in her criticism of companies like L'Oréal. They called for a boycott of Body Shop's products. However, Body Shop and Roddick defended the deal by saying that the acquisition by L'Oréal would not compromise Body Shop's ethics; the merger would, in fact, give Body Shop a chance to spread its values to L'Oréal. L'Oréal also announced that Body Shop's values would not be compromised and that it would continue to operate as an independent unit. This case discusses the reactions of consumers, activists, and CSR experts to the acquisition of Body Shop by L'Oréal. The acquisition throws up some questions such as: Is Body Shop guilty of greenwashing? Does it have the influence to extend its values to L'Oréal? The case also looks into the issue of whether L'Oréal was trying to improve its own image and to buy CSR through this deal.

Issues

Understand the issue of sustainability rhetoric and greenwashing with regard to the acquisition of Body Shop by L'Oréal

Understand the challenges faced by a company in building a corporate image and brand on the social marketing concept

Appreciate the importance of the cultural and CSR factors in mergers and acquisitions vis-à-vis financial and strategic parameters

Reference Numbers

<i>ICMR</i>	<i>BECC 067</i>
<i>ECCH</i>	<i>707-006-1</i>
<i>Organization(s)</i>	<i>The Body Shop International Plc.</i>
<i>Countries</i>	<i>United Kingdom</i>
<i>Industry</i>	<i>FMCG</i>

Pub/Rev Date 2006
Case Length 25 Pages
TN Length 12 Pages

Nationalization of The Oil and Gas Sector In Bolivia: Good Or Bad?

Abstract

This case is about the nationalization of the oil and gas sector in Bolivia in May 2006. Bolivia had the second largest oil and natural resources in South America after Venezuela and played a significant role in the regional oil market. The case highlights the reasons for the government's decision to take control of the country's oil and gas energy resources. The case also discusses the impact of this decision on the Bolivian economy, foreign investment flows, and regional trade alliances.

Issues

Understand the impact of government decisions on the business environment and foreign investment flows of a country

Appreciate the importance of foreign investment in the economic development of a country

Assess the impact of either nationalization or privatization on the economic development of a country

Reference Numbers

ICMR BECG 066
ECCH
Organization(s)
Countries Bolivia
Industry Diversified
Pub/Rev Date 2006
Case Length 14 Pages
TN Length 5 Pages

Corporate Social Responsibility at ONGC

Abstract

ONGC Ltd. is a major player in the oil and petroleum industry. The case describes the corporate social responsibility (CSR) initiatives of the company in detail. It also explains the issues concerning the implementation of the CSR initiatives.

Issues

Gain insights into the corporate social responsibility initiatives at the company

Understand the importance of corporate social responsibility

Know more about the challenges and issues concerning the implementation of CSR initiatives.

Reference Numbers

ICMR BECG 065
ECCH
Organization(s) ONGC Ltd.
Countries India
Industry Petroleum
Pub/Rev Date 2006
Case Length 14 Pages
TN Length N/A

Exxon Mobil's Riches: Fueling Controversy?

Abstract

The case discusses the problems faced by Exxon Mobil Corp. (Exxon), the largest company in the US, as it recorded high profits in the wake of rising oil prices. Exxon was accused by some US policy makers and consumer activist groups of price gouging and corporate greed. There was also the confrontation between Exxon and environmental activist groups over issues like the Valdez oil spill, oil drilling in the Arctic National Wildlife Refuge, etc. The case discusses in detail the allegations made against Exxon by some US lawmakers, consumer groups, and environmentalists. Exxon's responses to these allegations have also been presented in the case.

Issues

Understand the issues and allegations faced by Exxon in the wake of rising oil prices in the US

Understand the PR challenges faced by large oil companies

Appreciate the importance of communication and social responsibility for large corporations.

Reference Numbers

ICMR BECG 064
ECCH 706-042-1
Organization(s) Exxon Mobil Corporation
Countries United States of America
Industry Petroleum & Petrochemicals
Pub/Rev Date 2006
Case Length 24 Pages
TN Length

The Tata Group: Integrating Social Responsibility with Corporate Strategy

Abstract

The Tata group has been credited for aggressively pursuing several corporate social responsibility (CSR) initiatives in India. The case describes the vision and mission of Tata group which places importance on

CSR. It then examines how the group's vision is translated into action through the various community development initiatives. The case focuses on issues like, how the Tata group had gone about integrating various CSR initiatives across the group companies, the measures it is adopting for institutionalizing the concept and the various benchmarks adopted. Finally, the case examines how Tata Group is integrating CSR with its business processes in the organization's journey towards business excellence.

Issues

Provide insights into the concept of Corporate Social Responsibility and study how it has been practiced by the Tata group

Understand the need for integration of various CSR initiatives with key business processes of the company

Highlight the growing importance of CSR as a business imperative

Give insights into concepts like triple bottomline and sustainable development.

Reference Numbers

ICMR BECG 063
ECCH
Organization(s) Tata Group Companies
Countries India
Industry Diversified
Pub/Rev Date 2006
Case Length 15 Pages
TN Length N/A

The Le Clemenceau Controversy: Business vs. Safety

Abstract

This case discusses the controversial issues surrounding the decommissioned French warship Le Clemenceau, which was on its way to Alang, a major ship-breaking yard in India, for dismantling. However, the ship was recalled to France due to pressure from various environmental activist organizations like Greenpeace, who claimed that the ship had high quantities of toxic asbestos and PCBs. The case also highlights the problems faced by ship-breaking yard owners and companies in light of the Le Clemenceau controversy. The case brings out the issue of business versus safety with regard to the ship-breaking industry in developing countries in Asia.

Issues

Understand the issue of environmental activism and their impact on business and labor practices in developing countries

Understand the conflict between worker safety issues and business interests of the ship-breaking industry.

Reference Numbers

ICMR	BECG 062
ECCH	706-025-1
Organization(s)	
Countries	France, India
Industry	Ship-breaking
Pub/Rev Date	2003
Case Length	21 Pages
TN Length	N/A

Coca-Cola's Business Practices: Facing the Heat in a Few Countries

Abstract

The case discusses some of the alleged controversial business and labor practices of The Coca-Cola Company (Coca-Cola) and its bottlers in a few countries. The case discusses in detail, the allegations made against Coca-Cola's labor practices in Columbia, environmental and product issues in India, and trade practices in Mexico. The case also highlights the rise in consumer activism as it includes details of the ban imposed on Coca-Cola's products by some university campuses in the US and Europe on account of pressure by student unions and other activist organizations. Coca-Cola's responses to these allegations have also been presented in the case.

Issues

Understand the issues and allegations faced by Coca-Cola in Colombia, India, and Mexico

Understand the challenges faced by multinational companies due to the rise in consumer activism

Appreciate the importance of communication and social responsibility for multinational companies that operate across geographic regions and cultures.

Reference Numbers

ICMR	BECG 061
ECCH	
Organization(s)	The Coca-Cola Company
Countries	USA, Columbia, India, Mexico
Industry	Beverage (Softdrink)
Pub/Rev Date	2006
Case Length	21 Pages
TN Length	N/A

Ethical Issues at Christie's

Abstract

Christie's Inc. is a major player in the business of auctioneering. Since its inception in 1766, the auction house has diversified

into almost all categories of auctioneering. It also has entered areas like real estate and financing. The case deals primarily with the ethical issues confronting Christie's. The case gives an account of the anti-trust suits that were filed against the auction house. The case also throws light on the cut-throat competition among auctioneers in the top-end market. The case ends with a description of the various controversies - the issue of selling stolen art, not disclosing the holders of Nazi loot, etc., that Christie's has faced in recent times.

Issues

Price-fixing deal between the two largest auction houses in the world

Business practices followed in auction houses

Importance of ethics in the management of business

The issues and concerns in the business of auctioneering

The importance of instilling a culture that favors ethical behavior.

Reference Numbers

ICMR	BECG 060
ECCH	706-022-1
Organization(s)	Christie's Inc.
Countries	UK, USA
Industry	Auctioning
Pub/Rev Date	2006
Case Length	15 Pages
TN Length	N/A

Tesco's Corporate Social Responsibility Initiatives

Abstract

This case discusses the corporate social responsibility initiatives of Tesco and its impact on the internal and external environment of the company. It details the activities undertaken by Tesco's management and employees to contribute to the benefit of the society and the community in which the company operates. The case also discusses the active role played by Tesco in protecting and regenerating the environment and in extending the CSR initiatives to its suppliers. It also highlights a few criticisms against Tesco including polluting the environment in some countries and not adhering to its CSR standards.

Issues

Examine a company's responsibility towards the society

Understand the importance of social and environmental issues

Determine how a company's stand on social and environmental issues can contribute to enhancing the company's image.

Reference Numbers

ICMR	BECG 059
ECCH	706-027-1
Organization(s)	Tesco
Countries	UK
Industry	Retail
Pub/Rev Date	2006
Case Length	21 Pages
TN Length	N/A

IKEA's Social and Environmental Responsibility Initiatives

Abstract

The case discusses IKEA's stand on social and environmental issues. It discusses the factors that led IKEA's active participation in environmental conservation and children welfare. It also details the association of the company with several environment and socially conscious agencies such as WWF, Greenpeace, UNICEF and Save the Children. The case highlights a few of IKEA's CSR initiatives and how the company extended CSR to its customers, employees and its suppliers.

Issues

Determine a company's responsibility towards the community and the environment in which it operates

Understand how a company's social and environment initiatives can contribute in enhancing the company's corporate image.

Reference Numbers

ICMR	BECG 058
ECCH	706-028-1
Organization(s)	IKEA
Countries	Sweden, US, China
Industry	Retail - Furniture
Pub/Rev Date	2006
Case Length	22 Pages
TN Length	N/A

Corporate Social Responsibility at HP

Abstract

This case discusses the social and environmental initiatives taken by the US based hardware giant - HP. It discusses the vision of the founder David Packard, who believed that social and environment initiatives would in the long run result in the improvement of financial performance and a better corporate

image for HP. The case details the activities undertaken by HP's employees to improve the living conditions of the community in which the company operates. It discusses how HP aimed at creating a positive impact of its activities on the environment. The case ends by explaining how the company extended its CSR initiatives to its suppliers.

Issues

Determine a company's responsibility towards the community and the environment in which it operates

Understand how a company's social and environment initiatives can contribute in enhancing the company's corporate image.

Reference Numbers

ICMR	BECC 057
ECCH	706-026-1
Organization(s)	HP
Countries	US
Industry	Electronics –Hardware
Pub/Rev Date	2006
Case Length	19 Pages
TN Length	N/A

Sustainable Development at British Petroleum

Abstract

The case discusses the sustainability development programs initiated by BP. It also explains in detail the reasons behind BP's decision to start environmental sustainability and regional development programs. Though it was one of the top three companies engaged in the oil exploration and production business, BP adopted a proactive approach toward environmental sustainability. The environmental and regional development programs at BP were successful as they reduced environmental pollution levels in the areas where it operated and also helped in improving the standard of living of the people inhabiting those areas. The case also explains the entry of BP into renewable sources of energy such as solar, wind, and hydrogen.

Issues

Understand the problems faced by companies which are engaged in production and exploration activities that have a negative impact on the environment in the areas where they operate

Understand the role of an oil company in bringing about sustainable development to reduce environmental pollution levels and improve the standard of living of people

Understand the problems involved in transforming an 'oil company' into a 'green company'

Understand the ways through which a company can use its sustainability programs as a tool to increase its revenue generating activities in the long term.

Reference Numbers

ICMR	BECC 056
ECCH	706-021-1
Organization(s)	British Petroleum
Countries	UK
Industry	Oil & Chemical
Pub/Rev Date	2006
Case Length	18 Pages
TN Length	N/A

Ahold's Sustainability Initiatives

Abstract

Ahold, a major retailer in the US and Europe, considered sustainability as an effective way to not only meet its corporate social responsibility obligations but also to improve its efficiency and profitability. The case essentially deals with Ahold's sustainability approach and its various initiatives. It also throws light on the business sense in pursuing sustainability as a strategy. The case talks in detail about Ahold's strategy of using sustainability as an instrument to improve its productivity, profitability, and its image in the eyes of the customers it served. Last, it makes a brief mention about the comments made by analysts vis-à-vis Ahold's sustainability initiatives.

Issues

The concept and importance of sustainability and sustainable development

How a company uses sustainability to achieve competitive advantage

How a retail giant uses sustainability to win customers

The importance of corporate social responsibility in business

The environmental implications of retail operations

The importance of following sustainable practices which allow the company as well as its immediate environment to gain from it.

Reference Numbers

ICMR	BECC 055
ECCH	706-020-1
Organization(s)	
Countries	Netherlands
Industry	Retail
Pub/Rev Date	2006
Case Length	18 Pages
TN Length	N/A

Childhood Obesity: Should Junk Food be Regulated?

Abstract

The case 'Childhood obesity: Should junk food be regulated?' provides an overview of the marketing of junk food (food with limited nutritional value) to children across the world, and the role of government regulations and industry self-regulation. The case looks into the concerns raised by consumer groups and health organizations the world over, due to the increasing levels of childhood obesity which have reached alarming proportions. Junk food manufacturers like McDonald's, Kraft Foods, PepsiCo, and Coca-Cola have come under intense pressure to withdraw advertisements and promotional campaigns that target children. The case also gives a brief account of the arguments put forward by the Alliance for American Advertising (AAA) in defense of the 'rights' of companies to advertise to children.

Issues

Junk food industry and its implications for the childhood obesity issue; Role of government regulations

Self-regulation adopted by various companies through marketing communications, as a preemptive measure against future government regulations

Effects of unethical practices of advertising, i.e., advertising junk food to children.

Reference Numbers

ICMR	BECC 054
ECCH	705-045-1
Organization(s)	McDonald's Corporation et al
Countries	USA, Europe, Australia, Asia
Industry	Food
Pub/Rev Date	2005
Case Length	16 Pages
TN Length	5 Pages

Hollinger International: The Lord Black Saga

Abstract

"Hollinger International - The Lord Black Saga" looks at the troubles at Hollinger International Inc. (HII), a large publishing house which owned several newspaper publications across the world like The Telegraph, The National Post, Sidney Morning Herald, Chicago Sun-Times. From 2001 onwards, there were a series of accusations of fraud, investigations, and lawsuits filed against HII's top executives. The case deals with issues

like personal greed, regulatory loopholes and failed internal controls that were responsible for a series of frauds committed by Black and his associates. The importance of corporate governance, shareholder activism and regulatory policies are also highlighted in this case.

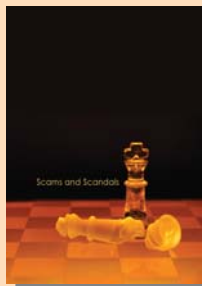
Issues

Factors that lead to frauds being committed by top executives in a company

Importance of corporate governance policies, board management and internal controls in an increasingly globalized business environment.

Reference Numbers

ICMR	BECG 053
ECCH	705-037-8
Organization(s)	Hollinger International Inc
Countries	Canada, US, and UK
Industry	Publishing
Pub/Rev Date	2005
Case Length	15 Pages
TN Length	5 Pages



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ABB: Providing "Access to Electricity"

Abstract

The case discusses the 'Access to Electricity' programs initiated by ABB as part of its Corporate Social Responsibility Activities in a few less developed parts of the world. The program was begun at Ngarambe, a village situated near the Selous Game Reserve in Tanzania. Here, the program was able to bring

electricity to Ngarambe and besides, the electrification project helped in the economic and social development of the village while taking care of environmental concerns. ABB used the 'Access to Electricity' project as a learning experience and committed itself to undertaking more such Corporate Social Responsibility activities with the long term aim of generating stable revenues.

Issues

Role of a company in bringing about sustainable development in an economically underdeveloped area

Using corporate social responsibility activities to develop competencies

Developing corporate social responsibility activities into revenue generating activities in the long term.

Reference Numbers

ICMR	BECG 052
ECCH	705-038-1
Organization(s)	ABB Group
Countries	Tanzania
Industry	Electric Equipment Industry
Pub/Rev Date	2005
Case Length	11 Pages
TN Length	3 Pages

Sustainability Management at Philips

Abstract

The case discusses the sustainability management initiatives undertaken by the Netherlands based Royal Philips Electronics, a leading manufacturer of domestic appliances, medical systems, lighting equipment and semiconductors. The company's sustainability program mainly focused on social responsibility initiatives such as employee welfare & community development and environmental management. The case describes each of these initiatives in detail and explains how Philips aimed at deriving competitive advantage from them. The 'sustainability governance structure' and 'governance structure for environmental management' put in place by Philips for realizing its sustainability vision is also discussed. The case also dwells upon Philips General Business Principles that guided its activities and employee behavior in its operations across the world.

Issues

Understand the concept of sustainability and its relevance in today's businesses

Need for a vision, policy and governance structure in order to achieve the goals of sustainability management

Understand how environmentally and socially responsible behavior leads to sustainable business performance

Develop a framework to measure sustainability initiatives.

Reference Numbers

ICMR	BECG 051
ECCH	706-024-1
Organization(s)	Phillips
Countries	Netherlands
Industry	Consumer Electronics
Pub/Rev Date	2005
Case Length	26 Pages
TN Length	N/A

The Tata Group: Integrating Social Responsibility with Corporate Strategy

Abstract

The Tata group has been credited for aggressively pursuing several Corporate Social Responsibility (CSR) initiatives in India. The case describes the vision and mission of Tata group which places importance on CSR. It then examines how the group's vision is translated into action through the various community development initiatives. The case focuses on issues like, how the Tata group had gone about integrating various CSR initiatives across the group companies, the measures it is adopting for institutionalizing the concept and the various benchmarks adopted. Finally, the case examines how Tata Group is integrating CSR with its business processes in the organization's journey towards business excellence.

Issues

Provide insights into the concept of Corporate Social Responsibility and study how it has been practiced by the Tata group.

Reference Numbers

ICMR	BECG 050
ECCH	
Organization(s)	Tata Group
Countries	India
Industry	Diversified
Pub/Rev Date	2005
Case Length	14 Pages
TN Length	N/A

"There is no such thing as business ethics. There is only one kind - you have to adhere to the highest standards."

– Marvin Bower

CSR Initiatives at HSBC: Making Good Business Sense

Abstract

This case discusses the Corporate Social Responsibility (CSR) initiatives at the HSBC Group and how CSR was viewed as complementary to the nature of business at the bank. The case describes how HSBC incorporated CSR initiatives into the strategic plan of the group and made efforts to translate it into action across the organization. It also deals with some of the challenges the group faced in dealing with issues such as financing controversial projects and business process outsourcing.

Issues

Understand the importance of CSR in today's global business environment.

Reference Numbers

ICMR BECG 049
ECCH
Organization(s) HSBC
Countries UK
Industry Banking and FS
Pub/Rev Date 2005
Case Length 10 Pages
TN Length 4 Pages

Voxiva's Social Responsibility Initiatives

Abstract

This case examines the social responsibility initiatives of Voxiva in Peru. Voxiva uses Information and Communication Technologies (ICTs) to offer healthcare solutions aimed at rural citizens in developing countries. The company has deployed a solution in Peru known as 'Alerta' that facilitates employees in hospitals in rural areas provide information to the health ministry about disease outbreaks in real-time. Alerta enables two way information between health officials in rural areas and health ministry based in Lima, Peru. This helps in responding quickly to any disease before it infects many people and becomes an epidemic. Based on the ICTs, Voxiva provided many solutions encompassing public health, public safety and e-government. Based on Alerta, Voxiva has deployed disease surveillance system in India and Iraq. The company uses its technology to provide health solutions in parts affected with HIV/AIDS in Africa.

Issues

Examine the healthcare needs of developing countries and discuss how ICTs can be used to solve healthcare problems.

Reference Numbers

ICMR BECG 048
ECCH
Organization(s) Voxiva
Countries Africa, India,
Peru, Iraq
Industry IT, Healthcare
Pub/Rev Date 2005
Case Length 13 Pages
TN Length N/A

Cemex's Social Responsibility Initiatives

Abstract

The case gives an overview of the major social responsibility initiatives including environmental conservation and community welfare undertaken by Mexico based Cemex; one of the largest cement companies in the world. In more than 30 countries in which the company operated, Cemex had taken several steps to improve the quality of living of the people residing in the local communities. The case describes in detail, the Cemex's 'Patrimonio Hoy' program introduced in Mexico, which aimed at fulfilling the housing needs of low income group. Under the program, Cemex developed and delivered affordable building products and services to the poor people living in Mexican cities to construct their own houses.

Issues

Environmental Conservation; Community Welfare, Patrimonio Hoy.

Reference Numbers

ICMR BECG 047
ECCH
Organization(s) Cemex Corporation
Countries Mexico
Industry Cement
Pub/Rev Date 2005
Case Length 14 Pages
TN Length N/A

The Recall of Vioxx

Abstract

The case gives an overview on the controversy involving Vioxx; a drug produced by the US based Merck, a global pharma major. Vioxx was used for the treatment of arthritis and acute pain. The product was promoted aggressively by Merck and had emerged as one of the best selling drugs for Merck within a year of its launch. However, medical experts raised doubts about the cardiovascular risks associated with Vioxx's long-term usage. In the initial years, Merck

disagreed with the various medical studies that indicated cardiovascular risks until its own internal study indicated the risk. Finally, in September 2004, Vioxx was recalled from the market.

Issues

Ethical issues involved in the controversy associated with Vioxx

Analyze the way Merck responded on the Vioxx issue.

Reference Numbers

ICMR BECG 046
ECCH 705-007-1
Organization(s) Merck
Countries US
Industry Pharma
Pub/Rev Date 2005
Case Length 12 Pages
TN Length N/A

The Exxon Valdez Oil Spill

Abstract

The case describes the Exxon Valdez oil spill, one of the worst ever environmental damage caused by an industrial disaster. In March 1989, the oil tanker Exxon Valdez, owned by Exxon, a leading oil exploration and production company in the world, spilled 11 million gallons of crude oil in the Prince William Sound in Alaskan region that caused major ecological and financial damage to the people of the region. The case examines the response of Exxon to deal with the disaster and the compensation paid by the company to the victims. Though Exxon claims that it had acted responsibly and had spent around \$3 bn to clean the region and as damages to the victims, the largest sum paid by any corporate to mitigate the environmental damage, environmentalists believe that the company must pay more. The case highlights the ethical issues involving the disaster and examines the response of ExxonMobil.

Issues

Factors that led to Exxon Valdez spill and ethical issues involving the disaster.

Reference Numbers

ICMR BECG 045
ECCH 705-008-1
Organization(s) Exxon
Countries US
Industry Petroleum
Pub/Rev Date 2005
Case Length 16 Pages
TN Length N/A

KFC in India: Ethical Issues

Abstract

The case highlights the ethical issues involved in Kentucky Fried Chicken's (KFC) business operations in India. KFC entered India in 1995 and has been in midst of controversies since then. The regulatory authorities found that KFC's chicken did not adhere to the Prevention of Food Adulteration Act, 1954. Chicken contained nearly three times more monosodium glutamate (popularly known as MSG, a flavor enhancing ingredient) as allowed by the Act. Since the late 1990s, KFC faced severe protests by People for Ethical Treatment of Animals (PETA), an animal rights protection organization. PETA accused KFC of cruelty towards the birds and released a video tape showing the ill-treatment of birds in KFC's poultry farms. However, undeterred by the protests by PETA and other animal rights organizations, KFC planned a massive expansion program in India.

Issues

Ill-treatment of animals; Animal rights issues.

Reference Numbers

ICMR BECG 044
 ECCH 704-070-1
 Organization(s) KFC
 Countries India
 Industry Fast Foods
 Pub/Rev Date 2004
 Case Length 16 Pages
 TN Length 9 Pages

Governance Problems in Citigroup Japan

Abstract

In September 2004, Federal Services Agency (FSA), the financial regulatory body of Japan, announced the closure of Citigroup's Private Banking business in Japan starting from September 30, 2005. Independent investigations conducted by FSA revealed major violations of law by the Private Banking unit. It was involved in activities which were permitted to be performed by only securities companies and not banking companies. The case details the irregularities in Citigroup's Japanese operations and highlights the importance of good governance. It also examines the measures taken by Citigroup to fix these problems and analyzes the efficacy of these measures.

Issues

The importance of good governance in a financial services company.

Reference Numbers

ICMR BECG 043
 ECCH 704-071-1
 Organization(s) Citigroup
 Countries Japan, US
 Industry Financial Services
 Pub/Rev Date 2004
 Case Length 15 Pages
 TN Length N/A

Governance Problems in Citigroup Japan

Abstract

The case examines the unethical business practices of Halliburton Company (Halliburton), a leading engineering and oil exploration services provider. It gives a detailed account of the allegations that the company has been facing over the years. Halliburton was reportedly involved in doing business with countries with which trades were prohibited by the US government. The company was also alleged to have been involved in violating accounting practices by including 'disputed claims' as revenues in its income statement. Halliburton's subsidiary - KBR was reportedly involved in 'overbilling' of oil and food supplies to the US army during the Iraq war in March 2003. The case also highlights the company's political connections that had benefited Halliburton over the years.

Issues

Study how adverse business conditions often cause companies to resort to unethical practices.

Reference Numbers

ICMR BECG 042
 ECCH 704-053-1
 Organization(s) Halliburton Company
 Countries US, IRAQ
 Industry Oil and Energy
 Pub/Rev Date 2004
 Case Length 14 Pages
 TN Length N/A

Greenpeace: Working for a "Green and Peaceful Future"

Abstract

Greenpeace, a non-profit organization is dedicated to improving and preserving the environment and the ecology of planet Earth. In this task, it is helped by thousands of members and volunteers. Most of its funding comes through donations from its supporters, but in this matter, the organization is very strict about not accepting any donations from

organizations, governments or political parties. In recent years, Greenpeace has got a lot of criticism for having too narrow a vision as regards new scientific developments. It has also been accused of caring more for the publicity and less for the issue itself. Greenpeace has tried to remodel itself and to evolve as a more responsible environment conscious organization.

Issues

Strategies used by Greenpeace to achieve its goals

The responsibility of businesses towards the environment.

Reference Numbers

ICMR BECG 041
 ECCH 704-054-1
 Organization(s) Greenpeace
 Countries Global
 Industry Non-profit Organization
 Pub/Rev Date 2004
 Case Length 14 Pages
 TN Length N/A

Royal Dutch/Shell 'Oil Reserves' Controversy

Abstract

Royal Dutch/Shell (Shell) has been reportedly involved in inflating its 'proven' oil reserves figures that has significantly tarnished its image as one of the best professionally managed companies in the world. The case provides detailed insights into the role played by the top management at Shell leading to the oil reserves controversy. It describes the events leading to Shell's announcement to revise its oil reserves figures. Finally, the case examines a few initiatives taken by the company to restore investor confidence and the lessons to be learned from the controversy.

Issues

Unethical business practices.

Reference Numbers

ICMR BECG 040
 ECCH 704-049-1
 Organization(s) Royal Dutch/Shell
 Countries Netherlands/UK
 Industry Oil and Energy
 Pub/Rev Date 2004
 Case Length 13 Pages
 TN Length N/A

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Snow Brand's Unethical Practices in Japan

Abstract

Snow Brand Milk Products Co. Ltd. was the largest dairy products manufacturer in Japan while its subsidiary Snow Brand Food Co. was one of the largest meat processing and food products manufacturers. In the year 2000, for the first time since its establishment, Snow brand Milk Products Co. Ltd. posted group losses and had to close some of its dairy factories due to a massive decline in sales of milk products following a food poisoning incident. In 2002, Snow Brand Milk Products Co. Ltd. liquidated, Snow Brand Food Co. due to irreparable damage caused by the unethical practices at Snow. The case examines the events that led to the decline of the company, and the consequences of unethical practices and lack of social responsibility. The case also explores the restructuring/rehabilitation initiatives taken up by Snow Brand after the scandals came to light.

Issues

Loss of customer trust: Importance of crisis management.

Reference Numbers

ICMR BECG 039
 ECCH 704-038-1
 Organization(s) Snow Brand Milk Products Co. Ltd.
 Countries Japan
 Industry Food Products
 Pub/Rev Date 2004
 Case Length 15 Pages
 TN Length 5 Pages

Trouble in the 'Magic Kingdom': Governance Problems at Disney

Abstract

The case discusses the governance problems at Disney. In late 2003, Roy Disney and Stanley Gold, both of whom were directors at the company resigned from the board in protest against the governance practices at Disney. They alleged that CEO Michael Eisner ran the company like a 'personal fiefdom' and that the board was only a rubber stamp to his decisions. The case looks into this allegation and studies a few instances where Disney did not seem to conform to the principles of good corporate governance. It also discusses the future of Disney in the context of the allegations of bad governance and the bid by Roy and Gold to oust Eisner from the company and install a new board.

Issues

Importance of good governance, especially in large companies.

Reference Numbers

ICMR BECG 038
 ECCH 704-037-1
 Organization(s) Walt Disney Co.
 Countries USA
 Industry Media and Entertainment
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length 4 Pages

Boeing's Unethical Practices

Abstract

Boeing's board had independent directors in the majority. The company was also well-known for the values and the code of conduct it had laid down. However, the company came under criticism on several occasions for its alleged unethical practices. The case focuses on these ethical lapses that are alleged to have occurred in Boeing. The case gives detailed information about the various lapses at Boeing – an accounting scandal, the Lockheed Martin controversy and the tanker lease deal controversy.

Issues

Role of the board in ensuring ethical practices.

Reference Numbers

ICMR BECG 037
 ECCH 704-033-1
 Organization(s) Boeing
 Countries USA
 Industry Aerospace
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length 4 Pages

Procter & Gamble vs. Unilever: A Case of Corporate Espionage

Abstract

The case discusses the corporate espionage controversy involving two of the world's largest consumer product companies, P&G and Unilever, in the early 21st century. It gives an overview of the concepts of competitive intelligence and corporate espionage and examines the differences between them. It then outlines the evolution of corporate espionage over the centuries and examines the reasons for its increasing use. Next, the case details the covert operation

conducted by P&G to gain competitive information about Unilever's shampoo business in the US. It examines the steps taken by P&G's top management after discovering the secret operation, to settle the matter with Unilever. Finally, it talks about Unilever's response to the incident, its settlement demands, and summarizes the lessons that can be learnt from this episode.

Issues

Concepts of competitive intelligence and corporate espionage.

Reference Numbers

ICMR BECG 036
 ECCH 704-017-1
 Organization(s) Procter & Gamble, Unilever
 Countries USA
 Industry FMCG
 Pub/Rev Date 2004
 Case Length 15 Pages
 TN Length N/A

Governance Issues at the New York Stock Exchange

Abstract

The case focuses on the allegations of misgovernance at New York Stock Exchange (NYSE) and the governance reforms introduced in the exchange by interim Chairman John Reed. Over the years, NYSE was criticized by the analysts and industry observers for its outdated mode of working and governance practices. The disclosure of Grasso's compensation led to widespread criticism against the exchange regarding its governance practices. The case brings out the working of NYSE and allegations against it, and it also discusses the reforms initiated by John Reed.

Issues

NYSE's working and governance practices.

Reference Numbers

ICMR BECG 035
 ECCH 704-019-1
 Organization(s) NYSE
 Countries USA
 Industry Securities Trading
 Pub/Rev Date 2004
 Case Length 18 Pages
 TN Length 5 Pages

Sustainable Development at Alcoa Inc.

Abstract

The case provides a detailed account of Sustainable Development (SD) initiatives taken up by Alcoa Inc (Alcoa), the world's largest aluminum company. It begins with an explanation of the concept of SD and its evolution and gradual acceptance by the global corporate sector. It also discusses the need and importance of integrating SD into business processes. After taking a brief look at Alcoa's history and its business operations, the case describes the company's SD initiatives from the 1950s till late 2003. It also elaborates upon the major benefits and awards the company received due to these initiatives. The case ends with a comment on Alcoa's future plans regarding SD with respect to its '2020 Strategic Framework.'

Issues

Sustainable development and its importance to business.

Reference Numbers

ICMR	BECG 034
ECCH	704-018-1
Organization(s)	Alcoa Inc.
Countries	USA
Industry	Aluminium
Pub/Rev Date	2004
Case Length	22 Pages
TN Length	N/A

Canon's 'Kyosei' Philosophy and Social Responsibility Initiatives

Abstract

The case discusses in detail the social responsibility initiatives undertaken by the Japanese digital imaging equipment giant - Canon Inc. The case describes how Canon's corporate philosophy - Kyosei - guided the company's operations and its behavior towards its employees, partners, customers, competitors, environment and the communities in which it operated. It elaborates the way in which Canon practiced the principles of Kyosei. By practicing the philosophy, Canon was globally recognized as one of the most socially responsible corporate citizens.

Issues

Corporate philosophy and social responsibility.

Reference Numbers

ICMR	BECG 033
ECCH	704-011-1

Organization(s)	Canon Inc.
Countries	Japan
Industry	Office Automation
Pub/Rev Date	2004
Case Length	9 Pages
TN Length	N/A

Nestlé's Social Irresponsibility in Developing Nations

Abstract

Nestlé was frequently criticized for using unethical marketing practices to promote the sales of some of its products. The company was severely condemned by health agencies around the world for its marketing of infant formula in developing countries, by conveying the message that the formula was better for babies than mothers' milk. There were also demands on the company to stop purchasing cocoa from the Ivory Coast, where bonded labor and children were used on plantations to harvest cocoa beans. Nestlé also became mired in a controversy for selling genetically modified foods in some Asian countries without labeling them explicitly. Pure Life, the mineral water brand the company launched in some Asian countries, was also criticized for being too high priced.

Issues

Corporate social responsibility.

Reference Numbers

ICMR	BECG 032
ECCH	704-003-1
Organization(s)	Nestlé
Countries	Switzerland
Industry	FMCG
Pub/Rev Date	2003
Case Length	10 Pages
TN Length	4 Pages

Dr. Reddy's Foundation for Human and Social Development

Abstract

The case explains the evolution of Dr. Reddy's Foundation for Human and Social Development (DRFHSD) and its initiatives for improving the conditions of the underprivileged. The case provides information on the mission of the Foundation and its different projects. It focuses on the role played by Dr. Reddy and DRL in the Foundation's activities. The case discusses the innovative programs of the Foundation and the support of other corporate houses & NGOs/NPOs in successful implementation of these programs.

Issues

Corporate Social Responsibility.

Reference Numbers

ICMR	BECG 031
ECCH	704-002-1
Organization(s)	Dr. Reddys Labs
Countries	India
Industry	Pharmaceuticals
Pub/Rev Date	2003
Case Length	9 Pages
TN Length	4 Pages

Rio Tinto: The Mining Giant Pollutes Indonesia's Environment

Abstract

The case discusses the controversies regarding environmental abuses in Indonesia caused by Rio Tinto, the world's largest mining company. It provides information about Rio Tinto's mining operations at the Kelian Gold mine, Grasberg Gold and Copper mine, and East Kutai Gold mine in Indonesia. The nature and extent of environmental pollution and damage to the country's natural resources caused by these mines has been examined in depth. The case not only discusses the efforts taken by the company to repair the damages thus caused but also comments on their inadequacy. Besides briefly describing the nature of the mining industry, the case gives information about various other allegations of unethical business practices raised against Rio Tinto in Indonesia as well as other parts of the world.

Issues

Mining in Indonesia; Rio Tinto's corporate social responsibility; environmental pollution; unethical business practices.

Reference Numbers

ICMR	BECG 030
ECCH	703-019-1
Organization(s)	Rio Tinto
Countries	Indonesia
Industry	Mining
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	N/A

The Arun Bajoria – Bombay Dyeing Tussle

Abstract

The case, 'The Arun Bajoria – Bombay Dyeing Tussle' provides insights into the events leading to the SEBI decision to bar jute businessman and stock market operator Arun Bajoria to trade in the stock market. The case examines how

Arun Bajoria acquired a stake in Bombay Dyeing and also discusses the criticism faced by the regulatory authorities and the problems with the SEBI takeover code.

Issues

SEBI takeover code.

Reference Numbers

ICMR BECG 029
 ECCH 301-203-1
 Organization(s) Hooghly Mills Co. Ltd,
 Bombay Dyeing, SEBI, FICCI
 Countries India
 Industry Financial Services
 Pub/Rev Date 2001
 Case Length 6 Pages
 TN Length 4 Pages

The Tug of War over Gesco Corporation

Abstract

The case "The Tug of War Over Gesco Corporation", traces the various developments that had taken place in the tug of war over Gesco Corp. In October 2000, Abhishek Dalmia made an open offer for 45% stake in Gesco Corp at Rs. 27 per share. Since then, the battle between the Sheths-the promoters of Gesco Corp and the Dalmias had strengthened. The late 2000, saw both the sides making offers and counter offers. They had reached a stage where both the groups were fighting a losing battle. The price of the share went up to Rs. 45 per share with the Dalmias' making the last call. In January 2001, good sense prevailed on both the sides and they reached an agreement. By the agreement, the Dalmias' sold their 10.5% stake in Gesco at Rs. 54 per share.

Issues

Corporate takeovers.

Reference Numbers

ICMR BECG 028
 ECCH 702-003-1
 Organization(s) Gesco Corporation,
 Renaissance Estates Ltd, HDFC
 Countries India
 Industry Financial Services
 Pub/Rev Date 2002
 Case Length 8 Pages
 TN Length 4 Pages

The Fall of Arthur Andersen

Abstract

The case examines the emergence of Arthur Andersen as one of the leading auditing and consulting firms in the world, on the basis of its emphasis on integrity and ethics in

business. The case explains the factors that led to deterioration in the firm's culture during the 1990s. It examines Andersen's role in accounting fraud at Enron, one of its major clients. The case also examines the criminal charges faced by the firm in the Enron case and how the Enron case eventually led to the closure of Andersen. The unethical practices of audit firms in the 1990s are also discussed. The case also takes a look at the various initiatives taken by the government and other regulatory authorities, such as SEC and AICPA, to restore the trust of investors in corporate firms and audit firms in the US.

Issues

The importance of ethics, integrity and professional standards in the audit business.

Reference Numbers

ICMR BECG 027
 ECCH 403-049-1
 Organization(s) Arthur Anderson,
 US DOJ
 Countries USA
 Industry Financial Services
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A

Pepsi in Burma: A Globalization Catastrophe

Abstract

The case deals with the experiences of the global cola major, PepsiCo, in Myanmar (Burma) during the 1990s. It gives a brief profile of the political, social and economic crisis in Burma under the military rule of the State Law & Order Restoration Council (SLORC). The case discusses why the SLORC opened up the Burmese economy and why Pepsi rushed to do business with this country. It then describes the widespread, global opposition by students, human rights activists, politicians, governments and various other parties to the support provided by MNCs (focusing on Pepsi) to Burma's rulers. Finally, it explores Pepsi's partial pull-out from Burma in 1996, the resulting protests, followed by the complete pull-out in 1997.

Issues

Why MNCs take business decisions ignoring social considerations.

Reference Numbers

ICMR BECG 026
 ECCH 703-017-1
 Organization(s) Pepsi
 Countries USA, Burma
 Industry Food & Beverages

Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length N/A

Kraft Food's Fight against Obesity

Abstract

The case examines the growing impact of junk food on American society. It examines the role played by food companies in increasing in obesity in the US and Canada. The case discusses how Kraft Foods, the number one food products company in the US, faced criticism during the early 21st century for encouraging unhealthy eating habits which led to numerous health problems. It then describes the anti-obesity initiatives undertaken by the company to quell the criticism. The case also discusses the responsibility of companies towards their consumers and society from an ethical dimension. It discusses ways in which growing obesity could be handled.

Issues

Social and corporate obligations of food companies.

Reference Numbers

ICMR BECG 025
 ECCH 703-015-1
 Organization(s) Kraft Foods
 Countries USA
 Industry Food & Beverages
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A

Wal-Mart: A Case of Employee Discrimination

Abstract

The case discusses allegations of anti-employee practices against the world's largest retailer, Wal-Mart, in the early 21st century. It examines the various unethical and illegal human resource practices that employees claimed Wal-Mart was following particularly discrimination against women and the prevention of unionization. Detailed information is provided about instances of discrimination against female employees. The case also brings to light the apparently complacent attitude of Wal-Mart in eradicating the above problems, despite having been aware of them. The case seeks to study the impact of the allegations of labor rights violations on the employees, the company's image and its future performance.

Issues

Workplace discrimination.

Reference Numbers

ICMR BECG 024
 ECCH 703-009-1
 Organization(s) Wal-Mart
 Countries USA
 Industry Retail
 Pub/Rev Date 2003
 Case Length 17 Pages
 TN Length N/A

Coca-Cola & Pepsi Harm India's Ecology

Abstract

The case discusses the controversy surrounding the Indian subsidiaries of multinational cola majors Coca-Cola and Pepsi in 2002-03. The two companies had caused severe ecological damage in the state of Himachal Pradesh by painting their advertisements on rocks. The case describes the ecological importance of these rocks and the nature and extent of environmental damage caused by the companies. Besides giving a detailed account of the legal proceedings initiated against them, the case also discusses the efforts taken by the companies to repair the damage.

Issues

Commercial exploitation of natural resources.

Reference Numbers

ICMR BECG 023
 ECCH 703-016-1
 Organization(s) Coke, Pepsi
 Countries India
 Industry Food & Beverages
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length N/A

Sexual Harassment at Infosys

Abstract

The case examines the controversy surrounding the charges of sexual harassment and unlawful termination made by an employee against Infosys, a leading Indian software company, during 2001-03. Phaneesh Murthy, a top level executive and a director on the company's board, was accused of sexually harassing and unlawfully firing his subordinate, Reka Maximovitch. The case provides information about the definition of sexual harassment and examines in detail the events that occurred from the time Maximovitch joined Infosys to the out-of-court settlement of the lawsuit.

Issues

Sexual harassment at the workplace and its legal implications.

Reference Numbers

ICMR BECG 022
 ECCH 703-010-1
 Organization(s) Infosys
 Countries India
 Industry Information Technology
 Pub/Rev Date 2003
 Case Length 11 Pages
 TN Length 4 Pages

Kmart: Forced Towards Bankruptcy?

Abstract

The case explores the events that led Kmart, a US-based retailing company that was an integral part of the country's corporate history, to bankruptcy in 2002. The case also takes a brief look at Kmart's reorganization plans and its efforts to emerge from bankruptcy during 2002-03. Finally, the case discusses Kmart's future prospects in the light of its changed strategic game plan and the various problems that still persist.

Issues

Conflict between economic performance and social/ethical obligations of a company.

Reference Numbers

ICMR BECG 021
 ECCH 703-007-1
 Organization(s) Kmart
 Countries USA
 Industry Retail
 Pub/Rev Date 2003
 Case Length 13 Pages
 TN Length N/A

Martha Stewart: "The Goddess of Domesticity"

Abstract

The case examines the career of Martha Stewart, a second generation Polish immigrant in America, who fashioned herself into a lifestyle and housekeeping expert. Her business empire which was named after her was involved in publishing, television shows, retail merchandizing and direct selling. In December 2001, she sold about 4000 shares of Imclone, a biotech company, a day before its share prices fell (due to FDA's rejection of its application for a new cancer drug). When news of this sale came to light in June 2002, she was suspected of making the sale on the basis of non-public inside information. This controversy had a negative impact on her business. In this context, analysts questioned the wisdom of associating a company too closely with a person.

Issues

Dangers of centering a company around a person who comes to represent its brand.

Reference Numbers

ICMR BECG 020
 ECCH 703-006-1
 Organization(s) Martha Stewart, Imclone Systems Inc, Omnimedia Inc
 Countries USA
 Industry Publishing, Merchandising, Television
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length 5 Pages

Reebok: Managing Human Rights Issues Ethically?

Abstract

The case covers in detail the various initiatives taken by Reebok over the years to prevent human rights violations in its footwear manufacturing operations. The case also covers the various human rights violations that were reported to have occurred in the footwear manufacturing facilities of Reebok in China. Reebok's efforts to address human rights and industrial relations issues in its Chinese factories are also examined.

Issues

Efforts by MNCs to take care of human rights issues.

Reference Numbers

ICMR BECG 019
 ECCH 703-005-1
 Organization(s) Reebok, China Labor Watch
 Countries China / USA
 Industry Apparel and Footwear
 Pub/Rev Date 2002
 Case Length 12 Pages
 TN Length 7 Pages

Nike's Labor Practices

Abstract

The case describes the ill-treatment of employees and sweatshop conditions in Nike's Asian factories. In many Asian countries, Nike violated local labor laws. According to the Vietnam labor watch, Nike did not pay the minimum wages, did not provide proper working conditions, and did not take adequate health and safety measures. In addition, Nike turned a blind eye to child labor and sexual harassment in its factories. The company has taken measures to improve the situation.

Issues

Human rights abuses, exploitation of labor, role of NGOs.

Reference Numbers

ICMR BECG 018
ECCH 702-021-1
Organization(s) Nike
Countries USA / Vietnam
Industry Apparel and Footwear
Pub/Rev Date 2002
Case Length 11 Pages
TN Length 5 Pages

The McDonald's 'Beef Fries' Controversy

Abstract

The case examines the controversy involving the global fast food major McDonald's, which was accused of wrongfully selling its French fries as 100% vegetarian products when they contained beef flavoring. It explores in detail the events that led to the controversy and the company's reactions to the allegations. The case also discusses the eventual settlement of the lawsuit with the company paying damages to vegetarian groups and accepting that it had made a mistake.

Issues

Social responsibility; Truth in advertising; Consumer interest groups.

Reference Numbers

ICMR BECG 017
ECCH 702-022-1
Organization(s) McDonald's
Countries United States of America
Industry Food
Pub/Rev Date 2002
Case Length 11 Pages
TN Length 4 Pages

ITC: The FERA Violation Story

Abstract

The case examines the charges of FERA violations against tobacco major ITC in the 1990s. The case details the dubious international trading deals by ITC and its partners, the Chitalias, the Enforcement Directorate's investigations and the arrests of ITC executives. The case also looks at charges of excise duty evasion and share price manipulation against ITC. The case ends with a discussion on the measures taken by the company to restore its corporate image in the light of the various charges.

Issues

Corporate governance; Unethical practices.

Reference Numbers

ICMR BECG 016
ECCH 202-027-1
Organization(s) Government of India, ITC
Countries India
Industry Food and Tobacco
Pub/Rev Date 2002
Case Length 13 Pages
TN Length 5 Pages

The Johnson & Johnson Tylenol Controversy

Abstract

The case gives an overview of the problems faced by J&J because of Tylenol. In 1982, it was found that Tylenol capsules were laced with Cyanide. This resulted in the death of many people. However, with the company's proactive and effective public relations program, Tylenol regained its market share within six months. J&J again faced problems when people died due to overdoses of Tylenol. Though the company received bad publicity and had to spend millions of dollars in legal settlements, in contrast to its response in the previous case, J&J was reluctant to have more explicit warnings on Tylenol's labels.

Issues

Business ethics; Crisis management.

Reference Numbers

ICMR BECG 015
ECCH 702-019-1
Organization(s) Johnson & Johnson
Countries USA
Industry Drugs and Pharmaceuticals
Pub/Rev Date 2002
Case Length 12 Pages
TN Length 4 Pages

Coke – Ethical Issues

Abstract

The case discusses the crisis faced by Coke in Europe when people fell ill after consuming its products. The case also brings out the ethical dimensions involved in Coke's exclusive school contracts, which was done to promote soft drink sales among school children.

Issues

Unethical Practices by companies.

Reference Numbers

ICMR BECG 014
ECCH 702-020-1
Organization(s) Coca-Cola
Countries USA, Various European Countries
Industry Food & Beverages
Pub/Rev Date 2002
Case Length 11 Pages
TN Length 4 Pages

Reality TV Controversies

Abstract

The case is intended to give an insight into reality TV programming and the controversies surrounding it. It explores in detail the trends in reality TV programming and severe criticism it received from various groups worldwide. The case also discusses the moral and ethical responsibility of TV networks and the viewers who encourage such shows.

Issues

Impact of reality TV programming on the social, moral and ethical values of the viewers.

Reference Numbers

ICMR BECG 013
ECCH 702-018-1
Organization(s) Fox TV, Parents TV Council
Countries USA
Industry Media, Entertainment and Information
Pub/Rev Date 2002
Case Length 12 Pages
TN Length 8 Pages

The BAT – ITC Tussle

Abstract

The case examines the tussle between ITC Limited (ITC) and its parent company British American Tobacco (BAT) during the mid-1990s. The case also details the issues over which the two companies disagreed, with a focus on the ITC Chairman K L Chugh's role in the battle.

Issues

Tussle between BAT and ITC;
 Corporate Governance;
 FERA Violations by ITC.

Reference Numbers

ICMR BECG 012
ECCH 302-086-1

Organization(s) ITC BAT
 Countries India
 Industry Food, Beverages, Tobacco
 Pub/Rev Date 2002
 Case Length 10 Pages
 TN Length 4 Pages

The Indian Liquor Industry Prohibition Story

Abstract

The case is so structured to examine the political, economic and social consequences of liquor on society, to discuss the ethical dilemmas of the liquor business for the Governments, industry and the society, and to explore feasible alternatives to the dilemma faced by companies regarding their economic performance and social responsibilities.

Issues

Prohibition and its consequence;

Ethical dilemma of the governments in prohibition

Reference Numbers

ICMR BECG 011
 ECCH 702-009-1
 Organization(s)
 Countries India
 Industry Food
 Pub/Rev Date 2002
 Case Length 8 Pages
 TN Length 5 Pages

The T-Series Story

Abstract

The case describes the role of the Indian music company, Super Cassettes Industries, in the music piracy business and examines the impact that this had on the music industry as a whole. The case also gives details of the fluctuating fortunes of Super Cassettes and presents the viewpoints of the group's supporters as well as its critics. The case is so structured as to enable students to see how Super Cassettes built up a successful business empire through music piracy.

Issues

Music piracy; Music industry in India; Ways to deal with music piracy

Reference Numbers

ICMR BECG 010
 ECCH 702-008-1
 Organization(s) T-Series, HMV, Venus, Super Cassettes, IMI
 Countries India

Industry Media, Entertainment & Information
 Pub/Rev Date 2002
 Case Length 7 Pages
 TN Length 4 Pages

The Bhopal Gas Tragedy

Abstract

The case gives an overview of the Bhopal gas tragedy. On December 3, 1984, poisonous gas leaked from Union Carbide India Limited (UCIL's) pesticide plant in Bhopal, which killed thousands of people. The case brings out the ethical issues involved in the disaster. It discusses in detail the reasons behind the disaster. The case discusses the role played by Union Carbide Corporation after the disaster, and also talks about the role of the GOI and Madhya Pradesh government in the disaster.

Issues

Corporate social responsibility

Reference Numbers

ICMR BECG 009
 ECCH 702-006-1
 Organization(s) ... Union Carbide India Ltd
 Countries India
 Industry Chemicals
 Pub/Rev Date 2002
 Case Length 8 Pages
 TN Length 4 Pages

The Tata Tea – ULFA Story

Abstract

The case outlines the problems faced by the Indian tea industry due to militancy in Assam. The case explores in detail the problems Tata Tea faced following allegations that it was funding militants. The case also presents arguments put forth by the company as well as the Assam government in the debate on 'militant-funding vs. protection payment'.

Issues

Role of Government in safeguarding industry; Social responsibility of Industry.

Reference Numbers

ICMR BECG 008
 ECCH 202-016-1
 Organization(s) Tata Tea
 Countries India
 Industry Food & Beverages
 Pub/Rev Date 2002
 Case Length 9 Pages
 TN Length 5 Pages

The Napster Controversy

Abstract

The case examines the legal battle between the website Napster.com and the Recording Industry Association of America in the late 1990s to 2000. The legal and ethical viewpoints of both the parties involved in the controversy are presented.

Issues

Intellectual Property Rights, Business ethics

Reference Numbers

ICMR BECG 007
 ECCH 702-002-1
 Organization(s) Napster.com, Recording Industry Association of America
 Countries USA
 Industry Media and Entertainment
 Pub/Rev Date 2002
 Case Length 5 Pages
 TN Length 4 Pages

Microsoft Antitrust Case

Abstract

The case 'Microsoft Antitrust Case' gives an overview of the legal battle between Microsoft and US Department of Justice. In 1997, the DOJ sued Microsoft alleging that it forced computer manufacturers to ship Microsoft Internet Explorer Web browser with its Windows 95 operating system. The case discusses in detail, the proceedings of the trial, which spanned more than three and a half years. It also talks of the various options before DOJ and the chances of Microsoft being sued by private companies in the future.

Issues

Monopolistic practices.

Reference Numbers

ICMR BECG 006
 ECCH 702-013-1
 Organization(s) Microsoft Corporation, Department of Justice
 Countries USA
 Industry Information Technology
 Pub/Rev Date 2002
 Case Length 8 Pages
 TN Length 4 Pages

Firestone Tire Controversy

Abstract

The case 'The Firestone Tire Controversy' gives an overview of the controversy

involving the US automobile giant, Ford and the Japanese tire manufacturer, Bridgestone/Firestone. By 2001, 174 people were killed in the accidents and crashes involving the Ford Explorer Sport Utility Vehicle which was equipped with Firestone tires. This led to the recall of tires by Firestone and it stopped supplying tires to Ford. Firestone alleged that the problem was with the Ford Explorer and not Firestone tires. Ford defended the safety of the Explorer and alleged that it was the defective tires that led to the accidents and recalled 13 mn. tires for replacement.

Issues

Product safety; Product liability.

Reference Numbers

ICMR	BECG 005
ECCH	702-012-1
Organization(s)	Firestone Tire Company, NHTSA, Bridgestone Corporation
Countries	USA
Industry	Automobile Industry
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	4 Pages

BALCO: The Disinvestment Story

Abstract

The case looks at the issues relating to the disinvestment of Bharat Aluminium Company (BALCO) by the Government of India (GoI). It discusses the incidents, which surfaced after the GoI's decision to reduce its stake in BALCO to 49% and sell the majority holding to Sterlite Industries. In February 2001, when GoI announced the disinvestment deal of BALCO, the opposition parties vehemently opposed the move and accused the government of selling BALCO for a price which was far below its actual value. There was also stiff resistance from Government of Chhatisgarh, as well as the workers of BALCO who went on a strike opposing the deal. The deadlock ended with the strike being called off after 62 days when the new management of BALCO finally brokered a deal with the workers.

Issues

Role of central and state governments in the disinvestment process.

Reference Numbers

ICMR	BECG 004
ECCH	202-012-1
Organization(s)	BALCO
Countries	India
Industry	Metals & Mining
Pub/Rev Date	2002

Case Length	9 Pages
TN Length	4 Pages

Indian Hotels – Ajit Kerkar Controversy

Abstract

The case focuses on the rise and fall of Ajit Kerkar, the former Chairman and Managing Director of Indian Hotels Co. Ltd. The case briefly discusses the various allegations of FERA violations leveled against Kerkar, which led to his downfall. It also mentions how the Tatas themselves had blown the whistle by providing the RBI with all the documents pertaining to Kerkar's violations.

Issues

Rise and fall of Ajit Kerkar
Alleged FERA violations by Kerkar; Role of TATA group.

Reference Numbers

ICMR	BECG 003
ECCH	702-007-1
Organization(s)	Indian Hotels, Tata Group
Countries	India
Industry	Food, Beverages & Tobacco
Pub/Rev Date	2002
Case Length	5 Pages
TN Length	4 Pages

Ban of Tobacco Ads by the Government of India

Abstract

In early 2001, the Government of India (GoI), announced that it would table a bill banning tobacco companies from advertising their products and sponsoring sports and cultural events. The case 'Ban on Tobacco Ads by the Government of India' gives an overview of the issues that have been raised by this decision. The case brings to the fore both the ethical and commercial dimensions of such a ban. It looks at international precedents to such bans and examines the correlation between cigarette advertising and consumption.

Issues

Social Responsibility

Reference Numbers

ICMR	BECG 002
ECCH	301-178-1
Organization(s)	ITC, Philip Morris
Countries	India
Industry	Food and Tobacco
Pub/Rev Date	2001

Case Length	7 Pages
TN Length	5 Pages

The Enron Saga

Abstract

The case 'The Enron Saga' outlines the problems faced by Enron in starting its operations in India-the legal, political and economic forces at play during the early 1990s. The case is an example of how Enron surmounted the different hurdles and made the project viable under the then prevailing business environment in India. The case outlines the various events from the time the MoU was signed till the final clearance.

Issues

Effective strategy can overcome the various political, legal and economic hurdles.

Reference Numbers

ICMR	BECG 001
ECCH	202-014-1
Organization(s)	Enron, Dabhol Power, MSEB, Govt. of Maharashtra
Countries	India
Industry	Power
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	5 Pages

Corporate Governance Issues at Refco Inc.

Abstract

Refco Inc. was the largest independent futures brokerage firm in the world. The case details the growth of Refco from a small commodities futures trading firm to a company offering brokerage services in futures, securities, and capital markets. It describes the accounting fraud perpetrated by Refco's CEO and the events that followed immediately after the news was made public. It also provides an account of the investigations that were made into the various entities involved in the scandal. The case ends with an analysis of the situation.

Issues

Understand the importance of investor/customer trust

Appreciate the importance of business ethics
Know more about investor protection laws and their limitations.

Reference Numbers

ICMR	CGOV006
ECCH	707-004-1
Organization(s)	Refco Inc.
Countries	United States of America

Industry Banking and Financial Services
Pub/Rev Date 2006
Case Length 18 Pages
TN Length 8 Pages

Corporate Governance at Ahold

Abstract

Ahold is a major retailer in the US and Europe. The accounting scandal at Ahold's US Foodservice destabilized the company and sent its share price and market standing for a loss. The scandal prompted the company to order an internal investigation which unearthed other irregularities at its operating companies in the US, Latin America and Europe. However, a new management and a forward-looking strategy have helped it bring it back from the brink of financial ruin. The case discusses the accounting scandal and its aftermath.

Issues

The importance of good corporate governance practices in business

The need for a control and reporting system to foster good governance

The importance of strong ethical standards in business.

Reference Numbers

ICMR CGOV 005
ECCH 106-011-1
Organization(s) Ahold NV
Countries Holand / USA
Industry Retail
Pub/Rev Date 2006
Case Length 19 Pages
TN Length N/A

Governance Problems at Morgan Stanley

Abstract

The case discusses the rise and fall of Phil Purcell in Morgan Stanley, one of the largest investment banking companies in the US. It examines how Purcell assumed the role of CEO of the company after the merger of Morgan Stanley with Dean Witter and went on to fill the company's governing board with his loyalists. Purcell was severely criticized for the way he handled people in Morgan Stanley which led to the exodus of talented employees. During his tenure as the CEO, Morgan Stanley got involved in several legal problems. A group of former Morgan Stanley executives started campaigning against Purcell and succeeded in ousting him from the company. After Purcell left, ex-president John Mack came back to Morgan Stanley.

Issues

Examine the corporate governance practices at Morgan Stanley under Purcell

Problems faced by Morgan Stanley under Purcell

Reasons for the ouster of Purcell.

Reference Numbers

ICMR CGOV 004
ECCH 706-008-1
Organization(s) Morgan Stanley
Countries US
Industry Investment Banking
Pub/Rev Date 2005
Case Length 20 Pages
TN Length N/A

Sinopec Corporation of China

Abstract

This case discusses the corporate governance practices of Sinopec Corporation, the largest petrochemical company in China. The case describes in detail Sinopec's corporate structure that centralized decision-making and delegated authority to various management levels. It also explains how the structure promoted corporate fairness, transparency, and accountability. The case also examines other issues in corporate governance including executive compensation plans, shareholders' general meeting and board meeting, and describes their powers, functions and responsibilities.

Issues

Corporate governance practices followed by leading companies like Sinopec.

Reference Numbers

ICMR CGOV 003
ECCH 704-001-1
Organization(s) Sinopec Corporation
Countries China
Industry Petroleum & Chemical
Pub/Rev Date 2003
Case Length 18 Pages
TN Length N/A

Alacrity Housing: Ethics First

Abstract

The case examines Alacrity Housing's history and how it grew to become the first listed corporation in the Indian construction industry. The company started operations as a

consultancy and later entered the housing construction industry. Alacrity behaved in a strictly ethical manner and valued ethical practices over profits.

The Indian construction industry was highly corrupt with bribery for licenses/permissions, cost and time overruns, black money transactions etc., but Alacrity had gained reputation as the most ethical builder in a short time.

Issues

Ethical practices leading to business success.

Reference Numbers

ICMR CGOV 002
ECCH 202-028-1
Organization(s) Alacrity Foundations Private Limited.
Countries India
Industry Housing and Construction
Pub/Rev Date 2002
Case Length 11 Pages
TN Length 4 Pages

Corporate Governance at Infosys

Abstract

The case, 'Corporate Governance at Infosys' talks about the corporate governance practices at Infosys, one of India's largest software companies. Till late 1990s, corporate governance did not have much significance in India. In 1999, two committees (Confederation of Indian Industries and the Kumar Mangalam Birla Committee) were set up to recommend good governance norms. These committees came out with several recommendations, which were made mandatory for the companies to adhere to by 2001. Infosys was one of the first companies in India to comply with the recommendations. The case discusses in detail, the corporate governance practices at Infosys, which complied with most of the recommendations made by the committees.

Issues

Corporate governance in an IT company.

Reference Numbers

ICMR CGOV 001
ECCH 702-001-1
Organization(s) Infosys Technologies Limited.
Countries India
Industry Information Technology
Pub/Rev Date 2001
Case Length 11 Pages
TN Length 4 Pages

Intel Corporation: European Union Antitrust Case

Abstract

On May 13, 2009, the European Commission (EC) imposed a € 1.06 billion fine on the world's largest semiconductor company, Intel Corporation (Intel), for violating the antitrust policies of the European Union. This was considered to be the highest fine ever charged in the history of EC.

Intel was accused of engaging in anti-competitive business practices for gaining dominance in the microprocessors market by driving out competitors like Advanced Micro Devices (AMD) from the market. One of the major charges against Intel was that it gave conditional rebates to Original Equipment Manufacturers (OEMs) for committing themselves to buying all the x86 microprocessors from Intel.

It also made payments to Media-Saturn Holding, a German retailer, on the condition that its stores sold only Personal Computers (PCs) with Intel's microprocessors. Another important charge against Intel was that it allegedly made payments to PC manufacturers to delay or cancel the launch of other PCs equipped with x86 microprocessors manufactured by Intel's competitors and limiting the distribution channel, thereby controlling the availability of these products in the market.

The EC investigations began after AMD lodged a complaint in 2001. After several years of investigations, EC found Intel guilty and levied a historic fine and gave a ruling that required Intel to stop offering illegal rebates to OEMs and indulging in other anti-competitive business practices intended at driving AMD out of the microprocessors market.

Some analysts felt that the EC ruling would enable AMD to gain access to the market largely dominated by Intel. On the other hand, some analysts felt that the ruling would be an impediment to innovations in the industry and would result in affecting the European economy.

Issues

Study and analyze the antitrust allegations against Intel and the company's response thereof.

Understand the concept of competition and pricing.

Discuss and debate whether Intel was behaving in a monopolistic way.

Understand the importance of knowing rules of competition by companies operating in foreign countries.

Examine the challenges of being a market leader in the wake of EC's ruling on Intel

Discuss the ethical issues related to the case.

Reference Numbers

ICMR	ECON 030
ECCH	209-039-1
Organization(s)	Intel
Countries	USA / Europe
Industry	Information Technology and Related Services
Pub/Rev Date	2009
Case Length	25 Pages
TN Length	5 Pages

Immigration and the US Economy

Abstract

The United States has been called the land of immigrants. In fact, an overwhelming majority of the US population is made up of people who either themselves are immigrants or are descendants of immigrants. The US continues to attract immigrants from all parts of the world. Over the years, with the number of immigrants growing, the US government introduced several acts to regulate immigration. Post-9/11, the US government has tightened immigration regulations. The case discusses the effects of immigration on the demography, economy and society of the US. It also discusses the importance of immigration policy for the US economy. It also attempts to analyze the advantages and disadvantages of immigration for the US.

Issues

The teaching objectives of this case are:

Understand the importance of immigration policy in the US.

Discuss the reasons for immigration in to the US.

Analyze the effects of immigration on the US.

Critically analyze the role of government policies to address the challenges brought about by high levels of immigration.

This case is meant for MBA/PGDBM students and is designed to be a part of their Economics / Business Environment curriculum.

Reference Numbers

ICMR	ECON 029
ECCH	208-050-1
Organization(s)	N/A
Countries	United States of America
Industry	Industry and Economy
Pub/Rev Date	2008
Case Length	26 Pages
TN Length	6 Pages

"Economics is not about things and tangible material objects; it is about men, their meanings and actions."

– Ludwig Von Mises

The Soviet Economy

Abstract

Emerging from the Russian empire, the Soviet Union, a union of several soviet republics, was founded in 1922 and was in existence till December 1991. From 1945 till the year of its dissolution, the Soviet Union was one of the world's two superpowers, exercising a profound influence on the world's economics and politics. The case briefly discusses the economic scenario of the Soviet Union over different periods. It describes some of the policies followed in the different eras and their effects on the Soviet economy. The case ends with an analysis of the reasons that led to the dissolution of the Soviet Union.

Issues

Analyze the economic policies followed at various times by the government of the Soviet Union.

Analyze the reasons for the dissolution of the Soviet Union.

Evaluate the strengths and weaknesses of a planned economy.

Reference Numbers

ICMR	ECON 028
ECCH	208-029-1
Organization(s)	N/A
Countries	Russia
Industry	Industry and Economy
Pub/Rev Date	2008
Case Length	19 Pages
TN Length	4 Pages

The Russian Economy in the Post-Soviet Era

Abstract

Emerging from the dissolution of the Union of Soviet Socialist Republic (USSR) or the Soviet Union, the Russian Federation (Russia) had to contend with huge economic problems. The case discusses the macroeconomic stabilization policies and economic restructuring implemented by Boris Yeltsin, the first President of Russia, to transform its centrally planned economy into one that was more market-based. The case goes on to explain the policy measures introduced subsequently by Vladimir Putin, Russia's second President. The case discusses Russia's economic condition under the two Presidents and the impact of the policies implemented by Yeltsin and Putin on the Russian economy.

The case ends with a discussion on the challenges facing the Russian economy.

Issues

Understand the challenges in transforming a centrally planned economy into a market-based economy.

Analyze the economic policies adopted by Yeltsin and Putin.

Analyze the future challenges facing the Russian economy.

Reference Numbers

<i>ICMR</i>	<i>ECON 027</i>
<i>ECCH</i>	208-027-1
<i>Organization(s)</i>	<i>N/A</i>
<i>Countries</i>	<i>Russia</i>
<i>Industry</i>	<i>Industry and Economy</i>
<i>Pub/Rev Date</i>	2008
<i>Case Length</i>	19 Pages
<i>TN Length</i>	5 Pages

The Nordic Economic Model**Abstract**

The Nordic economic model, characterized by market-based economies and generous welfare systems, seemed to be working well, with the countries in the region figuring at the top of various lists that ranked countries on the basis of human development, per capita income, economic freedom, etc. The case discusses the history of the Nordic economies over the years. It then explains the main features of the Nordic economic model and goes on to examine some of the reasons behind the global competitiveness of the Nordic economies. The case also recounts some challenges that these countries face as well as the criticisms of the welfare model adopted by these countries. The case ends with a brief discussion on the outlook for these countries.

Issues

Understand the evolution of Nordic economies.

Analyze the reasons behind the competitiveness of the Nordic economies.

Evaluate the sustainability of the welfare policies adopted by Nordic economies.

Analyze the future of the Nordic region in the light of challenges such as aging populations, globalization, etc.

Reference Numbers

<i>ICMR</i>	<i>ECON 026</i>
<i>ECCH</i>	208-014-1
<i>Organization(s)</i>	<i>N/A</i>
<i>Countries</i>	<i>Iceland / Denmark / Finland / Sweden / Norway</i>
<i>Industry</i>	<i>Industry and Economy</i>
<i>Pub/Rev Date</i>	2008
<i>Case Length</i>	19 Pages
<i>TN Length</i>	4 Pages

The Indian Rupee-US Dollar Exchange Rate: The Economic Impact of a Strengthening Currency**Abstract**

In 2007, India experienced rapid appreciation of its currency against the US dollar. The reasons for the appreciation of the rupee were a generally weak dollar in international currency markets and sharp increase in dollar inflows into the country, partly due to India's increasing attractiveness to foreign investors. Although India had been seeing a steady rise in dollar inflows into the country for quite some time, on earlier occasions, the Reserve Bank of India (RBI) had intervened in the foreign currency market and purchased excess dollars so as to prevent any appreciation in the value of the rupee. Now, the RBI decided not to intervene, mainly to control inflation which was around 6 percent in early 2007. The case discusses the reasons for the appreciation of the rupee and its possible impact on the Indian economy. It also discusses the measures taken by the RBI and the government to control rupee appreciation and to try offset the negative impacts of a strong currency on the economy. The case ends with some views on the future movement of the rupee.

Issues

Understand the importance of exchange rate management.

Examine the reasons for the rapid appreciation of rupee in 2006-07.

Analyze the impact of rupee appreciation on the economy.

Critically analyze the role of the central bank in the foreign exchange market.

Assess the possible future movement of the rupee vis-à-vis the US dollar.

Reference Numbers

<i>ICMR</i>	<i>ECON 025</i>
<i>ECCH</i>	208-001-1
<i>Organization(s)</i>	<i>N/A</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Industry and Economy</i>
<i>Pub/Rev Date</i>	2008
<i>Case Length</i>	21 Pages
<i>TN Length</i>	7 Pages

Macau: The Future Entertainment Capital of the World?**Abstract**

Macau's economy has been dependent on the gaming industry since the 18th century, when it was under Portuguese control. Macau became a Special administrative Region

(SAR) of the People's Republic of China (PRC) on December 20, 1999. With the Chinese government implementing the "one country, two systems" policy, Macau continued to have an open economy with a legal gaming industry. The case discusses the state of Macanese economy after the handover. It gives details of the SAR government's initiatives to transform the island into an international tourism and gaming center, including the opening up of the gaming industry. The favorable policy changes attracted several foreign casino operators, who announced plans to build resorts, hotels, exhibition and conference amenities, showrooms, shopping malls, spas, restaurants, and entertainment facilities, besides casinos, in Macau. The expansion of the gaming industry was expected to bring huge opportunities as well as challenges for Macau. The case deals with some of these issues, and ends with a discussion on the future prospects for the economy of Macau.

Issues

Learn about Macau's gaming industry and its role in the economy

Critically analyze the various initiatives taken by the Macau government to transform Macau into an international gaming and tourist destination

Analyze the impact of promoting gambling on society and other industries in Macau

Evaluate the future prospects of Macau's economy

Reference Numbers

<i>ICMR</i>	<i>ECON 024</i>
<i>ECCH</i>	207-045-1
<i>Organization(s)</i>	<i>N/A</i>
<i>Countries</i>	<i>Macau SAR / China</i>
<i>Industry</i>	<i>Media, Entertainment, and Gaming</i>
<i>Pub/Rev Date</i>	2007
<i>Case Length</i>	19 Pages
<i>TN Length</i>	4 Pages

The Economic Consequences of Population Aging**Abstract**

Population aging is an unintended outcome of human development and with more countries showing economic progress, the phenomenon is expected to become more widespread. The case discusses the impact of aging populations on the economies of some developed countries. It examines the reasons for the phenomenon of aging populations and describes some of the measures that can be taken to counter its effects. The case also discusses some of the initiatives taken by governments to increase birth rates, and expand the workforce, and ends with a

discussion on the future challenges facing countries with aging populations.

Issues

The case has the following objectives

Understand the phenomenon of an aging population.

Learn more about the reasons for an aging population.

Analyze the possible economic effects of aging populations.

Evaluate policy measures to tackle the economic consequences of population aging.

This case is meant for MBA/PGDBM students and is designed to be a part of their Economics or Business Environment curriculum.

Reference Numbers

ICMR	ECON 023
ECCH	207-047-1
Organization(s)	N/A
Countries	Worldwide
Industry	Industry and Economy
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	4 Pages

The Softwood Lumber Dispute Between Canada and The United States

Abstract

The US and Canada have been engaged in a softwood lumber trade dispute for several decades. While US lumber producers were of the opinion that softwood lumber from Canada should be considered subsidized goods and therefore a danger to the US lumber industry, Canadian lumber producers regarded US measures to contain imports as protectionist. Both countries pursued the matter through legal channels: the WTO, the NAFTA and the US courts. The two countries also entered into agreements and passed legislation in an effort to resolve the dispute amicably. In spite of these efforts, the lumber dispute remained unresolved. As of mid-2007, the two North American countries continued to be engaged in a battle over lumber. The case looks at some of the aspects of the softwood lumber dispute between the US and Canada and analyzes the impact of this dispute on the trade relationship between the two countries. It ends with a look at the latest Softwood Lumber Agreement entered into by the two countries.

Issues

Understand the softwood lumber dispute between the US and Canada

Learn about the trade practices of these two countries with respect to softwood lumber

and to examine issues regarding subsidies, countervailing and antidumping duties, and quantitative restrictions to counter the alleged subsidies

Analyze the impact of the lumber dispute on the softwood lumber industry in Canada and the US

Understand the legislative action taken to resolve the dispute

Reference Numbers

ICMR	ECON 022
ECCH	207-048-1
Organization(s)	N/A
Countries	United States of America / Canada
Industry	Industry and Economy
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	3 Pages

Should Energy be Subsidized?

Abstract

The increase in international energy prices and the environmental damage caused by excessive energy use have brought the issue of energy subsidies into focus in recent years. While some economists and policy makers were in favor of subsidies to the energy sector, others were against them, considering the burden that they imposed on government finances and the environmental impact of indiscriminate energy use. The case discusses some of the different aspects of energy subsidies and the impact, both positive and negative, of withdrawing energy subsidies. The case ends with a discussion on recent studies on energy subsidies.

Issues

Learn about energy subsidies and the forms that they assume

Understand the impact of energy subsidies on the economy and on the environment

Analyze the rationale behind extending subsidies to the renewable energy sector

Analyze the impact of withdrawing subsidies to the non-renewable energy sector

Reference Numbers

ICMR	ECON 021
ECCH	207-037-1
Organization(s)	N/A
Countries	Worldwide
Industry	Energy and Natural Resources
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	3 Pages

The Indian Economy: Dealing with Inflation

Abstract

The case provides insights into the inflationary situation witnessed in 2006-07 in India. It examines the reasons behind the phenomenon of inflation and describes the various measures taken by the Indian government and the nation's central bank to control it. It also discusses some of the criticisms against the steps taken by the Indian government.

Issues

Understand the concept of inflation and its causes.

Critically analyze the various initiatives taken by the Indian government and the RBI to address inflation.

Analyze the significance of Government and Central Bank in controlling inflation and the possible effect of their initiatives on the economy.

Reference Numbers

ICMR	ECON 020
ECCH	207-035-1
Organization(s)	N/A
Countries	India
Industry	Industry and Economy
Pub/Rev Date	2007
Case Length	12 Pages
TN Length	3 Pages

The US-China Exchange Rate Stand-Off

Abstract

The Yuan-Dollar exchange rate has been a sore point in US-China trade relations in the early to mid-2000s, with the US government asserting that the Yuan is undervalued and that this provides an unfair advantage in trade to China. The issue has been discussed in numerous economic, foreign relations, and international trade studies. While some analysts criticize China for not letting the Yuan appreciate against the US Dollar, others consider the low US savings rate to be the root cause of the US trade deficit with China. The case discusses the issue and attempts to analyze the impact of China's currency policy on the economies of both countries.

Issues

Understand the dynamics of the exchange rate mechanism

Understand the factors that can lead to distortions in trade between two countries

Critically analyze China's exchange rate policy

Analyze the factors behind the US trade deficit with China

Reference Numbers

ICMR *ECON 019*
 ECCH 207-036-1
 Organization(s) *N/A*
 Countries *United States of America / China*
 Industry *Industry and Economy*
 Pub/Rev Date 2007
 Case Length 18 Pages
 TN Length 4 Pages

The South African Economy: Coping with the Legacy of Apartheid

Abstract

The South African economy is characterized by extreme income disparity along racial lines. Many blacks are unemployed and poor, while most whites are better off. This uneven distribution of wealth is the direct result of the apartheid system that was followed by the government between 1948 and 1994. The case chronicles the state of the South African economy from the 1950s, when many apartheid laws were passed, till the mid-2000s, when the economy was showing good growth. It discusses some of the policy initiatives taken by the ANC government after coming to power in 1994 and the implications of these policies for the South African economy. It also discusses the criticisms against the government's policies. The case ends with a discussion on the future prospects of the South African economy.

Issues

Learn more about the apartheid system that was practiced in South Africa and the effects of the system on the country's economy

Learn more about the problem of economic disparity between population groups in South Africa

Understand the significance of governmental policy initiatives and their effect on an economy

Critically analyze the various policy initiatives taken by the South African government to address the economic disparities

Evaluate the future prospects of the South African economy

Reference Numbers

ICMR *ECON 018*
 ECCH 207-015-1
 Organization(s) *N/A*
 Countries *South Africa*
 Industry *Industry and Economy*
 Pub/Rev Date 2007

Case Length 19 Pages
 TN Length 3 Pages

The European Union and Immigration from New Member Countries

Abstract

The case focuses on the issue of Immigration from the new member states who joined the EU in 2004 into the older member states of the EU. The case further discusses the different approaches adopted by the older member states of the EU to deal with the expected flood of job seekers from the newly independent states from Central and Eastern Europe, which joined the EU after the disintegration of the Soviet Union. The case then compares the impact of immigration on the three EU member states that chose to allow immigrants in, with the countries which followed a more restrictive approach.

Issues

Understand why people migrate from one place to another

Gain insights into the origin; Understand the economic and cultural imperatives that encouraged people from the new member states of the EU to emigrate

Understand the reasons why some of the older EU countries were reluctant to allow in migrants, while a few others were more welcoming

Recognize the interplay between an ageing workforce and population, declining fertility rates, unfilled gaps in the EU's labor market, economic stagnation as well as the role of domestic electoral politics in the development of attitudes and policies towards immigration.

Reference Numbers

ICMR *ECON 017*
 ECCH 206-039-1
 Organization(s) *N/A*
 Countries *Europe*
 Industry *Industry and Economy*
 Pub/Rev Date 2006
 Case Length 20 Pages
 TN Length *N/A*

Privatization of Delhi & Mumbai Airports: A Bumpy Take Off

Abstract

The case explains the need for modernization and upgradation of the Delhi and Mumbai airports. It outlines the sequence of events leading to the initiation of the modernization process, policy changes, details of the bidding process, the views of various concerned

parties on the bidding process, and the finer points of the court case. The case also highlights the views of Left parties and the employees of Airport Authority of India.

Issues

Understand the need for privatization of the Mumbai and Delhi airports

Understand the process of privatization the Mumbai and Delhi airports

Understand the extent of transparency, or the lack of it, in the airport privatization process.

Reference Numbers

ICMR *ECON 016*
 ECCH 206-025-1
 Organization(s) *Airport Authority of India, Ministry of Civil Aviation*
 Countries *India*
 Industry *Civil Aviation*
 Pub/Rev Date 2006
 Case Length 21 Pages
 TN Length *N/A*

Ranbaxy's Patent Litigations in the United States

Abstract

The case focuses on Ranbaxy Laboratories Limited's patent litigations in the US. It elaborates on the factors that led to the company's global expansion, focusing specifically on the US market. The case discusses in detail Ranbaxy's approach to the US market and also discusses its initial successes. It also looks at the US pharmaceutical industry and the patent system in the US in detail. The case discusses the problems faced by the generics players in the US in the extremely competitive generics market and the effect of increasing patent litigation costs involved in challenging patent holders.

Issues

Growth strategy of a pharmaceutical company in the international market

Benefits and downside of adopting of an inorganic growth strategy in an international market

How patent litigations can be the strategy of choice of generics players for revenue growth
 Impact of patent litigations on generics players as well as on patent holding companies.

Reference Numbers

ICMR *ECON 015*
 ECCH 206-022-1
 Organization(s) *Ranbaxy Laboratories Limited*
 Countries *USA*
 Industry *Pharmaceutical*

Pub/Rev Date 2006
Case Length 14 Pages
TN Length N/A

The Bangalore Brand

Abstract

The case explains the competitive advantage of Bangalore that has helped it earn the name, the "Silicon Valley of India." It describes the factors that made Bangalore one of the favorite destinations for IT&ITES companies in India and abroad. However, Bangalore has recently been facing stiff competition from other cities so far as investment from domestic and foreign companies is concerned. The case looks into the infrastructural problems Bangalore is facing and the growth of alternative destinations such as Hyderabad and Chennai.

Issues

Competitive advantage of a place, impact of political decisions on business and the relation between business and politics.

Reference Numbers

ICMR *ECON 014*
ECCH *204-193-1*
Organization(s)
Countries *India*
Industry
Pub/Rev Date *2004*
Case Length *12 Pages*
TN Length *6 Pages*

The Chaebols of South Korea

Abstract

Chaebols were large South Korean private business groups that consisted of several smaller members or units; they maintained close connections with the government.

The Chaebols continued to grow and gain considerable power until the mid 1990s, when the Asian financial crisis struck. The crisis exposed the weaknesses in South Korea's economy and the mismanagement within the Chaebols. South Korea approached the IMF in 1998 for a relief package.

The IMF offered to bail out South Korea's economy, but imposed several conditions. One major condition was that the Chaebols would restructure and reorganize themselves and would employ professional managers to manage their various businesses. Under the leadership of President Kim Dae Jung, South Korea took up the reforms and within a short span of two years recovered from the crisis.

Issues

The development of Chaebols in South Korea; The differences in the management

of Chaebols from that of professionally managed companies

The impact of global changes on a country's economy and on its business environment in particular

The recovery of Chaebols and South Korea from the economic slowdown.

Reference Numbers

ICMR *ECON 013*
ECCH *204-194-1*
Organization(s)
Countries *South Korea*
Industry
Pub/Rev Date *2004*
Case Length *12 Pages*
TN Length *6 Pages*

The Rise and Fall of the 'Keiretsus' in Japan

Abstract

The case is about Keiretsu, a unique Japanese management and holding structure that was established after the World War II. The case examines what a Keiretsu is, how this unique structure emerged, the advantages that this structure provided to the Japanese companies and the contribution of Keiretsu to the growth of the Japanese economy. The case also explains the drawbacks of the Keiretsu system and the reasons for its decline in the 1990s.

Issues

What Keiretsus are and how they operated in Japan.

Reference Numbers

ICMR *ECON 012*
ECCH *204-140-1*
Organization(s)
Countries *Japan*
Industry *Microfinance*
Pub/Rev Date *2004*
Case Length *13 Pages*
TN Length *N/A*

Development of Women and Children in Rural Areas (DWCRA): A Microfinance Success Story in Andhra Pradesh (India)

Abstract

In the early 1980s, the Government of India launched the Development of Women and Children in Rural Areas (DWCRA) program under the Integrated Rural Development Program. Though the DWCRA program was not very successful in the rest of the country,

it was successful in Andhra Pradesh. The case gives an overview of the DWCRA program in Andhra Pradesh, and its impact on the lives of rural women there. It also discusses the role played by the government in the success of the DWCRA program in the state and explores the role of the corporates in rural development programs.

Issues

Understand the importance of microfinance as an instrument for poverty alleviation in rural areas.

Reference Numbers

ICMR *ECON 011*
ECCH *204-044-1*
Organization(s) *Development of Women and Children in Rural Areas (DWCRA)*
Countries *India*
Industry *Microfinance*
Pub/Rev Date *2004*
Case Length *12 Pages*
TN Length *4 Pages*

The Russian Oil Giant Yukos: When Business & Politics Collide

Abstract

The case examines the crisis at Yukos, Russia's leading oil company, on account of a feud between its former CEO, Mikhail Khodorkovsky (Khodorkovsky), and the Russian government. It gives a brief outline of Russia's history, oil industry, and its economic and political scenario (during the 1990s). It discusses the emergence of oligarchs and their relations with the government. The case then examines the formation of Yukos, its growth under Khodorkovsky's leadership during the early 21st century. Finally, the case examines the future prospects of Yukos in the light of the above crisis. A country report on Russia and an industry note on the Russian oil industry are available to facilitate better understanding of the Yukos story.

Issues

Politics and business.

Reference Numbers

ICMR *ECON 007*
ECCH *204-070-1*
Organization(s) *Yukos*
Countries *Russia*
Industry *Oil*
Pub/Rev Date *2004*
Case Length *16 Pages*
TN Length *N/A*

The US Steel Industry in 2004: Steel in Need of Protection?

Abstract

Since the late 1960s, the US steel industry has been asking for protection. The US government had, from time to time, announced various protectionist measures. In 2001, President George W Bush announced his Steel Program. It consisted of three parts: negotiations with trading partners to eliminate inefficient excess capacity in the steel industry worldwide; negotiations with trading partners to eliminate the distorting practices including subsidies that resulted in excess capacity; and investigation under Section 201 to determine whether the industry was harmed by low-priced steel imports. After the investigation by the U.S. International Trade Commission (USITC), in March 2002, the President imposed tariff measures under Section 201 to help domestic producers to compete with imported steel.

Issues

The structure of an industry and its effect on the competitiveness of the industry.

Reference Numbers

ICMR	ECON 006
ECCH	204-056-1
Organization(s)	
Countries	USA
Industry	Steel
Pub/Rev Date	2004
Case Length	16 Pages
TN Length	N/A

Indian Railways at the Crossroads

Abstract

The case discusses the growth and operations of Indian Railways, the largest railway network under a single management, and the largest employer in the world. Although railway networks were initially developed by private companies, after 1920 they were all taken over by the central government, which created a department of railways. Even after Indian independence in 1947, railways continued as a central government department. The case outlines some of the problems faced by IR in the late-1900s and the difficulties the department faced in overcoming them. Several experts suggested ways in which IR may be restructured. These suggestions are also discussed in detail.

Issues

Conflict between social and economic objectives.

Reference Numbers

ICMR	ECON 005
ECCH	204-055-1
Organization(s)	Indian Railways
Countries	India
Industry	
Pub/Rev Date	2004
Case Length	14 Pages
TN Length	5 Pages



Economics for Managers

Paperback: 383 Pages,
ISBN No: 81-7881-685-7
(Workbook also available)

Fiscal Policy in India and Canada

Abstract

Fiscal policy can be defined as a government's plan for expenditure, revenues and borrowing to finance fiscal deficits if any. The caselets discuss the fiscal policy measures undertaken by the governments of India and Canada over the years.

Caselet 1 discusses why fiscal deficit has been steadily increasing in India and what the government can do to improve its fiscal position. Caselet 2 explains how the Indian government can increase revenues from taxes. Caselet 3 is concerned with the country's external debt position and foreign exchange reserves. It examines whether the foreign exchange reserves should be used to retire external debt. Caselet 4 discusses whether it was right for Canada to go for heavy public debt and the consequences of not being able to contain the same.

Issues

Objectives and constituents of fiscal policy; Public expenditure; taxation.

Reference Numbers

ICMR	ECON 004
ECCH	204-001-1
Organization(s)	
Countries	India, Canada
Industry	
Pub/Rev Date	2004

Case Length	6 Pages
TN Length	4 Pages

Economic Integration

Abstract

Caselet 1 discusses the formation of NAFTA and how it benefited trade between USA, Mexico and Canada. The caselet also examines the negative impact of NAFTA on the Mexican economy. Caselet 2 discusses how the euro would ease trade between the European countries. It also considers whether the euro could replace the dollar as a reserve currency. Caselet 3 discusses the impact of China's entry into the WTO on India.

Issues

Trading Blocks; Regional Trading Agreements; WTO; Single European currency.

Reference Numbers

ICMR	ECON 003
ECCH	204-004-1
Organization(s)	
Countries	Mexico, USA, Canada, India
Industry	
Pub/Rev Date	2004
Case Length	5 Pages
TN Length	4 Pages

Economic Crisis in India, Southeast Asia & Argentina

Abstract

The caselets discuss the economic crisis in India in the early 1990s, in Southeast Asia in the late 1990s and in Argentina in the early 2000s. Caselet 1 discusses the economic crisis in India in the early 1990s, and the steps taken by the government to overcome the crisis. Caselet 2 examines the reasons for the financial crisis in Southeast Asia. Caselet 3 examines the Argentinean crisis in the early 2000s.

Issues

Monetary policy, Fiscal policy and their impact on the economy.

Reference Numbers

ICMR	ECON 002
ECCH	204-002-1
Organization(s)	
Countries	India, Argentina & Southeast Asian Countries
Industry	
Pub/Rev Date	2004
Case Length	5 Pages
TN Length	4 Pages

Business Cycles: The US and the Japanese Experiences

Abstract

The two caselets discuss the depression in the US in the 1930s and the recession in Japan in the 1990s. Caselet 1 discusses the reasons for the depression in the US in the 1930s and examines the role of government intervention in reviving the economy. Caselet 2 discusses the recession in Japan in the 1990s. It examines the monetary policy measures taken by the central bank and their impact on the economy.

Issues

Characteristics of business cycle, Techniques for forecasting business cycles.

Reference Numbers

ICMR	ECON 001
ECCH	204-003-1
Organization(s)	
Countries	USA, Japan
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Indian Animation Industry: Moving Up the Value Chain?

Abstract

In the last decade, the Indian animation industry witnessed high growth rates largely due to some inherent strengths and the cost advantage that it offered. The companies were adopting different business models, and experts believed that many of these companies were moving up the value chain. However, they felt that the Indian animation industry had a lot of bottlenecks and that Indian animation companies had some weaknesses as well. In such a scenario, the Indian animation companies had to make the right strategic moves in order to tap the full potential of the market.

Issues

Analyze the Indian animation industry at the backdrop of the global animation industry.

Explore concepts related to value chains and discuss whether the players in the Indian animation industry were moving up the value chain.

Analyze the various types of business models adopted by the Indian animation companies.

Reference Numbers

ICMR	BENV 021
ECCH	209-033-1

Organization(s)	N/A
Countries	India
Industry	Information Technology and Related Services / Animation

Pub/Rev Date	2009
Case Length	13 Pages
TN Length	3 Pages

The Ugg Boot Controversy in Australia

Abstract

This case is about the trademark controversy surrounding Ugg Boots. Ugg Boots or Uggs is a generic term for sheep skin boots that are widely used in Australia for over 200 years. The controversy arose after US-based Deckers Outdoor Corporation (Deckers) issued notices to Australian sheep skin shoe manufacturers to stop using the word 'Ugg' to market their products. Deckers claimed that it acquired the trademark for Uggs from Australian surfer Brian Smith through the acquisition of Ugg Holdings Inc in 1995. By early 2000s Deckers positioned Uggs as a high-end luxury product and its popularity grew manifold particularly in the US and Europe.

At the same time, several Australian manufacturers started selling Uggs in the US, and Deckers asked Australian manufacturers to stop using the word Ugg or face legal action. The case discusses in detail the events leading to the legal battle between Deckers and Australian manufacturers and concludes with the details of the outcome.

Issues

Study the origin of Ugg Boots.

Understand the controversy related to Ugg trademark.

Evaluate the claims made by Deckers and Australian sheepskin manufacturers.

Analyze the outcome of the controversy and how it would affect the market for sheep skin boots in Australia.

Reference Numbers

ICMR	BENV 020
ECCH	208-100-1
Organization(s)	Deckers Outdoor Corporation
Countries	United States of America / Australia
Industry	Textile, Apparel, and Accessories
Pub/Rev Date	2008
Case Length	14 Pages
TN Length	4 Pages

Sovereign Wealth Funds: Love and Loathing in the Financial Markets

Abstract

This case discusses the growth in the number and size of Sovereign Wealth Funds (SWFs) and their increasing influence in the global financial markets in the 2000s. It begins with a brief introduction to the origins of SWFs and their objectives, and then highlights the arguments of their supporters and detractors.

The case also discusses the views of policymakers and analysts on regulating SWFs.

Issues

Understand the origin and evolution of SWFs

Assess the positive and the negative impacts of these funds on the global financial market

Discuss the pros and cons of regulating/restricting their activities

Reference Numbers

ICMR	BENV 019
ECCH	208-101-1
Organization(s)	N/A
Countries	Worldwide
Industry	Banking and Financial Services
Pub/Rev Date	2008
Case Length	16 Pages
TN Length	6 Pages

Multinational Retail Chains & the China Opportunity

Abstract

China's huge population, booming economy, and the growing affluence of the consumers have always attracted the multinational companies (MNCs). In the past, China was like an impregnable barrier for these MNCs. However, with the opening up of the economy and introduction of further reforms in the late 1990s and the 2000s, MNCs, cutting across industries, began seriously considering the China opportunity. After the opening up of the retail industry in 1991 and the introduction of major reforms in the mid-2000s, China has emerged as one of the most attractive retail markets for MNCs. However, like their peers in other industries, MNC retail chains that have entered the market or are planning to enter the market have had to face a number of challenges, some of which are peculiar to the Chinese market. Cracking the market requires capabilities and commitments that go beyond a simple adaptation of business strategy to suit an international market. This write-up can be used as a case study for

class discussion and also double up as a teaching aid for teaching other China-specific case studies, particularly in the retail industry.

Issues

Analyze China's retail market, identify the opportunities and challenges, and explore ways in which multinational retail chains can take advantage of the opportunities while mitigating the risks of operating in the market

Compare and contrast strategies adopted by Carrefour, Tesco and Wal-Mart in China, and understand the challenges these retail chains faced in the country

Understand the issues and challenges faced by global companies operating in emerging markets.

Understand the critical factors for succeeding in emerging markets, particularly in China

Reference Numbers

ICMR	BENV 018
ECCH	208-102-1
Organization(s)	N/A
Countries	China
Industry	Retail
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	3 Pages

Genetically Modified Crops in India: The Bt Brinjal Controversy

Abstract

This case discusses the introduction of Bt brinjal in India in the backdrop of the controversy surrounding genetically modified (GM) crops in India. Monsanto Holdings P Ltd, a US based multinational agricultural biotechnology corporation that promoted GM crops in India through Mahyco-Monsanto Biotech (a 50:50 joint venture between Monsanto and Maharashtra Hybrid Seeds Company) found itself in the center of this debate. India, as a party to the Convention on Biodiversity and having ratified the Cartagena Protocol (CP) is committed to the safe handling of living modified organisms (LMOs) or GMOs. CP provides a broad framework on biosafety especially focusing on transboundary movements of GMOs and also covers seeds that are meant for intentional release into the environment, as well as those GMOs that are intended for food, feed or used in food processing. Bt cotton was the first transgenic crop to be released in India. After its introduction in the year 2002, there has been a lot of controversy surrounding Bt cotton. Its performance, impact on the environment, biodiversity and health of cattle has been widely debated. With the regulatory body for approving GM crops in India, Genetic Engineering Approval Committee (GEAC),

announcing its approval for large scale field trials for Bt brinjal in September 2007, some analysts opined that Bt brinjal would have a significant economic impact on farmers while some raised doubts on its safety and environmental implications.

Issues

Analyze the business environment for GM crops in India.

Study the regulatory environment pertaining to GM crops in India.

Understand the Biosafety protocol and its necessity and relevance to developing countries like India.

Understand biosafety governance in India: its accuracy and lacunae

Discuss the role of activists and researchers in influencing policies

Reference Numbers

ICMR	BENV 017
ECCH	208-072-1
Organization(s)	Monsanto
Countries	USA/ India
Industry	Agriculture
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	3 Pages

The Indian IPO Market in Early 2008

Abstract

The case discusses the state of the IPO market in India in early 2008. It examines the reasons why some of the IPOs were withdrawn during this period, and also deals with some of the criticisms against the IPO process, such as high issue prices and regulatory laxity. The recommendations of the Group on review of the issue process (GRIP) and the Indian Finance Ministry's proposals are also discussed.

Issues

The teaching objectives of this case are:

Understand the IPO market in India.

Examine the role of gray market in the functioning of the primary market in India.

Discuss the reasons for the withdrawals of three IPOs in India in early 2008.

This case is meant for MBA/PGDBM students and is designed to be a part of their Business Environment curriculum.

Reference Numbers

ICMR	BENV 016
ECCH	208-052-1
Organization(s)	N/A
Countries	India

Industry

Pub/Rev Date

Case Length

TN Length

The US Housing Market and the Subprime Mortgage Crisis (B): Impact on the US Economy

Abstract

In 2006, with rising interest rates and declining house prices, the subprime mortgage borrowers in the US were seriously affected, with several of them failing to make payments on their mortgage loans. Over time, the crisis intensified, with increasing numbers of delinquencies leading to foreclosures, and ending up in repossessions. The secondary mortgage market was also affected by the crisis, and with the contagion spreading beyond sub prime securities, liquidity in the credit market dried up as banks and other financial institutions, fearing counterparty risks, became increasingly reluctant to lend to each other. The case discusses the subprime mortgage crisis in the US and the circumstances that led to the crisis. It analyzes the effects of this crisis on different sectors of the US economy. The case also describes different initiatives taken by the US government and the US Federal Reserve.

Issues

Understand the origins of the US subprime mortgage crisis.

Analyze the effects of the crisis on the US economy.

Evaluate the initiatives of the US government and the US Federal reserve to tackle the crisis.

Analyze the long term impact of the crisis on the world's financial markets and the US economy.

Reference Numbers

ICMR	BENV 015
ECCH	
Organization(s)	N/A
Countries	United States of America
Industry	Banking & Financial Services
Pub/Rev Date	2008
Case Length	28 Pages
TN Length	3 Pages

The US Housing Market and the Subprime Mortgage Crisis (A)

Abstract

From 2006 onwards, real estate markets in different regions in the US experienced declines

in house prices, after a period of double-digit growth rates between 2000 and 2005. These declines in house prices, coupled with rising interest rates seriously affected the borrowers of subprime mortgages, with a large number of them defaulting on their loans. The high rate of defaults in subprime loans was seen as an indicator of the worsening situation in the housing market and the US economy as a whole. The case discusses the growth of the US mortgage market. It describes the boom period of the US mortgage market between 2000 and 2004 and the resultant expansion in subprime lending. It also attempts to describe the reasons behind the US subprime mortgage crisis in 2006-07.

Issues

Learn about the evolution of the US mortgage market.

Understand the reasons for the crisis in the US housing market.

Understand the role of the different players in creating the crisis.

Discuss the benefits to the US economy from the growth in subprime lending, as well as the problems

Reference Numbers

ICMR	BENV 014
ECCH	208-030-1
Organization(s)	N/A
Countries	United States of America
Industry	Banking and Financial Services
Pub/Rev Date	2008
Case Length	21 Pages
TN Length	5 Pages

Troubled Times for The Chinese Toy Industry

Abstract

The history of modern Chinese toy industry dates back to the early 1900s. By the early 1980s, the Chinese toy industry was developed enough to compete in the international market. By 2006, benefiting from economies of scale and cheap labor, the Chinese toy industry had come to dominate the global market for toys, accounting for around 75% of the world's output. However, in 2006-07, the Chinese toy industry faced a series of product recalls, adversely affecting its global image. The case discusses the development of Chinese toy industry over the years. It discusses the problems facing the toy industry in China, with specific emphasis on the issue of recalls in 2007 and the reason behind the recalls. The case examines some of the other challenges that the Chinese toy industry faces such as increasing labor costs, technological inferiority of Chinese toys and

the growing demand for high tech toys, and the Chinese toy manufacturers' lack of brand power. The case ends with a discussion on the actions taken in response to the series of recalls and the possible impact of these recalls on the Chinese toy industry.

Issues

Understand the reasons for the growth of the Chinese toy industry

Analyze the problems facing the Chinese toy industry

Evaluate the impact of recalls on the fortunes of the Chinese toy industry

Analyze the future of the toy industry in China

Reference Numbers

ICMR	BENV 013
ECCH	208-013-1
Organization(s)	N/A
Countries	China
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2008
Case Length	18 Pages
TN Length	4 Pages

Kentucky Fried Chicken: Tackling the Trans Fat Problem

Abstract

The case study looks at the steps undertaken by KFC Corporation, a leading US-based fast food restaurant chain, while dealing with the problem of trans fats in its food items. Trans fats are produced during the hardening of oil, which help increase the shelf-life of baked products and enable cooking oils to have a longer fry-life. However, trans fats have been linked to serious health diseases like coronary heart disease, type 2 diabetes, and obesity. The case also looks at the challenges faced by the company to find a suitable alternative cooking oil that did not contain trans fats. This case study further deals with the increased pressure faced by food service establishments and restaurants from consumer advocacy groups and public health authorities to disclose the amount of trans fats in their food products and switch over to alternative ingredients.

Issues

Understand the issues and constraints faced by fast food companies, restaurants, and food establishments in dealing with the trans fats problem

Role of government regulation and company self-regulation in tackling the trans fat problem

Reference Numbers

ICMR	BENV 012
ECCH	207-044-1
Organization(s)	KFC

Countries	United States of America
Industry	Food and Beverage
Pub/Rev Date	2007
Case Length	12 Pages
TN Length	4 Pages

Germany's 'Green Dot' Waste Management System

Abstract

The 'Green Dot', a waste management system, was developed to reduce packaging waste as well as to increase recycling/reuse rates in Germany. The case discusses the Green Dot system, giving details about the waste collection, sorting and disposal mechanisms, the charges that companies had to pay to become a part of the system, etc. It then gives an account of the initial obstacles faced by the system and the measures taken to surmount them. It also compares the Green Dot system with the system followed in the UK. The case ends with a brief discussion on recent happenings in the German waste industry.

Issues

Understand some of the environmental and social pressures that companies have to deal with today

Discuss the ways in which companies can minimize the quantity of waste that they generate, and what governments can do to encourage this

Understand the waste management system adopted in Germany

Analyze the advantages and disadvantages of the system

Appreciate the advantages of competition and the effects of monopolization

Reference Numbers

ICMR	BENV 011
ECCH	207-046-1
Organization(s)	DSD GmbH
Countries	Germany
Industry	Waste Management Services
Pub/Rev Date	2007
Case Length	21 Pages
TN Length	3 Pages

Pfizer's Intellectual Property Rights Battles in China for Viagra

Abstract

This case is about Pfizer Inc.'s numerous intellectual property rights (IPR) litigations in China related to its blockbuster drug for erectile dysfunction, Viagra. Despite launching Viagra in the Chinese market as early as 2000, Pfizer,

the world's largest pharmaceutical company, could not make much headway with its brand 'Wan Ai Ke' in this market. This was despite the fact that China was the most populous country in the world and that there was a huge market for aphrodisiacs and traditional medicines that enhanced one's sexual performance. 'Wan Ai Ke' had failed to realize its potential largely due to two factors-competition from cheaper generic drugs and fakes, and patent litigations from a group of Chinese generic drugs companies. In 2004, the patent for Viagra was revoked in China which led to an international outcry against the decision. In 2006, the patent was again restored but the matter was still sub judice.

The case discusses the growing sophistication of the Chinese competitors who were taking legal recourse to overturn the validity of domestically issued patents as part of their competitive strategy. Though the foreign research based pharmaceutical companies were not happy with the "lax" IPR regime, the booming Chinese pharmaceutical market provided enough incentive for these companies to stay and fight it out in this emerging market. Experts viewed such litigations as a sign of increasing appreciation of IPRs in China, and a precursor for China's transition toward full compliance with the World Trade Organization agreement.

Issues

Understand the issues and challenges faced by companies in emerging market, especially in markets which are making a transition to a stronger IPR regime in line with TRIPS

Understand the business environment in China from the point of view of a foreign research based pharmaceutical company

Reference Numbers

ICMR	BENV 010
ECCH	207-016-1
Organization(s)	Pfizer
Countries	USA / China
Industry	Pharma and Biotech
Pub/Rev Date	2007
Case Length	22 Pages
TN Length	7 Pages

The Fall of D'Long

Abstract

The case discusses the rise and fall of China based D'Long Group (D'Long). The group was started by Tang brothers in Xinjiang as a small facility to develop and print photographs. D'Long grew by acquiring companies involved in different businesses ranging from tomato paste to automobile parts. Since there were limited options available to obtain finance for its rapidly growing businesses in China, D'Long began acquiring shares in the state-owned enterprises. D'Long then procured bank loans

by using the shares of its listed companies as collateral. The group went on to establish itself in financial services business by establishing NBFCs and acquiring stake in City Commercial Banks. D'Long obtained more funds by issuing right shares and providing debt guarantees. Funds obtained from different sources like trust companies and finance companies were used for buying its own shares, in order to increase the share price.

The investigations by China Banking Regulatory Commission in 2003 placed D'Long among high-risk companies, after which banks refused to extend any more loans to it. In April 2004, D'Long announced that it was facing major financial problems due to adverse macro-economic conditions and fall in share prices of its listed companies. This announcement led to further fall in share prices and demand from the banks for higher collateral. D'Long failed to meet its financial and business obligations and failed to repay its depositors, which led to its collapse.

Issues

Examine the reasons for initial success of D'Long

Critically evaluate the factors that led to the collapse of D'Long

Analyze the methods used by private companies to obtain funds for financing business in China

Gain insights in the functioning of banking industry and capital markets in China

Reference Numbers

ICMR	BENV 009
ECCH	207-014-1
Organization(s)	D' Long Group
Countries	China
Industry	Consumer Electronics
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	3 Pages

Singapore: Past Perfect, Future Tense?

Abstract

Singapore is one of the top financial centers of the world. The case traces the growth of the city state from a small shipping port in the early part of the 19th century to an economic hub by the later half of 20th century. It describes in detail the GoS's role in the development of the city state.

It mentions the specific initiatives taken to protect the country from international downturns and business cycles. The case details the more recent efforts of the GoS in making Singapore as the center for high-tech services and industries. The challenges and

possible impediments to the growth of Singapore are discussed in the end.

Issues

Recognize the importance of government in creating a pro-business environment in a country

Appreciate the efforts made by a country, which has serious resource limitations, to sustain growth

Analyze the challenges facing a country

Reference Numbers

ICMR	BENV 008
ECCH	
Organization(s)	N/A
Countries	Singapore
Industry	Industry and Economy
Pub/Rev Date	2006
Case Length	27 Pages
TN Length	3 Pages

Wind Energy Industry in the US and Canada: A Note on the Regulatory Environment

Abstract

This case discusses the various policy initiatives undertaken by the US and Canadian governments to promote the wind energy sector. Regulatory environment creates demand for wind energy by making it mandatory for power generators and suppliers to include wind power as a portion of their power supply. Tax credits incentivize installation of wind energy generation capacity that helps to increase the supply of wind energy. The US and Canada also have significant offshore wind energy generation potential, which can supplement onshore wind power generation. Favorable regulations need to be framed to support offshore wind energy generation.

The case highlights the importance of regulatory environment for the sustainable development of the wind energy industry.

Issues

Understand the importance of wind energy as an eco-friendly and reusable energy source for power generation

Understand the importance of having a favorable regulatory environment for the development of the wind energy industry

Reference Numbers

ICMR	BENV 007
ECCH	206-053-1
Organization(s)	Microsoft
Countries	USA / Canada
Industry	Energy and Natural Resources
Pub/Rev Date	2006

Case Length 8 Pages
 TN Length 3 Pages

Bolivia Nationalizes the Oil and Gas Sector

Abstract

This case is about the nationalization of the oil and gas sector in Bolivia in May 2006. Bolivia had the second largest natural gas resources in South America after Venezuela and played a significant role in the regional oil and gas market. The case highlights the reasons for the government's decision to take control of the country's oil and gas energy resources.

The case also discusses the impact of this decision on the Bolivian economy, foreign investment flows, and regional trade alliances.

Issues

Understand the impact of government decisions on the business environment and foreign investment flows of a country

Appreciate the importance of foreign investment in the economic development of a country

Assess the impact of either nationalization or privatization on the economic development of a country

Reference Numbers

ICMR BENV 006
 ECCH 206-052-1
 Organization(s) N/A
 Countries Bolivia
 Industry Petroleum and Petrochemicals
 Pub/Rev Date 2006
 Case Length 20 Pages
 TN Length 3 Pages

Microsoft EU Antitrust Case

Abstract

The case primarily deals with the allegations that Microsoft had abused its market leadership status by using its dominant position in the Windows operating system (O/S) to gain market share in the work group server O/S business. In 1998, Sun Microsystems lodged a complaint with the European Commission (EC) that Microsoft was not disclosing the necessary information for facilitating interoperability between PCs using Windows operating system and servers using non-Microsoft operating systems. After investigating for more than five years, EC found Microsoft guilty and levied an historic fine of US\$ 613 million and suggested remedies to the company's products. Microsoft further appealed this ruling in the European Court of First Instance which heard

the case between 24th and 28th of April 2006 and would give its ruling in the first quarter of 2007. The case puts forth some of the arguments of Microsoft and the EC during the hearing and analysts views on this issue.

Issues

Study and analyze the antitrust allegations against Microsoft and the company's response thereof

Understand the importance of knowing rules of competition by companies operating in foreign countries

Examine the challenges of being a market leader and having a monopoly in a particular market.

Reference Numbers

ICMR BENV 005
 ECCH 206-041-1
 Organization(s) Microsoft Corporation
 Countries USA / European
 Industry Information Technology and Related Services
 Pub/Rev Date 2006
 Case Length 16 Pages
 TN Length

Labor Market Reforms in France and the Job Law 'CPE': A Lost Opportunity

Abstract

The case examines the new job law 'CPE' and how it could have led to more flexibility in the French labor market. However, protests, strikes and demonstrations in France by millions of students and workers that paralyzed the country led to its repeal. The case highlights the reasons for the failure of the French government in getting the law accepted by its people and its implications thereof. The case also discusses the various employment contracts in France and examines how the changing global business environment has led to difficulties in continuing with the labor-friendly French social model.

Issues

Study the implications of higher wages and employment protection laws on the French labor market

Understand the growth and development of the European social model

Study the conditions that led the French government to take an increasing role in the state economy and regulate the labor market.

Reference Numbers

ICMR BENV 004
 ECCH 206-040-1

Organization(s) N/A
 Countries France
 Industry Labor Market
 Pub/Rev Date 2006
 Case Length 16 Pages
 TN Length

Gazprom – Naftogaz Ukrainy Dispute: Business Or Politics?

Abstract

The case focuses on the dispute between the state controlled companies of the Russian Federation and Ukraine - Gazprom and Naftogaz, respectively. The case discusses in detail the evolution of Gazprom as a company and the growth of its exports to Europe. It then focuses on the disputes it had with Ukraine after the disintegration of the Soviet Union. It elaborates the impact of elections in Ukraine on the subsequent dispute that led to the cut off of gas supplies.

Issues

Recognize the problems of a comparatively smaller nation trying to break free from the influence of its dominant neighbor

Appreciate how a company's exports become vulnerable when its exports are routed through third parties and its efforts to gain control over such transitory routes

Reference Numbers

ICMR BENV 003
 ECCH 206-029-1
 Organization(s) Gazprom / Naftogaz
 Countries Ukraine / Russia
 Industry Energy and Natural Resources
 Pub/Rev Date 2006
 Case Length 15 Pages
 TN Length N/A

Mercosur: Changing Course

Abstract

The case elaborates on the factors that led to the creation of Mercosur as a free trade area, especially the long-drawn out efforts for Latin American integration. The case discusses in detail Mercosur's initial successes and also its institutionalization. It then turns the focus on to its transition into a customs union and discusses how its success was hampered by the changes in the international environment. It looks at the problems faced by small economies that are sandwiched between large economic powerhouses and ends with a note on Mercosur's subtle transformation from being an economic bloc to a political solidarity bloc.

Issues

Recognize the efforts made toward Latin American integration

Understand the various stages and aspects of economic integration as well as the benefits and challenges in accomplishing them

Comprehend how the external environment can affect the growth and functioning of a trade bloc

Understand the interplay between national politics and regional integration.

Reference Numbers

ICMR BENV 002

ECCH 206-024-1

Organization(s)

Countries Latin America

Industry Industry and Economy

Pub/Rev Date 2006

Case Length 19 Pages

TN Length N/A

Google's Problems in China

Abstract

US based Google, the leading Internet search engine company, started providing its services in China in 2000. Though Google soon became the leading search engine in the Chinese market, it started losing its market share in couple of years. In China, the Internet content was heavily censored by the government and users searching on Google's site experienced inordinate delays. By 2005, Chinese search engine company Baidu emerged as the leading internet search company in China. To compete with Baidu, Google decided to launch a Chinese website – www.google.cn – and agreed to censor its content. The case discusses the circumstances under which Google was forced to self censor its content and decided to launch its new site.

Issues

Examine the problems faced by Google in China

Study the legal and business environment in the Chinese online media industry

Evaluate the impact of government regulations on the operations of foreign Internet companies like Google in China.

Reference Numbers

ICMR BENV 001

ECCH 206-030-1

Organization(s) Google

Countries China / USA

Industry Internet and e-Commerce

Pub/Rev Date 2006

Case Length 13 Pages

TN Length N/A

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The Fall of IndyMac Bancorp Inc.

Abstract

In July 2008, the Federal Deposit Insurance Company (FDIC) in the US took control of IndyMac Bancorp Inc (IMB) from its management as the bank's capital adequacy levels fell below the regulatory requirements. IMB, founded in 1985, focused on mortgage lending and securitizing those loans in the secondary markets to generate funds. It lent to Alt-A customers who did not have proper documentation of their incomes and assets. IMB's aggressiveness in lending led to poor underwriting practices as most of the customers' sources of income and their repaying capability was not properly scrutinized. In 2007, the default rates in Alt-A loans started rising and the secondary market for these loans became illiquid.

IMB which mainly relied on secondary markets for its capital requirements faced a severe liquidity crunch. These factors led to fall in its capital adequacy levels by mid 2008.

Issues

Examine the reasons for the fall of IndyMac Bancorp Inc.

Understand the importance of stringent underwriting practices imposed by banks.

Appreciate the significance of diversification of funds sources by a bank.

Analyze the key lessons learned from the fall of IndyMac and how such fiascos can be prevented in future.

Reference Numbers

ICMR	FINC 064
ECCH	110-031-1
Organization(s)	IndyMac Bancorp Inc
Countries	US
Industry	Banking
Pub/Rev Date	2010
Case Length	20 Pages
TN Length	5 Pages

The Collapse of Amaranth Advisors

Abstract

Amaranth Advisors LLC (Amaranth) was a US based hedge fund incorporated in 2000 by Nick Maounis (Maounis). Initially, Amaranth used conservative investment strategies like arbitrage. When several hedge funds started using similar investment strategies, the resulting profitability came down. Maounis then shifted Amaranth's focus to energy trading. In mid 2004, Maounis hired Brian Hunter (Hunter), an energy trader who was working for Deutsche Bank energy trading desk. Hunter started generating good profits

in energy trading. He generated US\$ 1 billion profits in 2005. Hunter's trading strategy in 2005 was believed to be based on historical returns as well as on weather predictions. He used excessive leverage and invested in natural gas derivatives on NYMEX and ICE in 2006. However, his strategy went wrong and prices of natural gas contracts moved in opposite direction to his estimates. That led to margin calls from Amaranth's lenders which it could not meet and eventually had to windup with US\$ 6.6 billion losses. As of December 2009, Hunter faced market manipulation charges by natural gas market regulators for some of his trades in 2006.

Issues

Analyze the reasons that led to the collapse of Amaranth Advisors.

Study the importance of portfolio diversification as a risk mitigation strategy.

Examine the risk management and control systems at Amaranth Advisors.

Understand the flaws in debt and liquidity management strategy of Amaranth Advisors.

Critically examine the effectiveness of statistical models like Value at Risk (VaR) in risk management.

Reference Numbers

ICMR	FINC 04463
ECCH	110-019-1
Organization(s)	Amaranth Advisors
Countries	US
Industry	Investment Banking
Pub/Rev Date	2010
Case Length	18 Pages
TN Length	5 Pages

Tata Motors - Speed Breakers Galore

Abstract

The case discusses the problems faced by Tata Motors Limited, the largest automobile company in India in the domestic and international markets. The company posted a net loss of Rs. 25.05 billion for the financial year ending March 2009, its first loss in eight years. Earlier, in June 2008, Tata Motors had completed the acquisition of Jaguar and Land Rover (JLR). Immediately after the acquisition of JLR, Tata Motors started facing problems as the sales of JLR started decreasing. The global financial crisis impacted the sales of luxury vehicles heavily. Against the expectation of Tata Motors, JLR could not generate the funds for working capital, requiring Tata Motors to pump additional funds to keep the operations going. Things turned for the worse by the end of 2008, with demand shrinking further. To finance the acquisition of JLR, Tata Motors took a bridge loan of US\$ 3 billion. To refinance bridge loan, Tata Motors

came out with two rights issues. When the rights issues were opened in September-October 2008, the share price of Tata Motors fell drastically, and the rights issue had to be bailed out by the promoters of the company. Then Tata Motors called for deposits from public and issued non-convertible debentures. However, as of May 2009, Tata Motors was yet to refinance US\$ 1 billion of the bridge loan. With the global economic slowdown hampering the growth of global automobile industry, Tata Motors had a tough task ahead to bring JLR back on the growth track.

Issues

Analyze the problems faced by Tata Motors and suggest probable solutions.

Evaluate the reasons behind Tata Motors's decision to acquire JLR.

Understand the advantages and disadvantages of JLR's acquisition for Tata Motors.

Deliberate if acquisition is the right method to go global.

Understand the influence of macroeconomic environment on businesses.

Study the reasons for the global financial crisis and its impact on the economies of developed and developing countries.

Analyze the impact of global financial crisis on the automobile industry.

Understand the problems a company could face in financing acquisitions.

Evaluate the importance of global business environment for the success of the organization.

Reference Numbers

ICMR	FINC 062
ECCH	110-006-1
Organization(s)	Tata Motors, Jaguar and Land Rover
Countries	India, UK
Industry	Automobile
Pub/Rev Date	2010
Case Length	26 Pages
TN Length	19 Pages

UBS and the Subprime Mortgage Crisis

Abstract

The case examines the impact of the subprime mortgage crisis in the US on the Switzerland-based banking major, UBS AG. UBS's exposure to the subprime mortgage market came to the fore in mid-2007 when it announced the closure of its hedge fund, Dillon Read Capital Management. By the end of 2008, UBS's exposure to the subprime mortgage market was valued at Swiss Francs (CHF) 45 billion. In the financial year 2008, UBS reported a net loss of CHF 21.3

billion, the biggest ever annual loss reported by a Swiss company. The case includes a detailed note on the subprime mortgage crisis in the US and how UBS incurred significant losses due to its investments in asset backed securities that included commercial and residential mortgages. It also examines how UBS was bailed out of the crisis by the Swiss government and the Swiss Central Bank.

Issues

Understand the reasons that led to the subprime mortgage crisis in the US and its impact on the financial institutions.

Appreciate the importance of an effective risk management system in the financial institutions.

Study the drawbacks of high leverage in the investment banking business.

Understand how UBS got exposed to subprime mortgage assets.

Examine the bail-out plan for UBS.

Reference Numbers

ICMR	FINC 061
ECCH	110-007-1
Organization(s)	UBS AG
Countries	Switzerland, US
Industry	Banking
Pub/Rev Date	2010
Case Length	23 Pages
TN Length	5 Pages

Eko India's Financial Inclusion Initiative

Abstract

Eko India Financial Services Pvt Ltd (Eko), a Delhi, India, based financial services company was founded to serve the section of the population which was financially excluded. The company believed that a basic saving account is important for financial inclusion. Eko realized that people from financially excluded communities owned mobile phones and the mobile penetration in India was rising rapidly. The company decided to develop its product based on mobile phone. It chose to use mobile phones as the mode of communication between banks and the end users. Eko developed a platform called Simplibank. It entered into a tie-up with erstwhile Centurion Bank of Punjab to provide no frills accounts to financially excluded people. Eko used neighborhood grocery and pharmacy stores as Customer Service Points (CSP). Under this model, any person could approach a CSP to open a savings bank account. The Know Your Customers norms for those taking no frills accounts were relaxed so that more people could be included into the financial system. CSP would send the new account details to Eko through his mobile phone and the account would get operable in ten minutes. The account

holder would be given material with instructions and password to operate the account. Account holders could deposit, withdraw, and transfer to others' no frills account opened through Eko at CSP. The mobile number and password acted as authentication for transactions. Eko designed its system in such a manner that its customer need to be just number literate to avail its services.

The case describes in detail Eko's business model and highlights the need for financial inclusion initiatives.

Issues

Understand Eko India's business model.

Appreciate the importance of financial inclusion and examine Eko's efforts towards financial inclusion of under-banked population.

Appraise the costs involved in the financial inclusion model of Eko.

Analyze the opportunities and challenges in Eko's business model.

Reference Numbers

ICMR	FINC 060
ECCH	109-044-1
Organization(s)	Eko India Financial Services Private Limited
Countries	India
Industry	Banking and Financial Services
Pub/Rev Date	2009
Case Length	18 Pages
TN Length	5 Pages

A Comparison of Risk and Return Between BSE Sensex and Bank Fixed Deposits

Abstract

This concept note compares the risk-weighted returns generated by the BSE Sensex and bank fixed deposits during the period between March 1992 and March 2007. The objective of the note is to determine whether investment in Indian equities has generated superior risk-weighted returns as compared to fixed deposits over various time periods ranging between one year and fifteen years. It calculates average annualized returns, standard deviation and range of returns at different probabilities generated by BSE Sensex over fifteen year period. Finally, the coefficient of variation is determined across various time horizons to examine how much risk an investor has taken for an extra unit of return generated from the stock markets over bank fixed deposits. This concept note is designed for students of Finance curriculum and can be discussed with the chapter on Security Analysis and Portfolio Management. It can also be discussed in a training program for executives employed in broking firms and mutual fund companies.

Reference Numbers

ICMR	FINC 059
ECCH	109-037-6
Organization(s)	Bombay Stock Exchange
Countries	India
Industry	Banking and Financial Services
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	

Analyzing the Risk Weighted Performance of Equity Mutual Funds

Abstract

This concept note explains the methodology involved in analyzing the risk weighted performance of a mutual fund. It analyzes the risk weighted performance of Morgan Stanley Growth Fund, a close ended equity mutual fund with its benchmark BSE 200, BSE Sensex and other close and open ended equity mutual funds including IDFC Enterprise Equity Fund, Taurus Star Share Fund, DSPML Tiger and Magnum Multiplier Fund. The note evaluates the fund's performance based on three different measures namely Sharpe's Ratio, Treynor's Ratio and Jensen's Alpha to rank the performance of these equity mutual funds. This concept note is designed for students of Finance curriculum and can be discussed with the chapter on Portfolio Management and Security Analysis. It can also be discussed in a training program for executives employed in Mutual Fund companies.

Reference Numbers

ICMR	FINC 058
ECCH	109-036-6
Organization(s)	Morgan Stanley / IDFC / Taurus / DSPML Tiger / State Bank of India
Countries	India
Industry	Banking and Financial Services
Pub/Rev Date	2009
Case Length	27 Pages
TN Length	

A Note on Investment in Bonds - Calculation of YTM

Abstract

This concept note examines the decisions involved while investing in bonds by individual investors. Apart from yield-to-maturity (YTM), other parameters that merit attention for making investments in bonds include safety, liquidity and tax implications.

The note with the examples of NABARD's Bhavishya Nirman Bond and ICICI's Regular Income Bond explains the method to calculate YTM. It also examines the impact of taxes on the net returns earned by the investors of these bonds. The objective of this note is to make readers understand the steps involved in calculating YTM of bonds and study how taxes can impact returns for the bond investors. This concept note is designed for students of Finance curriculum and can be discussed with the chapter on fixed income securities. It can also be discussed in a training program for executives employed in Financial Services companies.

Reference Numbers

ICMR.....	FINC 057
ECCH.....	109-038-6
Organization(s).....	N/A
Countries.....	India
Industry.....	N/A
Pub/Rev Date.....	2009
Case Length.....	17 Pages
TN Length.....	



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Investment Management at Harvard Management Company

Abstract

The case examines the investment management strategies adopted by the Harvard Management Company (HMC). HMC managed Harvard University's endowment funds, the largest in the industry. The case explains the hybrid fund management strategy followed at HMC and how the strategy led to phenomenal growth of Harvard's endowment funds over the decades. The case describes the investment performance of the endowment fund, asset allocation, portfolio mix and risk management strategies under various fund managers of HMC since its

inception. The case also explains the recent problems faced by HMC due to the frequent changes in its leadership and the sub-prime crisis that emerged in the US in late 2007 resulting in significant losses for Harvard's endowment fund.

Issues

Analyze the investment management strategies followed at HMC.

Appreciate the importance of asset allocation and portfolio diversification in investment management.

Study the risk management practices at HMC.

Understand the pros and cons of hybrid investment management strategy.

Reference Numbers

ICMR.....	FINC 056
ECCH.....	109-027-1
Organization(s).....	Harvard Management Company
Countries.....	United States of America
Industry.....	Banking and Financial Services
Pub/Rev Date.....	2009
Case Length.....	19 Pages
TN Length.....	5 Pages

The 'Bernard Madoff' Financial Scam

Abstract

The case examines the 'Ponzi Scheme' operated by Bernard Madoff (Madoff), a prominent Wall Street trader and former Chairman of NASDAQ, through the investment management and advisory division of his firm, Bernard L. Madoff Investment Securities LLC (BLMIS). During the investigation, it was revealed that Madoff operated the 'Ponzi Scheme' since the 1980s. Though Madoff was supposed to invest the clients' money in securities market, he deposited the entire amount in a bank account in Chase Manhattan Bank. He fulfilled redemption requests of his clients using this money. This fraud that amounted to US\$ 50 billion became public with Madoff's confession on December 10, 2008. It was the biggest financial fraud in the history of the US affecting a large number of investors. Industry experts blamed the regulators and investors for neglecting the warning signals which enabled Madoff to carry on with the fraud for decades. The case ends with a discussion about the impact of the scam on the already strained US economy.

Issues

Analyze how Bernard Madoff conducted the fraud.

Understand the events that led to the disclosure of the fraud.

Examine the role of regulatory agencies and the reasons for not detecting the fraud.

Analyze the impact of the fraud on the US economy.

Reference Numbers

ICMR.....	FINC 055
ECCH.....	109-026-1
Organization(s).....	Bernard L. Madoff Investment Securities LLC
Countries.....	United States of America
Industry.....	Banking and Financial Services
Pub/Rev Date.....	2009
Case Length.....	
TN Length.....	5 Pages

Withdrawal of Credit Cover to the UK Retail Industry: A Case on Credit Crisis

Abstract

The retail industry in the UK was hit by a sudden withdrawal of credit cover by trade credit insurers in November 2008. The UK trade credit insurance market was dominated by three major players - Euler Hermes, Atradius and Coface. When within a short duration in November 2008, credit cover was withdrawn to nearly 12000 businesses; the industry saw many players facing severe liquidity crunch. As trade credit insurance was a pre-requisite for obtaining credit, a number of retailers faced withdrawal of credit from their bankers, pushing them into administration and subsequent closure. A few leading retailers weathered the difficulty and there were others that benefited from the closure of these businesses by increasing their market share. However, the prevailing sentiment among retailers was that the UK Government intervention was required to bail the industry out of the crisis. Measures were undertaken by the UK Government in the form of a stimulus package but were considered inadequate by those affected. This case examines the importance of trade credit insurance for retail businesses in the UK and the implications of its withdrawal on these businesses.

Issues

Understand the importance of trade credit insurance in retail businesses.

Assess the impact of external factors such as macroeconomic environment and trade and business financing and insurance on the operations of an organization.

Analyze the importance and adequacy of the support given by the UK government to revive the retail industry.

Examine the impact of global financial meltdown and the resultant credit crisis on the retail industry in the UK.

Reference Numbers

<i>ICMR</i>	<i>FINC 054</i>
<i>ECCH</i>	109-024-1
<i>Organization(s)</i> ..	<i>Euler Hermes / Atradius and Coface / Woolworths</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Retail / Banking and Financial Services</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	18 Pages
<i>TN Length</i>	7 Pages

The Fall of Bear Stearns

Abstract

The case examines how Bear Stearns, the fifth largest investment bank in the US, faced liquidity crisis in March 2008, leading to its collapse. It details the sequence of the events that led to its collapse and the measures taken by the bank to avoid the same. The case covers a detailed note on the sub-prime crisis in the US and how Bear Stearns incurred significant losses in its investments in mortgage backed securities. It also examines the role of the US Fed to bail out Bear Stearns by helping JP Morgan Chase buy the troubled investment bank.

Issues

Understand the reasons that led to the subprime crisis in the US and its impact on financial institutions.

Appreciate the importance of risk management in financial institutions.

Examine the need for strict regulations for controlling OTC derivatives market.

Study the drawbacks of high leverage in the investment banking business.

Analyze the role played by the US Fed to bail out Bear Stearns.

Reference Numbers

<i>ICMR</i>	<i>FINC 053</i>
<i>ECCH</i>	109-022-1
<i>Organization(s)</i>	<i>Bear Stearns</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Banking and Financial Services</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	17 Pages
<i>TN Length</i>	5 Pages

The Société Générale Fiasco - Lessons in Risk Management

Abstract

The case discusses in detail the fraud that took place at Société Générale, second largest bank in France, leading to losses of € 4.9 billion. The bank held Jérôme Kerviel

(Kerviel), a trader, for creating fraudulent trading positions that led to the losses. Kerviel, an arbitrage trader, was required to purchase a portfolio of stock index futures and at the same time, sell a similar mix of futures, with slightly different value. His job was to take bets on small price differences between futures contracts and not to place directional bets. However, in the year 2005, he began taking directional bets and concealed them using fake counter portfolios, to make it appear that the transaction was hedged. He took small positions initially, but continued to increase directional bets far exceeding his trading limits. During mid-January 2008, the compliance officers at the company found abnormalities in Kerviel's trades and after being confronted by the higher authorities, Kerviel admitted conducting unauthorized trades. Then, Société Générale began unwinding Kerviel's positions, in the markets that were falling rapidly due to growing concerns about the impact of subprime crisis in the US, leading to a net loss of € 4.9 billion to the bank. The case discusses in detail, how Kerviel began taking directional positions, how his supervisors failed to keep a check on his fraudulent activities, how Kerviel admitted the fraud and different methods used by him to conceal the fraud. The case details the main reasons that include lack of internal controls, inadequate supervision and risk taking culture due to which the fraud occurred.

Issues

Analyze the fraud at Société Générale.

Study different methods used by Kerviel to conceal the fraud.

Understand the importance of proper internal controls and supervision mechanisms.

Discuss the main reasons due to which the fraud occurred.

Understand the role of risk taking culture in organizations that encourage such frauds.

Analyze how Société Générale handled the fraud once it was revealed.

Reference Numbers

<i>ICMR</i>	<i>FINC 052</i>
<i>ECCH</i>	109-023-1
<i>Organization(s)</i>	<i>Société Générale</i>
<i>Countries</i>	<i>France</i>
<i>Industry</i>	<i>Banking and Financial Services</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	21 Pages
<i>TN Length</i>	7 Pages

The Collapse of Lehman Brothers

Abstract

The case discusses the rise and fall of Lehman Brothers Inc (Lehman Brothers) from a small dry goods store to one of the leading

investment banks in the US. It examines in detail the reasons that led to the subprime crisis since the year 2007 in the US and how it led to the collapse of 158 year old Lehman Brothers. The case highlights the role of several stake holders in the mortgage business that contributed to the crisis. It examines the various factors that contributed to the fall of Lehman Brothers including leadership issues, excessive leverage, failure of risk measures employed like 'Value at Risk' and poor regulation of the investment banking industry. It also explains the role of certain OTC derivative instruments that led to the collapse of the company.

Issues

Understand the reasons that led to the subprime crisis in the US and its impact on financial institutions.

Analyze the aggressive strategies that Lehman Brothers followed in the mortgage business.

Study the role of leadership at Lehman Brothers behind the company's rise and subsequent collapse.

Appreciate the significance of risk management and the drawbacks of excessive leverage.

Examine the innovations in financial instruments primarily derivatives.

Analyze the consequences of lack of supervision on OTC derivatives and mortgage lending mechanism in the US.

Debate on the role played by the US policy makers for adopting liberal credit driven economic growth policy that eventually led to the subprime crisis.

Reference Numbers

<i>ICMR</i>	<i>FINC 051</i>
<i>ECCH</i>	109-020-1
<i>Organization(s)</i>	<i>Lehman Brothers</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Banking and Financial Services</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	17 Pages
<i>TN Length</i>	6 Pages

Tata Motors - Financing the Acquisition of Jaguar and Rover

Abstract

In June 2008, India-based Tata Motors acquired Jaguar and Land Rover (JLR) from the US-based Ford Motors for US\$ 2.3 billion. To finance the acquisition, Tata Motors raised a bridge loan of US\$ 3 billion from a consortium of banks. Tata Motors planned to raise Rs. 72 billion through three simultaneous but unlinked rights issues. However, the rights issue ran into problems as the share price of Tata Motors

continued to slide down, after the issue opened. The shares were available in the stock market at a much lower price compared to the price offered by the company. Other options to obtain funds like divesting stake in the group companies, floating international equity related issues were also scrapped, due to adverse market conditions. At this juncture, in order to obtain funds, Tata Motors announced public deposit scheme in December 2008. Through all the fund raising efforts, the company was able to repay only US\$ 1 billion by the end of 2008. Tata Motors was required to repay the entire amount of bridge loan by June 2009. Due to adverse financial conditions and credit freeze, Tata Motors announced that it was planning to roll over the bridge loan, which was estimated to further add to the debt burden of the company.

Issues

Understand acquisition of JLR as an example of Tata Motors' inorganic growth strategy.

Understand the impact of macroeconomic factors on the global automobile industry.

Understand the implications of global credit crisis on the availability of funds for corporates.

Analyze different modes of finance available to finance cross border acquisitions.

Reference Numbers

ICMR	FINC 050
ECCH	109-021-1
Organization(s)	Tata Motors
Countries	India / United Kingdom
Industry	Auto and Ancillaries
Pub/Rev Date	2009
Case Length	21 Pages
TN Length	12 Pages

Tata Steel's Acquisition of Corus

Abstract

On January 31, 2007, Tata Steel Limited (Tata Steel), one of the leading steel producers in India, acquired the Anglo Dutch steel producer Corus Group Plc (Corus) for US\$ 12.11 billion (€ 8.5 billion). The process of acquisition concluded only after nine rounds of bidding against the other bidder for Corus - the Brazil based Companhia Siderurgica Nacional (CSN). This acquisition was the biggest overseas acquisition by an Indian company. Tata Steel emerged as the fifth largest steel producer in the world after the acquisition. The acquisition gave Tata Steel access to Corus' strong distribution network in Europe. Corus' expertise in making the grades of steel used in automobiles and in aerospace could be used to boost Tata Steel's supplies to the Indian automobile market. Corus in turn was expected to benefit from Tata Steel's expertise in low cost

manufacturing of steel. However, some financial experts claimed that the price paid by Tata Steel (608 pence per share of Corus) for the acquisition was too high. Corus had been facing tough times and had reported a substantial decline in profit after tax in the year 2006. Analysts asked whether the deal would really bring any substantial benefits to Tata Steel. Moreover, since the acquisition was done through an all cash deal, analysts said that the acquisition would be a financial burden for Tata Steel.

Issues

Gain an in-depth knowledge about various corporate valuation techniques.

Critically examine the rationale behind the acquisition of Corus by Tata Steel.

Understand the advantages and disadvantages of cross-border acquisitions.

Understand the need for growth through acquisitions in foreign countries.

Study the regulations governing mergers & acquisitions in the case of a cross-border acquisition.

Get insights into the consolidation trends in the Indian and global steel industries.

Reference Numbers

ICMR	FINC 049
ECCH	108-010-1
Organization(s)	Tata Steel Limited / Corus Group Plc
Countries	India / United Kingdom
Industry	Metal and Mining
Pub/Rev Date	2008
Case Length	27 Pages
TN Length	22 Pages

A Note on Adjustable Rate and Fixed Rate Mortgage Plans in the US

Abstract

This technical note provides insights into the adjustable rate mortgage (ARM) and fixed rate mortgage (FRM) products. It describes the different parts of ARM, types of ARMs, points that should be taken into account before opting for an ARM, circumstances under which ARM is advisable, and the advantages and risks involved in ARM. The latter portion of the note talks about the FRM. It also discusses the positive and negative attributes of FRM. The note also includes a few numerical examples to illustrate the concept of ARM and FRM.

Issues

Understand the concept of adjustable rate mortgage loans

Understand the concept of fixed rate mortgage loans

Reference Numbers

ICMR	FINC 048
ECCH	107-062-6
Organization(s)	N/A
Countries	USA
Industry	Banking and Financial Services
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	



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UBS and Islamic Banking

Abstract

Switzerland based UBS, one of the largest wealth management companies in the world, launched Noriba Bank in May 2002 in Bahrain, to establish its presence in the Islamic Banking industry. Noriba exclusively provided products which were designed according to the Shariah, the Islamic Laws, which prohibited receiving or paying interest or investments in industries such as alcohol, tobacco, pork etc.

The case describes the challenges faced by Noriba in the course of its operations.

It examines various innovative Islamic Banking products like Shariah-Compliant Deposit (which provided returns through investment in commodity transactions), Shariah-complaint FX Bloc (which provided returns through commodity transactions and foreign exchange transactions) and Personal Shariah Trust, which provided complete wealth management solutions to its clients. Since March 2006, UBS started providing both strictly Islamic products as well as conventional financial products to its Islamic clients.

Issues

Examine the growth of UBS in Islamic banking industry

Understand and critically evaluate how UBS redesigned its financial products in line with Shariah principles

Analyze the characteristics of Islamic banking vis-à-vis conventional banking

Reference Numbers

ICMR	FINC 047
ECCH	
Organization(s)	UBS AG
Countries	Switzerland / Bahrain
Industry	Banking and Financial Services
Pub/Rev Date	2007
Case Length	17 Pages
TN Length	

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ICICI Bank's "Get up to 100% Cash Back" Offer**Abstract**

This case is about the "Get up to 100% Cash Back" promotional offer announced by ICICI Bank, the largest private sector bank in India, in October 2006. According to this offer, a customer could get back cash ranging from a minimum of 1% to a maximum of 100% of the transaction amount for any purchase transaction of over Rs. 2,000 made on his/her ICICI Bank credit card. This case will enable students to discuss the impact of the "Get up to 100% Cash Back" offer on ICICI Bank's credit card business. Students can also discuss the pros and cons of the scheme from the consumer's perspective

Issues

Understand the impact of a cash back promotional offer on the credit card issuer

Discuss the pros and cons of the cash back scheme from the consumer's perspective

Reference Numbers

ICMR	FINC 046
ECCH	107-045-1
Organization(s)	ICICI Bank
Countries	India
Industry	Banking and Financial Services
Pub/Rev Date	2007
Case Length	8 Pages
TN Length	4 Pages

Grameen Bank of Bangladesh - The Grameen General Credit System**Abstract**

The case explains Bangladesh based Grameen Bank's two microfinance models - Grameen Classic System and Grameen General System (GGS). For over two decades, Grameen Bank extended loans to poor people in Bangladesh under its Grameen Classic credit system. In 1998, the floods ravaged the country which led to many poor people default on their loan payments. This led to the need for a new, more flexible credit system. The result was Grameen General System which allowed the borrowers to remain as the member of the bank even when they were unable to pay their loan installments. The case gives an overview of the GGS and the success Grameen Bank achieved after implementing the new credit system.

Issues

Study and compare the Classic and General microfinance models of Grameen Bank

Examine the reasons that prompted the bank to introduce a new, more flexible credit system

Analyze the advantages and disadvantages of Grameen General microfinance model

Reference Numbers

ICMR	FINC 045
ECCH	106-053-1
Organization(s)	Bangladesh Grameen Bank
Countries	Bangladesh
Industry	Banking and Financial Services
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	

Royal Ahold NV: The US Foodservice Accounting Fraud**Abstract**

The Netherlands based retailer Ahold, derived more than half of its revenues from its US subsidiary - US Foodservice (USF). In early 2003, the company reported an accounting fraud at USF amounting to US\$ 850 million. This led to a significant fall in Ahold's share price and its market capitalization. USF depended heavily on promotional allowances from its vendors and the system of accounting for these allowances was not proper. It was also reported that the balance sheet items of USF were not reconciled. The case describes in length on how the accounting fraud was committed, how it was unearthed and the findings of investigations conducted by the SEC and PricewaterhouseCoopers. The case highlights the poor financial control systems at the USF and Ahold and examines the corrective measures taken by Ahold to prevent such losses in the future.

Issues

Study how an accounting fraud was committed at USF and draw lessons from it
Examine the role played by the top management at Ahold and USF in the accounting fraud

Appreciate the importance of financial control systems in preventing such frauds

Analyze the corrective measures taken by Ahold in the aftermath of the accounting fraud.

Reference Numbers

ICMR	FINC 044
ECCH	107-027-1
Organization(s)	Royal Ahold NV
Countries	Netherlands, US
Industry	Retailing
Pub/Rev Date	2007
Case Length	17 Pages
TN Length	N/A

SBI's Microfinance Initiatives**Abstract**

The case presents an overview of State Bank of India's (SBI) microfinance programs. SBI is the largest bank in India with over 9,000 branches and is also the largest player in the microfinance sector in India with a market share of around 20%. The bank has been an active participant in the microfinance programs initiated by NABARD since 1992. SBI has taken several initiatives to expand its microfinance portfolio covering one million SHGs. The case discusses some of the unique programs undertaken by SBI to spread its microfinance activities.

Issues

Role played by SBI in the microfinance sector in India

Process of Formation and functions of self-help groups (SHGs)

Rural banking and microfinance programs of SBI.

Reference Numbers

ICMR	FINC 043
ECCH	106-012-1
Organization(s)	SBI
Countries	India
Industry	Banking
Pub/Rev Date	2005
Case Length	17 Pages
TN Length	N/A

The Microfinance Industry in India

Abstract

This industry report presents a detailed overview of the microfinance industry in India. The advent of new millennium witnessed significant developments in the Indian microfinance industry, which attracted the attention of several private sector and foreign banks. The report analyzes the potential of Indian microfinance industry and examines the recent policies of Indian government to boost the growth of the industry. It describes various microfinance models popular in India and includes a note on the leading players in the Indian microfinance industry. Finally, the report examines the challenges facing the industry in the near future.

Issues

Trends and new developments in microfinance Industry in India.

Reference Numbers

ICMR	FINC 042
ECCH	
Organization(s)	
Countries	India
Industry	Microfinance
Pub/Rev Date	2005
Case Length	24 Pages
TN Length	N/A

ICICI Bank: Innovations in Microfinance

Abstract

The case describes microfinance initiatives of ICICI Bank, the largest private sector bank in India. In spite of being a new entrant, ICICI Bank has been highly successful in the

microfinance sector, primarily because of its innovative microfinance business models. The case discusses some of these models including Bank led & Partnership model. Other microfinance ventures of ICICI Bank are also explained in detail. The case discusses how ICICI Bank has made microfinance a viable business proposition for banks.

Issues

Need and benefits of microfinance in developing countries like India.

Reference Numbers

ICMR	FINC 041
ECCH	
Organization(s)	ICICI Bank
Countries	India
Industry	Microfinance
Pub/Rev Date	2005
Case Length	15 Pages
TN Length	N/A

Share Microfin Limited: India's Largest Microfinance Organization

Abstract

Within just over a decade, SHARE Microfin Limited (SML) grew from a small society into India's largest microfinance organization. During the initial years, the organization faced many challenges with regard to customer acceptance, fund mobilization, government regulation, and other operational issues. However the organization adapted the Grameen model to the local conditions and even transformed its constitution from that of a society to a public limited company to attract funds from commercial banks. The organization sustained its growth momentum, over the years, through innovative fund mobilization efforts using partnership models with private sector banks and structured deals like securitization. The organization also planned to source cheaper funds through bond issues and external commercial borrowings. The success of SML attracted funding from venture capitalists.

Issues

Understand the nature of the challenges faced by microfinance institutions in India, especially during the growth phase

Reference Numbers

ICMR	FINC 040
ECCH	
Organization(s)	SHARE Microfin Ltd
Countries	India
Industry	Microfinance
Pub/Rev Date	2005
Case Length	20 Pages
TN Length	Yes

The Lucent Accounting Scandal

Abstract

The case discusses the accounting frauds committed at the US-based telecommunications giant, Lucent Technologies Inc. (Lucent) during early 2000. It provides an insight into the ways by which the financial statements were manipulated at Lucent. It examines the loopholes in the financial management of the company and the price it had to pay for circumventing the provisions of law. The case examines the allegations against Lucent and its officers with reference to the Securities Exchange Act, 1934. Finally, the case throws light on the damage control measures taken up by the new CEO to improve the company's performance and restore investor confidence.

Issues

The need for sufficient internal control measures and transparency in the financial statements of a company

The provisions of the laws with regard to finance-related scandals and the consequences for misleading the investors.

Reference Numbers

ICMR	FINC 039
ECCH	105-014-1
Organization(s)	Lucent
Countries	US
Industry	Telecom
Pub/Rev Date	2005
Case Length	13 Pages
TN Length	N/A

The Rise and Fall of Global Trust Bank

Abstract

The case describes the growth and collapse of Global Trust Bank, a leading private sector bank in India. Since 2001, GTB's name was associated with scams and controversies. Due to the over exposure to capital markets and huge NPAs, the bank was in a financial mess. When GTB tried to cover up its monumental NPAs through under provisioning, RBI the regulatory authority for banks in India, appointed an independent team to review the finances of the bank. The review revealed various financial discrepancies kept covered by the bank. RBI imposed a three month moratorium on GTB on the ground of 'wrong financial disclosures' and within two days the bank was merged with OBC, a public sector bank. With the merger becoming effective, GTB's identity came to an end and it became a part of OBC.

Issues

Analyze the reasons that led to the fall of Global Trust Bank.

Reference Numbers

<i>ICMR</i>	<i>FINC 038</i>
<i>ECCH</i>	<i>105-014-1</i>
<i>Organization(s)</i>	<i>GTB</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Banking</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>14 Pages</i>
<i>TN Length</i>	<i>N/A</i>

The Google IPO**Abstract**

Google went public on August 19, 2004, using the 'Dutch Auction' method. Ever since the announcement of the IPO was made in April 2004, the IPO became mired in some controversy or other. Most investment bankers had expressed their concerns about the IPO and had declared it to be a failure even before its launch. Many bankers said that though Google was profitable at that point, it would not remain so for very long. Google's dual share system also came in for criticism. This system, considered antiquated, was described by most investors as unfair. Just a week before the launch of the IPO, Google's founders, Sergey Brin and Larry Page violated the rules of the Securities and Exchange Commission by breaking the 'quiet period'. Another violation that SEC discovered was Google's failure to report the shares that it had issued to its employees. These issues heightened the controversies surrounding the IPO. However, all these controversies notwithstanding, the Google IPO performed exceedingly well. It helped the company to collect \$1.4 billion, and put Google's valuation at nearly \$30 billion.

Issues

Dutch Auction method of launching an IPO
Features of the IPO that are generally under the scrutiny of investors.

Reference Numbers

<i>ICMR</i>	<i>FINC 037</i>
<i>ECCH</i>	<i>104-109-1</i>
<i>Organization(s)</i>	<i>Google</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Search Engine</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>14 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

www.icmrindia.org

Securities and Exchange Board of India: Role as a Regulator**Abstract**

The case discusses the role played by the Securities and Exchange Board of India (SEBI) as a regulator of Indian capital markets. The case discusses in depth the capital market reforms initiated by SEBI. In spite of these reforms and increasing regulatory powers over the years, SEBI has been largely unsuccessful in controlling capital market scams. The case examines the strengths and weaknesses of SEBI as a regulatory organization. It describes the recent initiatives by SEBI to promote investor education and corporate governance, transparency and abidance of regulations among corporates.

Issues

Study and analyze the structure of capital markets in India and the role of SEBI.

Reference Numbers

<i>ICMR</i>	<i>FINC 036</i>
<i>ECCH</i>	<i>104-092-1</i>
<i>Organization(s)</i>	<i>SEBI</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Finance, Stock Exchange</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>N/A</i>

TISCO: The EVA Journey**Abstract**

The case discusses the implementation of economic value added (EVA) framework in Tata Iron & Steel Company Limited (TISCO), the largest private sector steel company in India. It covers in detail the reasons for implementing the EVA framework in TISCO and the benefits derived from it. The case then describes the limitations of EVA implementation in a cyclical industry. It examines the possible options under consideration by TISCO to ensure that the company posts a positive EVA figure in future.

Issues

Implementation of EVA.

Reference Numbers

<i>ICMR</i>	<i>FINC 035</i>
<i>ECCH</i>	<i>104-080-1</i>
<i>Organization(s)</i>	<i>TISCO</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Iron & Steel</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>9 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Godrej Consumer Products Limited: Implementing EVA**Abstract**

The case discusses the implementation of economic value added (EVA) framework in Godrej Consumer Products Limited (GCPL), a leading FMCG company in India. It covers in detail the reasons for implementing the EVA framework in GCPL and the benefits derived by the company from it. The case then examines the link between the implementation of EVA framework and improvement in the financial performance of a company. It ends with a debate on the effectiveness of EVA and highlights its limitations.

Issues

Implementation of EVA.

Reference Numbers

<i>ICMR</i>	<i>FINC 034</i>
<i>ECCH</i>	<i>104-081-1</i>
<i>Organization(s)</i>	<i>Godrej Consumer Products Limited</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Daiwa Bank: Lessons In Risk Management**Abstract**

The case discusses how Toshihide Iguchi (Iguchi), the Executive Vice-President of Daiwa's New York branch caused a major loss to the bank through his trading activities in US Treasury bonds. It describes the complete sequence of events leading to the revelation of the forgery and fraud committed by Iguchi. The case also highlights the reasons that led to the scam and its aftermath.

Issues

Risk Management in Banks; Financial Scams.

Reference Numbers

<i>ICMR</i>	<i>FINC 033</i>
<i>ECCH</i>	<i>104-070-1</i>
<i>Organization(s)</i>	<i>Daiwa Bank</i>
<i>Countries</i>	<i>Japan, US</i>
<i>Industry</i>	<i>Banking</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>7 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Allied Irish Banks: The Currency Derivatives Fiasco

Abstract

The case discusses how John Rusnak (Rusnak), a trader at Allfirst Financial Inc. (Allfirst), the US subsidiary of Ireland's leading bank - Allied Irish Banks (AIB), lost \$750 mn in foreign exchange trading operations. It describes in detail how the fraudulent trading activities and manipulation of records by Rusnak resulted in major losses. The case brings out the complete sequence of events and also highlights the reasons for the loss, including inadequate supervision, control system deficiency and failure to review policy and procedures.

Issues

Risk Management in Banks, Value at Risk (VAR) Model.

Reference Numbers

ICMR FINC 032
ECCH 104-071-1
Organization(s) Allied Irish Banks
Countries Ireland, US
Industry Banking
Pub/Rev Date 2004
Case Length 11 Pages
TN Length N/A

Valuing Sify's Acquisition of Indiaworld

Abstract

The case provides details of Sify's acquisition of IndiaWorld, including the structure of the deal, its perceived synergies and the criticisms leveled against the huge amount paid for the acquisition. The case also highlights the problems faced when valuing dotcom companies using traditional models of valuation. It describes certain valuation models that were devised for valuing dotcom companies. The case also illustrates the application of one of these models to determine whether the acquisition was overvalued or undervalued.

Issues

Concept of valuation and valuation models for dotcom companies.

Reference Numbers

ICMR FINC 031
ECCH 103-027-1
Organization(s) Satyam Infoway Ltd.,
Indiaworld Communications
Private Ltd.
Countries India
Industry Software, IT, Finance

Pub/Rev Date 2003
Case Length 12 Pages
TN Length 6 Pages

The Polaris – Orbitech Merger

Abstract

The case describes in detail, the merger of India-based Polaris Software Lab with the US based OrbiTech Solutions, owned by the Citi Group. The case describes the rationale for the merger on the basis of key financial data. It also examines the reasons for revising the swap ratio of the merger. Finally, the case discusses the future prospects of the merged entity.

Issues

The concept of swap ratio and the way it is computed.

Reference Numbers

ICMR FINC 030
ECCH 104-052-1
Organization(s) Polaris Software Labs,
Orbitech Solutions
Countries USA, India
Industry Software, IT, Finance
Pub/Rev Date 2004
Case Length 12 Pages
TN Length 5 Pages

Sumitomo Corporation of Japan: The Commodity Derivatives Fiasco

Abstract

The case discusses how Yasuo Hamanaka (Hamanaka), the chief copper trader at Japan's Sumitomo Corporation caused major losses to the company through his unauthorized trading activities in the physical and futures market in copper at the London Metal Exchange. It traces the complete sequence of events leading to the revelation of the scandal. The case also highlights the reasons for the copper debacle, including the lack of proper managerial supervision and operational control systems and the misuse of authority by Hamanaka.

Issues

Importance of proper supervision and control systems in a trading firm.

Reference Numbers

ICMR FINC 029
ECCH 104-053-1
Organization(s) Sumitomo Corporation
Countries Japan
Industry Financial Trading, Minerals
Pub/Rev Date 2004

Case Length 12 Pages
TN Length N/A

Parmalat: The Fall of a Dairy Giant

Abstract

The case deals with the financial scandal at Parmalat, one of the biggest companies in Italy. Towards the end of 2003, it was revealed that the company had been resorting to fraudulent accounting practices from the late 1980s and had been in the habit of transferring large amounts of money from the Parmalat group to several other overseas subsidiaries or companies owned by the Tanzi family. The Parmalat case was one of the biggest scandals to hit Europe and many analysts took to calling Parmalat 'Europe's Enron'.

Issues

Accounting scandals.

Reference Numbers

ICMR FINC 028
ECCH 104-045-1
Organization(s) Parmalat
Finanziaria SpA
Countries Italy
Industry Dairy Products
Pub/Rev Date 2004
Case Length 12 Pages
TN Length 5 Pages

MRPL and RPL: Analyzing Risk and Returns

Abstract

The case examines the financial performance of two petroleum refineries - MRPL and RPL - established by the private sector in India during the mid-1990s. Though the shares of both these refineries were oversubscribed by investors during their public issue, the financial performance of these companies was very different during the period 1999-2002. The case studies the returns provided by the shares of both these companies and compare them with the overall stock market returns during the period 1996-2002. It analyzes the systematic risk (Beta) involved when investing in the shares of these companies.

Issues

Analyzing returns and risk on the shares of MRPL and RPL.

"So much of what we call management consists in making it difficult for people to work."

– Peter Drucker

Reference Numbers

ICMR	FINC 027
ECCH	104-046-1
Organization(s)	Mangalore Refinery & Petrochemicals Limited, Reliance Petroleum Limited.
Countries	India
Industry	Petroleum
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	8 Pages

Derivatives Trading in India**Abstract**

The case discusses the introduction and growth of the derivatives market in India. It describes in detail the reasons that led to the introduction of derivatives trading in India and why it faced opposition by a section of industry analysts and media. The case then describes the issues that still remain to be addressed by the regulatory authorities to accelerate the long-term growth of the derivatives market. Finally, the case mentions a few steps taken by the concerned authorities in early 2004.

Issues

Factors that can accelerate/suppress the growth of the derivatives market.

Reference Numbers

ICMR	FINC 026
ECCH	104-044-1
Organization(s)	Bombay Stock Exchange/ National Stock Exchange
Countries	India
Industry	Banking & Financial Services
Pub/Rev Date	2004
Case Length	13 Pages
TN Length	N/A

The Fall of Barings Bank**Abstract**

The case discusses how Nicholas William Leeson's (Leeson) unauthorized trading in derivatives led to the fall of Barings Bank, the oldest and one of the most reputed banks in the UK. It describes the complete sequence of events leading to the fall of the bank. The case also highlights the reasons for the fall, including the lack of proper managerial supervision and operational control systems, and the mismanagement of the bank's derivatives trading operations.

Issues

Importance of proper supervision and control systems in a bank.

Reference Numbers

ICMR	FINC 025
ECCH	104-043-1
Organization(s)	Barings Bank
Countries	UK
Industry	Banking & Financial Services
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	6 Pages

Takeover Tussle: Grasim vs L & T**Abstract**

The case examines how Grasim, a leading Indian business conglomerate, gained control over the cement business of another business group, L&T through stock market mechanizations. It discusses the rationale for Grasim's acquisition of stake in L&T and also examines the acquisition tactics adopted by Grasim to increase its share in L&T. It covers the role of India's stock market regulatory authorities in the issue with respect to insider trading at L&T, the open offer chaos and takeover code violations by Grasim. The case critically examines L&T's decision to demerge the cement division to prevent a takeover by Grasim. The case explores the moves and counter moves adopted by both the companies in this tussle. Finally, it details the settlement plan accepted by both the parties.

Issues

Takeovers, management and shareholders.

Reference Numbers

ICMR	FINC 024
ECCH	103-054-1
Organization(s)	Grasim, L&T, SEBI
Countries	India
Industry	Cement
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	5 Pages

Bangladesh Grameen Bank: Pioneer in Microfinance**Abstract**

The case gives an overview of microfinance and its use as an effective tool for poverty reduction, with specific reference to Bangladesh Grameen Bank. The case also discusses Grameen Bank's microfinance model and its application in Bangladesh. The case discusses the success of the Grameen Bank model and also the problems it faced in the late 1990s, due to increased loan overdue. The case provides detailed information about the steps taken by the Grameen Bank to overcome the problems.

Issues

Microfinance; Lending to poor communities.

Reference Numbers

ICMR	FINC 023
ECCH	103-055-1
Organization(s)	World Bank, Bangladesh Grameen Bank
Countries	India
Industry	Banking & Financial Services
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	4 Pages

The WorldCom Accounting Scandal**Abstract**

The case discusses the accounting frauds committed by the leading US telecommunications giant, WorldCom during the 1990s that led to its eventual bankruptcy. The case provides a detailed description of the growth of WorldCom over the years through its policy of mergers and acquisitions. The case explains the nature of the US telecommunications market, highlighting the circumstances that put immense pressure on companies to project a healthy financial position at all times. The case also describes the events that led the company to file for reorganization under Chapter 11 of the U.S. Bankruptcy Court in 2002. The role of the company's top management in the scandal has also been discussed.

Issues

Accounting scandals; Unethical business practices.

Reference Numbers

ICMR	FINC 022
ECCH	103-033-1
Organization(s)	WorldCom, Arthur Anderson, MCI
Countries	India
Industry	Telecom, Financial Services
Pub/Rev Date	2003
Case Length	19 Pages
TN Length	N/A

Co-operative Bank Scams in India**Abstract**

The case, "Cooperative Bank Scams in India" gives an insight into the various scams and malpractices in cooperative banks in India and their implications on the Indian financial sector. The case begins with a history of cooperative banking in India. It briefly describes the structure of cooperative banks and their characteristics. The case then discusses in brief the scams

that surfaced in four cooperative banks, viz., Madhavpura Mercantile Cooperative Bank (MMCB), Krushi Cooperative Urban Bank (KCUB), Charminar Cooperative Urban Bank (CCUB) and Nagpur District Central Cooperative Bank (NDCCB) in 2001-02. The case also discusses how to revive the functioning of cooperative banks in India.

Issues

Scams in the cooperative banks in India; Banking regulation.

Reference Numbers

ICMR	FINC 021
ECCH	103-006-1
Organization(s)	Cooperative Banks
Countries	India
Industry	Financial Services
Pub/Rev Date	2003
Case Length	7 Pages
TN Length	4 Pages

Essar Steel's FRN Controversy

Abstract

The case examines the financial crisis faced by Essar Steel (Essar), the leading Indian sponge iron manufacturer and the flagship company of the Essar Group, during the late-1990s and the early 2000s. It discusses how the company issued floating rate notes (FRNs) in the mid-1990s to finance its Hazira HRC plant and examines in detail the reasons why it defaulted in repaying the FRN-holders on the maturity date. The case critically analyzes the measures taken by the company to come out of its financial problems, the role of the FIs and the promoters.

Issues

Suitability of FRNs in the capital structure of long-term project.

Reference Numbers

ICMR	FINC 020
ECCH	103-030-1
Organization(s)	Essar Steel
Countries	India
Industry	Steel
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

The Indian Housing Finance Industry at the Crossroads

Abstract

The case examines the developments in the housing finance industry in India. The reasons for the rapid growth in the industry that gathered pace during the late-1990s are

explored in detail in the light of the entry of many commercial banks and other private sector companies into the business. The case also describes the reasons behind the emergence of marketing initiatives as a tool for competitive advantage in the industry. The case also provides information about a few basic concepts related to housing finance.

Issues

Floating and fixed interest rate loans; Housing finance.

Reference Numbers

ICMR	FINC 019
ECCH	103-032-1
Organization(s)	HDFC
Countries	India
Industry	Financial Services
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	N/A

Buyback of Shares by MNCs

Abstract

The case analyzes the buyback option introduced by the Government on India in 1998. It provides a detailed understanding of the Buyback ordinance and its salient features. The case sets out the objectives of the buyback ordinance and the reasons given by the MNCs for pursuing a buyback. It also highlights the grievances expressed by the small investors against misuse of the buyback option by the MNCs through a set of examples.

Issues

Buyback of shares; MNC's in India; Rights of minority shareholders.

Reference Numbers

ICMR	FINC 018
ECCH	103-028-1
Organization(s)	SEBI
Countries	India
Industry	
Pub/Rev Date	2002
Case Length	12 Pages
TN Length	5 Pages

Reliance Petroleum TOCD Issue (B)

Abstract

The case 'Reliance Petroleum's TOCD issue (B)', analyzes the new option provided to the TOCD holders after an extra ordinary general meeting of RPL held in April 1998. It provides a detailed explanation of the alternatives and the options available to the

investor, which were evaluated on the basis of their yield to maturity.

Issues

Convertible securities; Public issues; Financing.

Reference Numbers

ICMR	FINC 017
ECCH	102-056-1
Organization(s)	Reliance Petroleum Limited
Countries	India
Industry	Petroleum
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	7 Pages

Reliance Petroleum TOCD Issue (A)

Abstract

The case 'Reliance Petroleum's TOCD issue', analyzes an innovative convertible security TOCDs issued by Reliance Petroleum Limited in September 1993 to finance its grassroot refinery project at Jamnagar, Gujarat. It provides a detailed explanation of the instrument and the various options available to the investor, which was evaluated on the basis of their yield to maturity. The case also provides a concept note highlighting the various methods of raising finance from public investors by an organization.

Issues

Convertible securities; Public Issues; Financing.

Reference Numbers

ICMR	FINC 016
ECCH	102-055-1
Organization(s)	Reliance Petroleum Limited
Countries	India
Industry	Petroleum
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	6 Pages

Modi Rubber vs. The Financial Institutions

Abstract

The case provides a detailed insight into the events during a decade-long dispute between Modi Rubber (Modi) and its lender/owners financial institutions (FI). It examines the FI's threat to sell their stake in Modi in the open market, which led to a major debate regarding the role of FIs in the companies in which they had an equity stake.

Issues

Dual role of Financial Institutions as owners and lenders, Corporate Governance.

Reference Numbers

ICMR	FINC 015
ECCH	102-032-1
Organization(s)	Modi Rubber, UTI
Countries	India
Industry	Automotive, Financial Services
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	6 Pages

The Case of Insider Trading (HLL – BBLIL Merger)

Abstract

The case study analyses the issues related to the insider trading charges against HLL with regard to its merger with Brooke Bond Lipton India Ltd. The case focuses on the legal controversy surrounding these charges. The controversy involved HLL's purchase of 0.8 million shares of BBLIL two weeks prior to the public announcement of the merger of the two companies (HLL and BBLIL). SEBI, suspecting insider trading, conducted enquiries, and after about 15 months, in August 1997, SEBI issued a show cause notice to the Chairman, all Executive Directors, the Company Secretary and the then Chairman of HLL. Later in March 1998 SEBI passed an order charging HLL with insider trading. Later HLL filed an appeal with the appellate authority, which ruled in its favor.

Issues

Mergers; Insider trading; Role of regulatory bodies.

Reference Numbers

ICMR	FINC 014
ECCH	702-010-1
Organization(s)	HLL, BBLIL, SEBI, UTI
Countries	India
Industry	FMCG
Pub/Rev Date	2002
Case Length	8 Pages
TN Length	6 Pages

The Gucci: LVMH Battle

Abstract

The case gives a detailed account of the dispute between two of the world's leading luxury good companies, Gucci and LVMH. The case examines how Gucci managed to thwart the takeover efforts of its rival LVMH. The case is so structured as to enable students to understand the tactics Gucci used to avoid

being taken over by its rival LVMH. The case explains how the Gucci management used the ESOP poison pill and the PPR white knight. The case look at the controversy from Gucci's as well as LVMH's point of view.

Issues

Take over bid of Gucci by LVMH

Reference Numbers

ICMR	FINC 013
ECCH	302-045-1
Organization(s)	Gucci, LVMH, PPR
Countries	France
Industry	Luxury Goods
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	5 Pages



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Film Insurance and Financing in India

Abstract

The case examines the developments in the film insurance industry in India in the late 1990s. Studying the experience of the United India Insurance (UII) company, which pioneered film insurance in India, it explores in detail the hurdles faced by the film industry in dealing with the banks/financial institutions (FIs) and insurance companies. While the success of UII's film insurance service encouraged more film producers to adopt transparency and corporate practices, the industry hoped that the recommendations of the Joint Institutional Committee for Financing Entertainment Industry made in December 2000 would herald a new saga.

Issues

Film insurance; Film financing in India; Hurdles in film financing.

Reference Numbers

ICMR	FINC 012
ECCH	102-028-1
Organization(s)	United India Insurance Company
Countries	India
Industry	Financial Services
Pub/Rev Date	2002
Case Length	6 Pages
TN Length	4 Pages

Arvind Mills' Restructuring Plan

Abstract

The case provides an overview of the Arvind Mills' expansion strategy, which resulted in the company's poor financial health in the late 1990s. In the mid 1990s, Arvind Mills' undertook a massive expansion of its denim capacity in spite of the fact that other cotton fabrics were slowly replacing the demand for denim. The expansion plan was funded by loans from both Indian and overseas financial institutions. With the demand for denim slowing down, Arvind Mills found it difficult to repay the loans. In the late 1990s, Arvind Mills ran into deep financial problems because of its debt burden. The case also discusses the Arvind Mills debt-restructuring plan for the long-term debts being taken up in February 2001.

Issues

Expansion plans; Debt driven expansion; Financial restructuring.

Reference Numbers

ICMR	FINC 011
ECCH	102-030-1
Organization(s)	Arvind Mills
Countries	India
Industry	Textiles
Pub/Rev Date	2002
Case Length	8 Pages
TN Length	4 Pages

Coimbatore Bypass Road Project

Abstract

The case introduces the problems confronting the investors in the road sector projects in the country. Without the support and cooperation of the government, and the users of the facility, investments would not be forthcoming in the infrastructure sector.

Issues

Infrastructure projects; BOT projects; Financing infrastructure projects.

Reference Numbers

ICMR FINC 010
 ECCH 102-022-1
 Organization(s) L&T
 Countries India
 Industry Construction, Infrastructure
 Pub/Rev Date 2002
 Case Length 5 Pages
 TN Length 4 Pages

The Anubhav Plantations Scam**Abstract**

The case is intended to give detailed insight into the fraud committed by the Anubhav group of companies. The case examines how the group was able to defraud the investors and the regulatory authorities with ease and provides information regarding the functioning of the plantation schemes. The case is so structured to understand how the Anubhav group of companies defrauded the investors.

Issues

Financial frauds; Plantation schemes or scams?

Reference Numbers

ICMR FINC 009
 ECCH 102-021-1
 Organization(s) Anubhav Group, SEBI
 Countries India
 Industry Agriculture, Financial Services
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 4 Pages

CRB Scam**Abstract**

The case 'The CRB Scam' is intended to give a detailed insight into the frauds committed by the CRB group of companies. The case examines how the CRB group was able to defraud the investors and the regulatory authorities with ease. The role of RBI and SBI is also explored. The case is so structured as to enable students to understand the way the CRB group of companies defrauded the investors.

Issues

Stock market regulator SEBI and financial scams in India.

Reference Numbers

ICMR FINC 008
 ECCH 102-029-1
 Organization(s) CRB Group, SEBI
 Countries India
 Industry Financial Services
 Pub/Rev Date 2002
 Case Length 9 Pages
 TN Length 5 Pages

The JVG Scandal**Abstract**

The case 'The JVG Scandal' is intended to give a detailed insight into the frauds committed by the JVG group of companies. The case examines how the JVG group was able to defraud the investors and the regulatory authorities with ease.

Issues

Scams in the non-banking sector; Role of regulators RBI and SEBI in the scams.

Reference Numbers

ICMR FINC 007
 ECCH 102-027-1
 Organization(s) JVG Group of Industries
 Countries India
 Industry Financial Services
 Pub/Rev Date 2002
 Case Length 6 Pages
 TN Length 4 Pages

The Ketan Parekh Scam**Abstract**

The case gives a detailed insight into the 2000-01 Indian stock market scams. The case traces the events that led to the scam and also tries to study the role of the regulatory authorities in the scam. The case also analyses the steps taken by SEBI after the scam.

Issues

Scandals in the Indian stock markets.

Reference Numbers

ICMR FINC 006
 ECCH 102-037-1
 Organization(s) SEBI, BSE
 Countries India
 Industry Financial Services
 Pub/Rev Date 2002
 Case Length 9 Pages
 TN Length 4 Pages

www.icmrindia.org

The ITC Classic Story**Abstract**

The case 'The ITC Classic Story' gives a detailed insight into the failure of the erstwhile financial services major ITC Classic. The case explores in detail the events, which led to Classic's downfall and its subsequent merger with ICICI. The case also examines ICICI's motives behind its decision to merge with Classic and the benefits of the merger for both the parties involved.

Issues

Non-banking Finance Companies in India; Cross holdings.

Reference Numbers

ICMR FINC 005
 ECCH 102-023-1
 Organization(s) ITC Classic, ICICI
 Countries India
 Industry Financial Services
 Pub/Rev Date 2002
 Case Length 7 Pages
 TN Length 5 Pages

The GTB – UTI Bank Merger**Abstract**

The case 'The GTB-UTI Bank Merger Story' discusses the circumstances surrounding the proposed merger between UTIB and GTB. The case discusses the various developments that took place from the time the merger was announced. It also focuses on the alleged nexus between GTB's Chief Managing Director, Ramesh Gelli, and the broker Ketan Parekh to rig the price of the GTB scrip to get a favorable swap ratio.

The case helps students understand the different problems associated with mergers of banks. They are expected to understand the concept of swap ratios. Students are also expected to study the circumstances surrounding the merger to determine whether Gelli and Ketan Parekh had formed a nexus to rig the price of the GTB scrip to get a favorable valuation.

Issues

Proposed merger between UTIB and GTB; Call off of the merger; valuation of swap ratios.

Reference Numbers

ICMR FINC 004
 ECCH
 Organization(s) UTI, GTB
 Countries India
 Industry Banking
 Pub/Rev Date 2002
 Case Length 7 Pages
 TN Length 4 Pages

The US-64 Controversy

Abstract

The case 'The US-64 Controversy' provides insight into the problems faced by the Indian mutual fund major UTI's flagship scheme US-64. The case discusses in detail the problems that led to the fund's poor performance and steps taken by UTI to restore the investor confidence and the efficacy of these steps.

The case intends to highlight the importance of portfolio management for a mutual fund. The case explores in detail the reasons behind the US-64 controversy and its implication on the stock markets.

Issues

Mismanagement of US-64 portfolio; Efforts to revive US-64; functioning of UTI.

Reference Numbers

ICMR	FINC 003
ECCH	102-024-1
Organization(s)	UTI
Countries	India
Industry	Financial Services
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	4 Pages

Life Insurance Corporation's Future Prospects

Abstract

In 2000, the Insurance Regulatory & Development Authority Bill was passed by the Government of India, throwing open the Indian insurance market to foreign players. The domestic life insurance monopoly, Life Insurance Corporation (LIC) had to take various steps to compete with the new players. The case study 'Life Insurance Corporation's Future Prospects' discusses LIC's moves after the IRDA Act was passed and examines the company's future prospects. The case gives students an insight into the measures taken by LIC to deal with competition after the insurance sector was opened up to the private players.

Issues

Opening of Indian insurance market to foreign players; Incumbent reaction.

Reference Numbers

ICMR	FINC 002
ECCH	302-049-1
Organization(s)	LIC, IRDA
Countries	India
Industry	Financial Services
Pub/Rev Date	2002

Case Length 5 Pages

TN Length 4 Pages

The Tata Tea – Tetley Leveraged Buyout

Abstract

The case 'The Tata Tea - Tetley Leveraged Buyout' provides insights into the concept of Leveraged Buyouts (LBO) and its use as a financial tool in acquisitions, with specific reference to Tata Tea's takeover of global tea major Tetley. This deal which was the biggest ever Indian cross-border acquisition, was also the first-ever successful leveraged buy-out by any Indian company. The case examines the Tata Tea -Tetley deal in detail, explaining the process and the structure of the deal.

Issues

Leveraged buyouts.

Reference Numbers

ICMR	FINC 001
ECCH	201-045-1
Organization(s)	Tata Tea, Tetley
Countries	India
Industry	Food & Beverages
Pub/Rev Date	2001
Case Length	6 Pages
TN Length	4 Pages



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SAS Inc.: Working the Good Life**Abstract**

The case discusses the employee-friendly policies and practices of SAS Inc. (SAS), the largest private organization selling analytical statistical software. From its inception in the mid-1970s, the company's co-founder and CEO, Jim Goodnight, had created an employee-centric corporate culture. The company always worked on the ideology that satisfied employees resulted in satisfied customers. To create a satisfied work force, SAS had always focused on two aspects of work culture - work life balance and work life benefits. Moreover, the company CEO did not want to make the company public even if that meant more profits for the company. According to Goodnight, going public would have destroyed the company's employee-focused organizational culture as it would then have to work under the pressure of shareholders.

The case discusses in detail the employee-friendly policies of SAS and the benefits and perks the employees enjoyed while working in SAS. Experts suggested that the SAS business model depicted that employee loyalty and customer satisfaction were interlinked and that this was the secret behind the company's success.

The company said that it considered employee perks as long-term investment in creative capital and not as employee retention costs. Analysts said that this philosophy had provided SAS with a competitive edge even during the economic downturn. However, critics contended that many of the work life initiatives and employee perks were unnecessary expenses.

Issues

Understand the importance of work life balance and employee benefits, particularly in the knowledge-based industry.

Study the corporate culture at SAS and its employee-centric policies.

Analyze the various work life balance and work life benefits offered by SAS to its employees and how these contribute to reduced employee turnover and job satisfaction.

Understand how the employee-centric policies and practices contributed to the business success of SAS.

Explore strategies that SAS could adopt in the future in the HR area.

Reference Numbers

ICMR HROB 134
 ECCH 410-072-1
 Organization(s) SAS Inc.
 Countries US / Global
 Industry Information Technology

Pub/Rev Date 2010
 Case Length 26 Pages
 TN Length 4 Pages

**Orient Marketing Pvt. Ltd:
A Case Study in
Business Communication****Abstract**

This case study details the predicament faced by Nand Kumar, who worked as a Marketing Manager in a consumer packaged goods company.

Aggrieved at the cost-cutting measures introduced at the company, Kumar shot off an email to the CEO of the company.

Now, after receiving the response from the CEO, he wondered whether he had approached the issue in the right way

Issues

Understand the communication process.

Understand the issues related to different forms of communication -- viz. oral communication, written communication and the appropriateness of each form of communication in different situations.

Understand the pros and cons of using different types of media such as telephone, email, etc.

Understand the issues in written communication and develop skills in this area.

Reference Numbers

ICMR HROB 133
 ECCH
 Organization(s)
 Countries India
 Industry Consumer Packaged Goods

Pub/Rev Date 2010
 Case Length 5 Pages
 TN Length

**Cisco's Organizational Structure
and its Collaborative Approach
to Decision Making****Abstract**

Cisco Systems, Inc. (Cisco), an Internet technology company, had an organizational structure comprising of various cross-functional teams. The key decisions in the company were taken by councils, boards and working groups. These committees (around 60 as of 2009) working at different levels were cross-functional in nature, and according to the company, lent Cisco speed, scale, flexibility, and rapid replication.

Cisco had made the shift to this type of organizational structure in 2001 and had refined it in subsequent years. According to John T.

Chambers (Chambers), the Chairman and CEO of Cisco, the company had reorganized to break free of the silo culture in the company prior to 2001, so that it could remain agile and innovative in a rapidly changing industry.

The company felt that the traditional command-and-control model had lost its relevance, and the future would be about collaborate models of decision making. He also claimed that the new organizational model had served the company well and helped implement its aggressive growth strategy amidst the economic downturn.

Industry observers and organizational experts were divided in their opinion about Cisco's organizational structure and approach to decision making. While some industry observers felt that such a model was effective, others felt that the management-by-committee approach would slow down decision making and impede innovation. Some experts were extremely critical of Cisco's organizational model. But others believed that if Cisco could further refine the model by addressing some of the lacunae associated with it, it could very well be adopted more widely and be accepted as a radical management innovation.

Issues

Understand the various issues and challenges associated with organizational design.

Discuss the pros and cons of different types of organizational structures and in the light of this analysis, critically analyze Cisco's organizational structure.

Discuss the pros and cons of Cisco's approach to decision making.

Discuss ways in which the organizational model at Cisco can be improved further.

Reference Numbers

ICMR HROB 132
 ECCH 410-040-1
 Organization(s) Cisco Systems, Inc
 Countries US / Global
 Industry Information Technology
 Pub/Rev Date 2010
 Case Length 25 5 Pages
 TN Length Pages

**Employer Branding Initiatives
of the US Army****Abstract**

This case is about the employer branding initiatives adopted by the US Army. Since the early 1970s, the US Army had been known for its recruitment efforts that aimed to encourage people to take up a career with it. Experts felt that it was one of the first organizations to practice employer branding more than a decade before the term 'employer brand' was coined. However, recruiting for the US Army became a challenge with the country engaged in wars in Afghanistan and

Iraq. Moreover, the recruiters also had to overcome certain misperceptions held by young Americans about considering a career in the US Army. This the US Army did by taking various initiatives that included recruitment advertising campaigns such as the 'Army Strong' campaign and the 'Officership' campaign that strove to showcase the benefits of a career with the Army.

These noteworthy campaigns were supported by innovative recruitment tools such as the 'America's Army' game, Virtual Army Experience, and the Army Experience Center that aimed to bridge the divide between people's perceptions of the Army and the real experience of people actually working for the US Army.

Experts felt that these campaigns and experiential marketing initiatives had led to an increase in recruitment numbers in the US Army and had also enhanced its employer brand. While some experts appreciated the US Army's recruitment advertising campaigns and its use of experiential marketing as a promotion tool, these initiatives also attracted criticism from certain quarters. Critics contended that the US Army was duping young Americans with their advertising and recruitment tools by projecting the career in the Army as a fun-filled and thrilling experience - something that was far removed from reality.

Issues

Understand the importance of employer branding and its relationship to the ability of an organization to attract and retain talent.

Evaluate the employer branding initiatives taken by the US Army to bridge the gap between people's misperceptions about the US Army and the real experiences of being an Army officer.

Understand the issues and challenges in planning and implementing an employer branding initiative.

Understand how experiential marketing can be effectively used as part of an employer branding initiative.

Explore strategies that the US Army can adopt in the future to enhance its employer brand.

Reference Numbers

ICMR HROB 131
 ECCH 410-041-1
 Organization(s) US Army
 Countries US
 Industry Government
 Pub/Rev Date 2010
 Case Length 28 Pages
 TN Length 5 Pages

www.icmrindia.org

Sony Corporation - Future Tense?

Abstract

Sony, the Japan-based multinational conglomerate, is one of the leading manufacturers of consumer electronics devices and information technology products. Sony was responsible for introducing path breaking products like the Walkman, the Discman, and the PlayStation gaming console, among others. But in the late 1990s, it lost its leadership position in many product lines in which it was operating. Analysts attributed this to the silo culture prevailing in the organization. Each of the departments functioned like different fiefdoms, hardly cooperating with each other, even when it was necessary. Moreover, Sony's growing complacency led to its failing to recognize the growing popularity of new technologies and digital products and the company choosing to stick to its proprietary formats. Sony was caught off-guard and tried to revive itself under the guidance of its first non-Japanese head Howard Stringer, who took over as the CEO in 2005. For a couple of years, Sony appeared to be on the path to revival. However, for the fiscal year ending March 2009, the company reported a loss. Sony's failure to bring out innovative products in spite of having the required competencies was one of the main reasons for the company's problems, and analysts attributed it to the existing culture in the company. In February 2009, with the aim of addressing the issue of its silo culture, Stringer announced a reorganization that involved changes in the organization structure. Through this reorganization, he sought to transform Sony into an innovative and agile company. However, it remains to be seen whether the reorganization can bring Sony out of its problems.

Issues

Examine the challenges faced by Sony in a competitive global business environment.

Understand the importance of organizational culture in effectively executing an organization's strategy.

Analyze how Sony can make its products competitive and foster innovation.

Examine the efficacy of the reorganization program initiated by Stringer in turning around Sony and solving its problem relating to the silo culture.

Analyze other measures that need to be taken by Stringer to restore profitability of Sony.

Reference Numbers

ICMR HROB 130
 ECCH 410-029-1
 Organization(s) Sony Corporation
 Countries Japan
 Industry Consumer Electronics

Pub/Rev Date 2010
 Case Length 19 Pages
 TN Length 17 Pages

Employee Motivation and Retention Strategies at Microsoft Corporation

Abstract

The case examines the employee motivation and retention strategies of the US based Microsoft Corporation (Microsoft). Since its inception, Microsoft was appreciated for its employee-friendly HR practices. However, during the late 1990s, as the company was growing rapidly in size, it lost the popular elements of its work culture. Moreover, several racial discrimination lawsuits and antitrust proceedings affected the company's corporate image and financial performance adversely. In the early 2000s, in order to improve its profit margins, Microsoft started cutting several employee benefits, which demotivated its employees. To boost the employee morale, in 2006, Steve Ballmer, the then CEO of Microsoft, appointed Lisa Brummel as the Senior Vice-president of HR. After taking charge, Brummel announced a plan to significantly revamp some of the existing HR management practices at the company. She announced a plan named 'myMicrosoft,' which included developing appropriate systems to enhance communication between the employees and the HR department, making changes in the company's performance review system, introducing several new employee benefits, and designing new workplaces in an effort to attract and retain employees. The case analyzes in detail the HR initiatives taken by Brummel. It ends with a discussion on the benefits realized from the initiatives implemented by her.

Issues

Study the corporate culture and HR practices at Microsoft.

Analyze the problems faced by Microsoft on HR front during the late 1990s and early 2000s.

Evaluate the measures taken by Brummel to motivate employees.

Discuss the benefits of the strategies implemented by Brummel.

Appreciate the importance of recruiting the right people for a particular job.

Reference Numbers

ICMR HROB 129
 ECCH 410-033-1
 Organization(s) Microsoft Corporation
 Countries US
 Industry IT
 Pub/Rev Date 2010
 Case Length 15 Pages
 TN Length 4 Pages

Recruitment and Training at JetBlue Airways

Abstract

The case examines the recruitment and training practices at the US-based JetBlue Airways (JetBlue), which helped it to maintain exceptional customer service levels. The company was founded in 1999 by David Neeleman. The company's culture was built around five values - Safety, Caring, Integrity, Fun and Passion. Since inception, the company encouraged employees to give suggestions for improving its services and all employees were treated equally. While recruiting people, JetBlue essentially looked for people with positive attitude and who were highly focused on customer service. The case examines different recruitment practices that existed in the company for in-flight crew and pilots. The details of training resources and different training programs for flight attendants and managers in the company are also discussed. The case ends with a discussion on the benefits JetBlue derived through its recruitment and training practices.

Issues

Understand the unique aspects of JetBlue's culture.

Analyze the recruitment and training practices at JetBlue.

Examine the training resources developed by JetBlue.

Understand how training programs can be designed based on the specific needs of a company.

Appreciate the importance of recruiting the right people for a particular job.

Reference Numbers

ICMR	HROB 128
ECCH	410-026-1
Organization(s)	JetBlue
Countries	US
Industry	Airlines
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	4 Pages

Microsoft Corporation - Best Practices in Human Resource Management

Abstract

The case examines the best practices in human resource management (HRM) at the US based Microsoft Corporation (Microsoft). The company was ranked 38th in the Fortune's list of '100 Best Companies to Work For' published in January 2009. Microsoft had a strong organizational culture which supported work /life balance and helped boost

employee morale. The company also had a well planned employee retention strategy which was considered among the best in the industry. It offered various benefits to its employees including health insurance, ESOPs, flexible working hours, discounts on several products and services etc. The company also promoted corporate diversity. The case ends with a discussion on the challenges before Microsoft to continue its employee friendly HR practices in recessionary times where its customers are cutting back on IT expenditure adversely affecting its revenues and profitability.

Issues

Study the organizational culture and HR practices at Microsoft.

Examine how a company's culture can contribute in boosting employee morale.

Understand the retention strategies adopted by Microsoft.

Analyze the challenges faced by Microsoft on the HR front in recessionary times.

Reference Numbers

ICMR	HROB 127
ECCH	410-027-1
Organization(s)	Microsoft Corporation
Countries	US
Industry	IT
Pub/Rev Date	2010
Case Length	13 Pages
TN Length	3 Pages

Edwards Lifesciences' Talent Management Practices: Creating a Competitive Advantage

Abstract

This case discusses the talent management processes of Edwards Lifesciences Corp. (Edwards), the world's leading heart valves and hemodynamic monitoring company. It also discusses how having talent in key areas helps foster innovation in the company and results in it obtaining a competitive advantage. Since Edwards was spun off from Baxter International Inc. (Baxter) in 2000, the company showed good business performance with a consistent rise in revenues and increase in its stock prices. It came out with many innovative products that helped it hold its own in a highly competitive industry with many competitors that were much larger. The company's Chairman and CEO, Michael A. Mussallem (Mussallem), and its Corporate Vice President, Human Resources, Robert C. Reindl (Reindl), saw a good correlation between its innovation and business performance and the company's its rich pool of talent. While the talent management processes at Edwards started taking shape even before it was spun off in 2000, after obtaining its new identity, Mussallem and

Reindl worked closely to put talent management up as a key priority on the company's agenda and wove it into the company's business strategy. The talent management initiatives at Edwards included a meticulous process to identify the company's mission critical jobs, talent acquisition, succession planning, training and development, and evaluation. The company also developed a unique culture that helped it realize its organizational objectives and promote a performance culture. Experts felt that the Edwards's talent management process had resulted in the company gaining a competitive advantage.

Issues

Understand the issues and challenges in talent management.

Study the talent management processes of Edwards Lifesciences.

Understand how talent management helped foster innovation at Edwards Lifesciences.

Understand how effective talent management can lead to a competitive advantage.

Reference Numbers

ICMR	HROB 126
ECCH	410-005-1
Organization(s)	Edwards Lifesciences Corp
Countries	US / Global
Industry	Healthcare/ Medical Technology
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	3 Pages

Performance Appraisal and Review at the Zoological Society of San Diego

Abstract

This case is about Zoological Society of San Diego (ZSSD), a nonprofit organization that operated the San Diego Zoo, the San Diego Zoo's Wild Animal Park, and San Diego Zoo's Institute for Conservation Research, and how it implemented a new online employee performance management system. Before this, ZSSD did not have an effective system for employee performance. Appraisal was almost non-existent in the organization with it being given a low priority. The organization had a paper-based system, but there were no consequences for not filling up the forms and sending it to the HR department. In 2005, as part of ZSSD's new strategic plan, the organization decided to lay emphasis on employee accountability and a make a shift to pay-for-performance system that was tied to goals. The HR team led by the new HR Director Tim Mulligan (Mulligan) decided to opt for an online employee performance management system - Halogen eAppraisal.

As per the new system, each employee was rated on two categories - goals and leadership competencies. The goals flowed from the overall organizational objectives while the organization had involved managers in identifying the required leadership competencies. After rolling out the new system in a phased manner, ZSSD said that the new system had not only resulted in 100 percent completion rate of performance appraisals, the system had also helped the organization transform its culture and increase employee accountability.

Issues

Understand the issues and challenges in employee performance appraisal and performance management.

Analyze ZSSD's new performance appraisal system that rated employees on goals and leadership competencies.

Analyze the respective advantages and disadvantages of using a paper-based performance appraisal system and online performance appraisal system.

Reference Numbers

ICMR	HROB 125
ECCH	410-004-1
Organization(s) <i>The Zoological Society of San Diego</i>	
Countries	US
Industry	Entertainment and Recreation
Pub/Rev Date	2009
Case Length	11 Pages
TN Length	3 Pages

Apple Inc.'s Corporate Culture: The Good, the Bad and the Ugly

Abstract

This case is about US-based consumer electronics company Apple, Inc.'s (Apple), known for its ability to come out with path-breaking products. Experts have associated the innovation at Apple with its corporate culture. The case discusses in detail the corporate culture at Apple. At Apple, the work culture was driven by a passion for new products with no end to challenges and opportunities. The case discusses how Apple became the pioneer of the "Work Hard Play Hard" ethic. The corporate culture at Apple was exemplified by its intense work ethics. Though the work environment was relaxed and casual, there was a very strong commitment to deadlines. Analysts summarized the work culture at Apple as "fun, yet demanding". The case talks about how employees at Apple had to run their own show and work in a challenging and creative environment. Apple adopted a style that was not too formal or hierarchical and a more results-driven approach which worked best for them. The case also focuses on the career

opportunities and employability security, compensation, and benefits offered to the employees by the company. The case explains how Apple fostered a culture of secrecy. The demand for absolute secrecy and insistence on control were infused into the company culture right from the beginning. The various dysfunctional aspects of Apple's culture which led the company to the brink of disaster are also discussed. While some appreciated Apple's culture saying that it valued creative people, others felt that it was dysfunctional from a management standpoint and was largely influenced by its CEO Steve Jobs (Jobs) who had a very quirky style. Experts felt that Apple's obsession with maintaining secrecy could hurt the company and its brand in the new milieu. They felt that the biggest challenge for Apple was to move out from under the shadow of Jobs. The performance of the company in his absence was a key concern for all stakeholders, they said. The case concludes by discussing whether a change in the company's culture is required to remain competitiveness in the long run.

Issues

Study the key aspects of Apple's corporate culture.

Understand how its culture contributed to the success of the company.

Identify the functional and dysfunctional aspects of Apple's corporate culture.

Discuss and debate whether the prevalent culture at Apple needed to change to reflect today's realities and for the long term.

Explore ways in which the company could address this issue.

Reference Numbers

ICMR	HROB 124
ECCH	409-093-1
Organization(s)	<i>Apple, Inc.</i>
Countries	USA
Industry	Consumer Electronics
Pub/Rev Date	2009
Case Length	25 Pages
TN Length	5 Pages

Microsoft India's HR Practices

Abstract

Microsoft started its Indian operations in the year 1990 setting up Microsoft India Corporation (Pvt) Ltd in New Delhi. Later, Microsoft expanded its footprint in India by bringing all its six main units of business into the country. The headcount at Microsoft India Development Center (MSIDC) at Hyderabad grew from 20 in 1998 to more than 1,500 by the end of 2008, making it the company's second biggest development center in the world. Microsoft India's HR strategy was focused on building the organizational

capability and strengthening employee engagement to leverage the limited human resources to achieve the company's mission. According to Microsoft India's HR growth model, HR was ultimately expected to be a change leader and business driver. Set in a context of a challenging global business environment, this case discusses the talent management and employee retention practices at Microsoft India, and its use of HR metrics to build accountability of the HR function toward business success.

Issues

The HR function as a change leader and business driver.

Aligning local HR practices to the corporate mission and global/local business environment.

Talent management and employee retention in the Indian IT industry.

Managing knowledge workers and their work-life balance.

HR metrics and Return on Investment (RoI).

Reference Numbers

ICMR	HROB 123
ECCH	410-006-1
Organization(s)	<i>Microsoft India Corporation Pvt. Ltd.</i>
Countries	India
Industry	Computers, IT and ITeS
Pub/Rev Date	2009
Case Length	16 Pages
TN Length	5 Pages

Axis Bank: The Succession Planning Fiasco

Abstract

This case discusses the issue of succession at Axis Bank Ltd. (Axis Bank), India's third largest private sector bank. The case details the growth of Axis Bank under Pangal Jayendra Nayak (Nayak) the CMD of the bank from January 1, 2000 to April 20, 2009. Analysts credited him with taking the bank to a new level during his tenure. However, Nayak also attracted criticism for his failure to identify and groom an able successor to lead the bank after the end of his tenure. In early 2009, the board of the Axis Bank initiated the succession planning process and hired a global HR firm, Egon Zehnder International to identify the new CEO. After many months of scouting and intense media speculation about Nayak's successor, the Axis Bank board zeroed in upon Shikha Sharma (Sharma), the then CEO and chairman of ICICI Prudential Life Insurance Company Ltd., as the new CEO and MD of Axis Bank. The decision was opposed by Nayak as he reportedly wanted an insider to succeed him. According to Nayak, Sharma did not have the relevant banking experience to take up the position

and in any case he felt that people who had been involved in building up the bank should be asked to lead it. The board, however, contended that the insiders who were front runners for the position were experts in their fields but lacked an overall vertical experience. They also criticized Nayak for not grooming his successor. With the board deciding to go ahead with the appointment of Sharma, Nayak quit the bank well before his tenure was to end July 31, 2009. As Sharma joined in her new role as the CEO and MD of Axis bank in June 1, 2009, industry observers felt she had her job cut out, considering the succession drama that unfolded at Axis Bank after her name was announced as Nayak's successor. Another challenge before Sharma was to spur growth in the bank that had a culture that was in stark contrast to that of the ICICI Group.

Issues

Understand the significance of succession planning and leadership development in large organizations.

Examine the impact of issues like corporate culture, leadership, and shareholder management with regard to succession planning.

Identify the problems an organization has to face due to the lack of a succession plan.

Understand the role of a CEO in the performance of a company.

Understand the challenges in bringing in a new CEO.

Reference Numbers

ICMR	HROB 122
ECCH	409-068-1
Organization(s)	Axis Bank
Countries	India
Industry	Banking and Financial Services
Pub/Rev Date	2009
Case Length	26 Pages
TN Length	4 Pages

Employer Branding at McDonald's: Redefining McJobs

Abstract

This case is about the employer branding strategies adopted by McDonald's Corporation, one of the largest fast food chains in the world. Since the 1980s, entry-level jobs at McDonald's had come to be associated with low-paying dead end jobs. The term 'McJobs' had become synonymous with low-prestige, low-benefit, no-future jobs in the service or retail sector particularly at fast food restaurants and retail stores. Though the term was coined to describe jobs at McDonald's, it was later used to refer to any low-status job where little training was required and workers' activities were strictly regulated. Because of its common

usage, the term appeared in the online version of the Oxford English Dictionary (OED) in March 2001 and the Merriam-Webster Collegiate Dictionary (Merriam-Webster Dictionary) in 2003. The case discusses how McDonald's systemically tried to redefine the term 'McJobs' and improve its employer brand since the early 2000s. According to McDonald's, this negative interpretation of McJobs was not only inaccurate but also demeaning to the thousands of people working in the service sector. As employer branding was a critical management tool for companies to attract the right talent, McDonald's decided to try and revise the image associated with McJobs. This it did by taking various initiatives that also included advertising campaigns aimed at showcasing the benefits of working at McDonald's and bridging the divide between people's perceptions of the McJob and the real employment experience of people actually working for the fast-food chain. Experts felt that these were some of the best examples of a company successfully planning and implementing an employee branding strategy. However, the case also highlights the challenges faced by McDonald's in attracting new talent as derogatory comments continued to be made about McJobs and this could discourage prospective employees from taking up such jobs.

Issues

Understand the importance of employer branding and its relationship with the ability of a company to attract talent.

Understand the issues and challenges in planning and implementing an employer branding initiative.

Understand the strategic role of Human Resource Department.

Evaluate the initiatives taken by McDonald's to bridge the gap between people's perceptions of McJobs and the real employment experiences of people actually working at its restaurants.

Explore strategies that McDonald's could adopt in the future to enhance its employer brand.

Reference Numbers

ICMR	HROB 121
ECCH	409-051-1
Organization(s)	McDonald's
Countries	United States of America
Industry	Food and Beverage
Pub/Rev Date	2009
Case Length	26 Pages
TN Length	4 Pages

www.icmrindia.org

Project Parivartan: State Bank of India's Internal Communication Initiative

Abstract

In 2006, when OP Bhatt (Bhatt) was appointed Chairman of India's leading bank State Bank of India (SBI), the bank was confronting a host of problems. Though it was the market leader, it was facing tough competition from private players such as ICICI Bank, HDFC Bank, etc. It was looking at a steady erosion in market share and its growth was slower than that of its competitors. Its ranking in the list of top global banks was also slipping.

The company was unable to attract young or affluent customers and its brand image was perceived to be old and staid. The top management team led by Bhatt recognized the need for a transformation. They identified areas that needed to be transformed and communicated the new transformation agenda to all the people in the organization.

The top management realized that to achieve the transformation they sought, getting the grassroots level employees on board was extremely important. So a massive internal communication initiative called Parivartan (which means transformation/change) was launched. The initiative was aimed at obtaining the support and acceptance of employees for the change initiatives undertaken by the bank, and explaining to them why change was necessary.

The project also sought to bring about a change in the attitude and approach of the employees and to help them develop a more customer-centric approach. According to SBI, the program succeeded in achieving its objective.

Industry observers too appreciated the initiative and said that Bhatt had succeeded in changing the employees' approach to work, which in turn, had led to the bank performing well and maintaining its market leadership position in the Indian banking sector.

Issues

Understand the issues and challenges in change management.

Understand the issues and challenges in communicating a change initiative.

Study the Parivartan internal communication initiative and understand how SBI tried to change the attitude and mindset of its grassroots level employees.

Appreciate the importance of HR in an organizational transformation initiative.

Reference Numbers

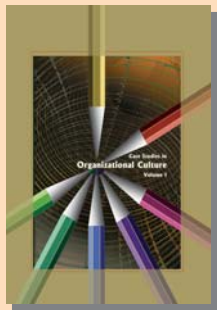
ICMR	HROB 120
ECCH	409-052-1
Organization(s)	State Bank of India
Countries	India

Industry Banking and Financial Services
 Pub/Rev Date 2009
 Case Length 12 Pages
 TN Length 3 Pages

NetApp's Corporate Culture and HR Practices

Abstract

US-based NetApp Inc. (NetApp), founded in 1992, was a leading company in the network storage solutions industry. Ever since its inception, NetApp's founders laid a major emphasis on developing a healthy work environment and making the company employee friendly. High importance was given to trust and integrity, team spirit and ambition to achieve higher goals. The company practiced open door policy, allowed flexible working hours and offered several other benefits to its employees. The company's employee friendly policies were recognized by renowned magazines as one of the best companies to work for. For the year 2009, NetApp was ranked at the top position on the list of '100 Best Companies to Work For,' by Fortune magazine.



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Issues

Study the organizational culture and HR practices at NetApp that has been consistently voted as one of the 'Best Companies to Work For' in the US.

Examine the key elements of NetApp's culture and understand how they contributed to high employee satisfaction.

Analyze the factors that contribute to creating and sustaining a strong organizational culture.

Reference Numbers

ICMR HROB 119
 ECCH 409-049-1
 Organization(s) NetApp Inc.
 Countries United States of America
 Industry Information Technology and Related Services
 Pub/Rev Date 2009
 Case Length 15 Pages
 TN Length 3 Pages

Nike's 'Sports Knowledge Underground' E-learning Initiative

Abstract

By the early 2000s, Nike, Inc. (Nike), one of the world's leading footwear and apparel companies, had become well-known for continuously churning out innovative products and building up traffic to the stores through its advertising.

However, the company realized that the customers' purchase decision was influenced by the sales associates they interacted with on the stores. So, training these employees was very necessary, but the fact that most of the sales associates were in their late teens or early 20s posed a challenge as this group brought their own unique characteristics to the workplace and was not very receptive to the traditional forms of training.

Moreover, the turnover of the sales associates was very high. This meant that the company always had new associates who needed to be trained on selling skills and product knowledge.

But providing them with training through traditional means was not a viable option due to the high turnover rate. To address these challenges, a team at Nike designed an e-learning program in 2003 called Nike 'Sports Knowledge Underground' (SKU) for the thousands of sales associates stationed in its own stores and that of other retailers that kept Nike inventory.

The interactive web-based training program closely resembled a video game, and immediately caught the attention of industry observers.

Issues

Understand entry behavior in designing and implementing a training program.

Analyze the Nike 'Sports Knowledge Underground' program and how it enabled training of Nike's front-line sales force.

Understand the issues and challenges in designing and implementing an e-learning program.

Discuss the pros and cons of using an e-learning program.

Discuss how training can be imparted through modes such as video games and over the mobile phone (m-learning) and the viability of this.

Reference Numbers

ICMR HROB 118
 ECCH 409-050-1
 Organization(s) Nike
 Countries United States of America
 Industry Textile, Apparel, and Accessories
 Pub/Rev Date 2009
 Case Length 12 Pages
 TN Length 3 Pages

HR Problems at Jet Airways: Coping with Turbulent Times in the Indian Aviation Industry

Abstract

The case is about the retrenchment drama that unfolded in one of India's leading aviation companies, Jet Airways (India) Limited (Jet), in late 2008. After showing the door to more than 1000 employees in a bid to streamline its operations, Jet was faced with immense criticism and opposition by various organizations and political parties. Jet's chairman Naresh Goyal (Goyal) reinstated the employees a day later saying that he was not aware of these sackings. The Indian aviation industry was going through a tough phase and experts felt that it was in the interest of the company to retrench employees to remain competitive. Experts largely felt that Goyal had capitulated under pressure from external parties while others felt that all may not be well with the organizational communication mechanisms at Jet.

Issues

Analyze the HR problems faced by Jet Airways in 2008.

Discuss various concepts related to hiring, firing, and compensation management.

Understand the rationale behind Jet's decision to lay-off employees and the reasons behind its later decision to take back the sacked employees.

Understand the importance of communication in an organization and analyze whether there were any loopholes in Jet's organizational communication network.

Understand the rationale behind the pay cuts initiated at the company.

Understand how environmental variables could affect a company's HR policies.

Reference Numbers

ICMR HROB 117
 ECCH 409-036-1
 Organization(s) Jet Airways
 Countries India
 Industry Aviation
 Pub/Rev Date 2009
 Case Length 16 Pages
 TN Length 4 Pages

Four Seasons Hotels Inc.'s HR Practices: Fostering a Strong Customer Service Culture

Abstract

This case describes the work culture at Four Seasons Hotels Inc. (Four Seasons), a Toronto-based global luxury hotel chain and resorts. Since its inception in 1960, Four Seasons had created a niche for itself with its focus on providing exceptional and personalized service to the guests. Four Seasons was committed to providing its guests with value added service and hassle-free stays.

The Four Seasons culture was personified by its employees who shared the common goal of offering excellent service to customers. From the time Four Seasons opened its first hotel, its work culture was based on trust and mutual respect and it allowed employees to flourish and succeed.

For the management, employee satisfaction was as important as guest satisfaction. Four Seasons gained recognition for its quality service and also featured for eleven consecutive years (1998-2008) on the Fortune Magazine's '100 Best Companies to Work for' in the USA.

The case examines a few elements of Four Seasons' work culture and how these have contributed to its business success and to making it a great place to work. The case concludes with the future prospects of Four Seasons and the issues and challenges faced by Isadore Sharp, CEO, as he planned to grow further by expanding across new locations.

Issues

Understand the issues and challenges involved in running a hospitality business.

Understand the significance of a strong customer service culture to the success of a firm in the hospitality business.

Analyze the factors that contributed to a strong customer service culture at Four Seasons.

Understand issues related to HR such as employee empowerment, working in teams, flexible working, control versus commitment, etc., and how these contribute to the success of a firm.

Examine the steps taken by Four Seasons to ensure employee satisfaction.

Reference Numbers

ICMR HROB 116
 ECCH 409-035-1
 Organization(s) Four Seasons Hotels Inc.
 Countries Canada
 Industry Hotels and Hospitality
 Pub/Rev Date 2009
 Case Length 19 Pages
 TN Length 3 Pages

Flexibility in the Workplace & Discrimination by Association: Sharon Coleman vs Attridge Law

Abstract

On July 17, 2008, to the European Court of Justice (EJC) gave a ruling that expanded the scope of European law on disability discrimination to include those who were associated with or responsible for a disabled person. The case discusses in detail the events that led to this ruling which was considered a landmark one and was expected to have huge implications for businesses in Europe. It all began when Sharon Coleman (Coleman) a former legal secretary with London-based law firm Attridge Law, sued her former employer (and a partner in the firm) in August 2005 for constructive dismissal. Coleman, who had a disabled son, alleged that the firm had discriminated against her at the workplace due to her association with a disabled person. She alleged that she was treated differently, subjected to criticism and insults, denied flexible working arrangements that would help her to take care of her badly disabled child, and ultimately forced into accepting voluntary redundancy. She claimed that other employees were allowed flexible working arrangements. The case was referred by the UK Employment Tribunal to the EJC, to establish whether or not the European Framework Employment Directive included discrimination against the carer of a disabled person or discrimination by association. EJC's ruling in favor of Coleman was expected to change the interpretation of discrimination laws in the UK as well as in other member countries of the European Union. The case also discusses in detail the possible implications for businesses and particularly the challenges faced by the HR Managers, in light of this ruling.

Issues

Understand issues and challenges facing organizations/HR managers in providing flexible working options, ensuring equal employment opportunity, etc.

Understand the organizational implications of the European court ruling on disability discrimination by association.

Sensitize students/trainees regarding issues regarding workplace discrimination.

Explore ways in which organizations can ensure compliance to laws relating to equal opportunity, flexible working and discrimination in the workplace.

Reference Numbers

ICMR HROB 115
 ECCH 408-126-1
 Organization(s) Attridge Law
 Countries United Kingdom
 Industry Not Applicable

Pub/Rev Date 2008
 Case Length 16 Pages
 TN Length 4 Pages

Pentagon's New Personnel System: Coping with the Challenges of Human Capital

Abstract

In the early 2000s, USA's largest employer, the Department of Defense (DoD) (popularly known as the Pentagon) realized that its decades-old General Schedule (GS) payment system was not in sync with the rapidly changing scenario. The needs of the defense forces and the way they worked had changed and the civilian personnel supporting them needed to change too. Moreover, Pentagon wanted to be a more competitive employer and felt that the GS system was unable to attract and retain the best talent. Pentagon introduced a new civilian personnel management system, the National Security Personnel System (NSPS), to reward employees based on their performance. But it required huge effort on the part of policy makers to actually design the systems, seek participation and approval from multiple stakeholders, and implement the program. The implementation of the NSPS also met with resistance from several quarters including from federal labor unions. The labor unions contended that the NSPS did not focus on elements such as adverse actions, collective bargaining, labor relations, etc. resulting in the erosion of job security of the workers.

Issues

Understand the rationale behind DoD making a shift from the General Schedule system to the National Security Personnel System.

Understand various issues and challenges involved in designing and implementation of a new personnel system.

Discuss the benefits and drawbacks of the NSPS and Compare and contrast the NSPS with the GS system.

Understand how the implementation of a 'pay for performance' system would help the DoD in attracting, rewarding, and retaining employees.

Discuss the challenges faced in implementing the NSPS in a large public sector organization like the DoD.

Reference Numbers

ICMR HROB 114
 ECCH 408-125-1
 Organization(s) US Dept. of Defense
 Countries United States of America
 Industry Defense
 Pub/Rev Date 2008
 Case Length 21 Pages
 TN Length 5 Pages

Management Lessons from Spain's Euro 2008 Football Championship Triumph

Abstract

The 2008 UEFA European Football Championship (2008 Euro Cup) saw a Spanish team that took many keen observers of the game by surprise. The side which, over the years, had earned the tag of 'underachievers' in the international arena despite having some of the most talented individuals and the best domestic clubs in Europe, played superbly to win the 2008 Euro Cup, its first triumph in such major tournaments in 44 years. Experts felt that the Spanish national team's sub-par performance in major tournaments was primarily due to a lack of team spirit and the killer instinct. The lack of team spirit was a result of the intense rivalry between different regions of Spain as the various regions were divided in terms of culture and political outlook. In such a situation, it was very difficult for the members of the team to play as a unit, according to them. Spain's stellar performance in the 2008 Euro Cup and the team spirit they displayed in the tournament was largely attributed to the brilliant management and leadership of coach, José Luis Aragonés Suárez (Aragonés). Aragonés' appointment came shortly after Spain's debacle in the 2004 Euro Cup. The new coach put in much of his effort into team building and instilling a sense of team spirit into the fractured team that was also short on self belief. Though the team failed to perform well in the 2006 World Cup, its overall performance record under Aragonés' leadership was very good culminating with the success in the 2008 Euro Cup. However, the feat was not an easy one as Aragonés had to take some very tough decisions along the way which dented this popularity among the public and the media and attracted a lot of criticism. However, with the team breaking the 44-year jinx, Aragonés' team building initiatives, strategy and tactics, management skills, and leadership came in for special praise. This case will help students understand various issues/concepts in management and organizational behavior and generalizations can be made based on this case which could apply to the corporate setting.

Issues

Understand the issues and constraints in team building and team management.

Understand and make generalizations on the various concepts of group dynamics, change management, conflict management, leadership, etc.

Appreciate the importance of team spirit in any team situation.

Understand the issues and constraints in coaching and make generalization in coaching in the corporate setting.

Reference Numbers

ICMR HROB 113
 ECCH 308-373-1
 Organization(s) Not Applicable
 Countries Spain
 Industry Sports and Sporting Goods Equipment
 Pub/Rev Date 2008
 Case Length 18 Pages
 TN Length 4 Pages

Compensation Management at Tata Consultancy Services Ltd.: Coping with Turbulent Times in the Indian IT Industry

Abstract

The case discusses the compensation management practices at Tata Consultancy Services Ltd. (TCS), one of the leading Indian IT companies. TCS' compensation management system was based on the EVA model. With the implementation of Economic Value Added (EVA)-based compensation, the salary of employees comprised of two parts - fixed and variable. The variable part of the salary was arrived after considering business unit EVA, corporate EVA, and also individual performance EVA. During the fourth quarter of the financial year (FY) 2007-2008, TCS announced its plans to slash 1.5 percent of the variable component of employee salaries since its EVA targets for the third quarter of FY 2007-2008 were not met. The announcement came as a jolt not only to TCS employees but also to the entire Indian IT industry. The company came in for severe criticism and it was accused of not being transparent with respect to EVA calculation. However, some analysts felt that the pay cuts were a result of the macroeconomic challenges that the Indian IT companies were facing -- rapid appreciation of the rupee against the US dollar and the recession in the US economy (USA was the largest market for the Indian IT companies).

Issues

Analyze TCS' HR practices with respect to its policy related to compensation of its employees.

Discuss various concepts related to compensation management.

Discuss the importance of variable compensation in light of its ability to motivate employees and enhance organizational productivity.

Discuss the pros and cons of the EVA-based compensation management system and also analyze EVA as a performance measurement tool.

Understand the rationale behind the cut in the compensation of the employees at TCS.

Understand how macroeconomic variables could affect a company's HR policies.

Appreciate the importance of HR goals and strategies in the success of an organization

Reference Numbers

ICMR HROB 112
 ECCH 408-078-1
 Organization(s) Tata Consultancy Services
 Countries India
 Industry Information Technology and Related Services
 Pub/Rev Date 2008
 Case Length 18 Pages
 TN Length 4 Pages

YES BANK: Human Capital Initiatives of a Startup in the Indian Banking Industry

Abstract

This case is about YES BANK (Yes Bank), one of the new generation private sector banks and its unique Human Capital initiatives which helped it attract and retain the best talent in the industry. Despite being a late entrant in the Indian banking industry, Yes Bank had established itself as a top bank in India. Yes Bank's unique 'knowledge banking' approach and its emphasis on human capital helped it differentiate itself from its competitors. The case also discusses Yes Bank's effort toward establishing a strong employer brand and projecting itself as an 'aspirational' employer in the Indian banking sector. Yes Bank's various innovative HR initiatives helped it institutionalize a performance culture and entrepreneurial spirit in its employees. Yes Bank's focus on human capital initiatives helped it in succeeding in establishing itself as a key player in the Indian banking industry within a short span of time.

Issues

Understand the HR challenges faced by a startup organization.

Understand the human capital initiatives adopted by Yes Bank and its role in institutionalizing innovative HR practices within the organization.

Understand the rationale behind creation of a strong employer brand and building an enterprise based on Employee Value Proposition (EVP).

Understand the rationale behind Yes Bank's focus on human capital as an enabler of the bank's business strategy of differentiating itself from its competitors.

Reference Numbers

ICMR HROB 111
 ECCH 408-070-1
 Organization(s) Yes Bank
 Countries India
 Industry Banking & Financial Services

Pub/Rev Date 2008
 Case Length 17 Pages
 TN Length 3 Pages

Designing a Training Program: A Training Manager's Dilemma

Abstract

This case (based on generalized experience) is about a mid-sized direct selling organization Direc2U. Sunit Verma (Verma), the newly appointed Training Manager, has conducted a comprehensive training need analysis (TNA) and identified the training needs at the first-line manager level. Now he has been entrusted with the responsibility of designing the training program. However, the Vice-president-HRD at Direc2U, VK Prasad was not altogether satisfied with the training design that Verma has suggested as he felt that Verma's choice of training methods and tools may not help achieve the objectives of the training program. Verma has to now make changes in the training design so that there is a better chance that the training program will be really successful.

Issues

The case will help the students to:

Understand the issues and challenges in designing a training program

Understand the concepts, techniques and tools of training

Understand the issues and challenges in ensuring transfer of learning and also ensure that the trainees internalize the classroom training

Understand the principles of andragogy (adult learning) and use this in the design of a training program

Understand the factors to consider in the selection of training methods/tools

Reference Numbers

ICMR HROB 110
 ECCH 408-085-1
 Organization(s) Not Applicable
 Countries General
 Industry Education, Training, and
 Development
 Pub/Rev Date 2008
 Case Length 5 Pages
 TN Length 4 Pages

Collective Bargaining: The General Motors-United Auto Workers Deal

Abstract

This case is about the collective bargaining agreement between one of the world's leading automobile manufacturers, General Motors Corporation (GM), and the United Auto Workers

in late 2007. The agreement, which a number of experts have termed as 'historic', was the result of a very complex bargaining process. GM, which dominated the US market till 1980, with a market share of 46 percent, saw its market share decline steadily after the entry of Japanese competitors. In addition to issues relating to its products and marketing, GM's fortunes were severely affected with under-funded pension liabilities, rising employee and retiree healthcare costs, and a decreasing market share in the US automobile market. The company's US market share fell to less than 25 percent in 2006. In 2007, GM inked a new labor contract with UAW which, analysts felt, would change the competitive landscape of the US auto industry and go a long way in ensuring GM's survival. Analysts felt that the deal also showed the changing role of the labor union in the 21st century.

Issues

Understand the challenges faced by GM in the US automobile market while competing with Japanese competitors.

Understand the impact of GM's healthcare and other legacy costs on its ability to compete in the US automobile market.

Understand issues and concepts related to the collective bargaining process, and, also study how GM negotiated a historic deal with the union that was expected to contribute to its turnaround strategy.

Explore and discuss the changing role of trade unions in the 21st century.

Reference Numbers

ICMR HROB 109
 ECCH 408-068-1
 Organization(s) General Motors
 Countries United States of America
 Industry Auto and Ancillaries
 Pub/Rev Date 2008
 Case Length 19 Pages
 TN Length 7 Pages

The Julie Roehm Saga at Wal-Mart Stores, Inc.

Abstract

This case is about the high profile firing of Julie Roehm (Roehm) from the world's largest retail chain Wal-Mart Stores Inc. (Wal-Mart) and the ugly aftermath that saw both the parties engage in legal (as well as public) battle. Roehm was a highflier in the automotive industry who had earned a name for herself due to her edgy advertising tactics. In early 2006, she was hired by Wal-Mart in the newly created position of Senior Vice President of Marketing Communication. This was viewed by some analysts as the retail giant's move to shake up its marketing department. However, in late 2006, Roehm was fired from the company amidst rumors of her violating

Wal-Mart's ethics and gratuity policy. Shortly afterwards, Roehm filed a civil suit against Wal-Mart for unlawfully terminating her employment, infringing compensation agreements, and for slandering her in the press. In reply Wal-Mart accused her of violating its employment policies. The public battle between Roehm and Wal-Mart became murkier by the day with Roehm accusing Wal-Mart's top brass including the CEO of violating its ethics code. Analysts felt that this episode brought to the fore various issues which could provide vital learning on organization culture, organizational change, office politics, organizational communication, managerial ethics, employee misconduct, employee surveillance, etc.

Issues

Understand important concepts related to organizational culture, organizational change, organizational communication, etc., from the employee's as well as employer's perspective.

Understand key concepts in managerial ethics (types of managers, factors effecting ethical behavior, etc.) and also explore ways in which an organization can deal with employee misconduct.

Explore ways in which an organization can ensure that the employees comply with the ethics code; also, discuss and debate the controversial issues such as employee monitoring and employee surveillance both from the business as well as ethical perspective.

Reference Numbers

ICMR HROB 108
 ECCH 408-064-1
 Organization(s) Wal-Mart
 Countries United States of America
 Industry Retail
 Pub/Rev Date 2008
 Case Length 17 Pages
 TN Length 10 Pages

Occupational Stress: A Junior Manager's Predicament

Abstract

This case study is about a young executive who had donned the mantle of a first-line manager for the first time after having successfully worked as a sales representative for more than five years. Within a year of joining the new company, he found the pressures of the job and the new life overwhelming. The case study explores in detail the under-lying reasons that have resulted in such a situation.

Issues

Understand the issue of job stress and stress management, viz. sources of stress, manifestation of stress, burn out, etc.

Understand the issues and challenges in managing stress in an organization.

Understand the sources of conflict (intrapersonal, interpersonal and organizational) and managing conflict.

Reference Numbers

ICMR	HROB 107
ECCH	408-086-1
Organization(s)	Not Applicable
Countries	General
Industry	Pharma and Biotech
Pub/Rev Date	2008
Case Length	5 Pages
TN Length	4 Pages



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Success at What Cost? - A Case Study in Managerial Ethics & Compliance

Abstract

This case study is about SuperDrug, a mid-sized pharmaceutical company in India. Initially starting off as an entrepreneurial venture, the company had been put in the hands of a professional management group. The new team strove to cultivate a performance culture through strong results-based controls and weeding out non-performers. However, a whistle-blower brought out into the open serious ethical lapses in the company. Shortly after joining as an Area Manager in the country's North Eastern Region, the person found that the team (including his seniors) was adopting unethical/illegal means to meet the high sales targets. Faced with the dilemma of whether to conform to the team or comply with law, he chose the later. Now the founder of the

company had to put in place mechanisms to ensure that everyone in the company complied with the company's code of ethics and the law of the land.

Issues

Understand the issue in managerial ethics and challenges in ensuring compliance.

Understand the factors that influence ethical behavior.

Understand the mechanisms for ethical control and compliance.

Reference Numbers

ICMR	HROB 106
ECCH	308-276-1
Organization(s)	Not Applicable
Countries	General
Industry	Pharma and Biotech
Pub/Rev Date	2008
Case Length	6 Pages
TN Length	3 Pages

Eli Lilly: Managing Workplace Diversity and Coping with the Accusations of Racial Discrimination

Abstract

The case is about one of the world's leading pharmaceuticals company Eli Lilly & Company (Lilly). Lilly, which claims to have a very good diversity program running at the company and was also widely regarded as a very good employer, faced a federal lawsuit that raised some serious questions regarding the company's human rights policies and practices. In April 2006, three former employees and one employee who was still working at Lilly then filed a case against the company alleging that the company discriminated against its African American employees on racial grounds. The lawsuit claimed that the African American employees working at Lilly experienced disparity in wages, promotions, performance evaluations and discipline. By the end of 2007, more than a hundred former and present employees of Lilly joined forces with the plaintiffs against the company. Lilly had, however, denied the allegations saying that discrimination against any individual or group was inconsistent with their long-held core values and employment philosophy. On the other hand, a section of the employees at Lilly felt that in order to promote diversity the company was going out of its way in hiring, grooming and promoting under-qualified minority employees at the cost of organizational effectiveness.

Issues

Understand the issues and challenges in promoting and managing workplace diversity.

Understand the issue of discrimination at the workplace.

Understand the communication challenges faced by companies in a multi-cultural workplace.

Understand the corporate communication challenges faced by companies facing allegations of workplace discrimination.

Reference Numbers

ICMR	HROB 105
ECCH	408-046-1
Organization(s)	Eli Lilly
Countries	United States of America
Industry	Pharma and Biotech
Pub/Rev Date	2008
Case Length	20 Pages
TN Length	3 Pages

Labor Unrest at Honda Motorcycle & Scooter India (Private) Limited

Abstract

The case study focuses on the HR problems faced by Honda Motor Cycle & Scooters India (HMSI). The case discusses the various reasons which led to the dispute between the management and employees of HMSI. It elaborates the incidents, which led to the strike at the company that resulted in HMSI workers being severely beaten up by the police. Labor strife and the management's inability to deal with it effectively had resulted in huge losses for the company due to the fall in the production level at the plant. In addition to this, the company also received a lot of negative publicity as newspapers and TV channels gave wide coverage to the violence of the action. The case highlights the growing number of instances of clashes between the employees and the management of companies in India, which is often guided by external parties such as trade unions and political parties.

Issues

Understand the factors that lead to labor unrest at a factory and the impact of such incidents on the employees and the company.

Study HR policies adopted by organizations to prevent labor unrest at the workplace.

Examine top management's role in maintaining a peaceful working environment.

Analyze the role of external parties such as trade unions; political parties etc., in disturbing the working environment in a company

Reference Numbers

ICMR	HROB 104
ECCH	408-024-1
Organization(s)	Honda Motorcycle & Scooter India (Private) Limited
Countries	India
Industry	Auto and Ancillaries
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	7 Pages

Cirque Du Soleil's Human Resource Management Practices

Abstract

The case discusses the HR practices of Cirque du Soleil (Cirque), the Canada based circus entertainment company. Since its inception in the mid-1980s, Cirque had been known for its innovation and creativity.

In 2007, Cirque had more than 3,000 employees representing 40 nationalities and 25 languages. To manage such a diverse workforce, it had a dynamic HR team.

The case highlights the recruitment & selection, training, performance appraisal, culture and work environment at Cirque. It also examines how Cirque managed cultural diversity of its workforce.

Issues

Study the HR practices at Cirque including recruitment, selection, training and performance appraisal.

Examine the importance of a strategic HR team in Cirque.

Critically examine the work culture and environment in a creative company like Cirque.

Reference Numbers

ICMR	HROB 103
ECCH	407-081-1
Organization(s)	Cirque Du Soleil
Countries	Canada
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2008
Case Length	13 Pages
TN Length	5 Pages

Enhancing the Credibility of the Training Function: Involving Line Managers in Sales Training

Abstract

This case is about a mid-sized direct selling organization Direc2U. Rakesh Sharma (Sharma), the training manager at the company realized the need for a training intervention for line managers as he felt that despite a contemporary training program, the sales force was unable to internalize the training due to lack of support from the line managers in the field.

But the CEO of Direc2U was not supportive of the initiative as he saw no value in this program. Moreover, as the company was going through a tough phase he also wanted to cut the training budget further. Sharma had to find ways to involve the line managers in sales training and also find ways to link training to the bottomline results.

Issues

Understand the issues and challenges in ensuring transfer of learning and also ensure that the trainees internalize the classroom training.

Understand the importance of involving line managers in reinforcing classroom training and the issues and challenges involved in involving them in sales training.

Explore the direct and indirect costs associated with training.

Understand the issues and challenges in ascertaining the ROI of training.

Reference Numbers

ICMR	HROB 102
ECCH	408-047-1
Organization(s)	Not Applicable
Countries	General
Industry	Consumer Electronics
Pub/Rev Date	2008
Case Length	5 Pages
TN Length	5 Pages

Some HR Dilemmas in Information Technology and Business Process Outsourcing Firms

Abstract

This is a collection of three short case studies highlighting some dilemmas faced by HR professionals in managing knowledge workers, particularly in the Information Technology (IT) and Business Process Outsourcing (BPO) sector. The first case study deals with the high stress levels experienced by employees in these sectors, the reasons for the same, and the strategies adopted by HR professionals to address this problem. The second case study deals with the issue of data security and theft by employees. With most of the information being kept in electronic form it has become easy to steal the data, particularly by employees coming to the office with portable IT/storage devices. The third case study deals with the problem of indiscipline among BPO workers in India which led some firms to explore the possibility of introducing alcohol testing and HIV testing measures. Whether it is efforts to prevent data theft or curb indiscipline, HR professionals have to be very tactful as any wrong move could affect employee morale leading to attrition and lower productivity. Moreover, measures such as introducing mandatory HIV testing could be perceived as discriminatory and even lead to discrimination in the workplace.

Issues

Understand some of the issues and constraints in managing knowledge workers

Understand the impact of high job stress on knowledge workers and the initiatives undertaken by some organizations to deal with this problem

Understand the issues related to data security and theft by employees and the dilemma faced by HR professionals in handling this issue

Understand issues such as disciplinary action and discrimination in the workplace

Reference Numbers

ICMR	HROB 101
ECCH	407-080-1
Organization(s)	Not Applicable
Countries	General
Industry	Information Technology and Related Services
Pub/Rev Date	2007
Case Length	11 Pages
TN Length	4 Pages

Ritz-Carlton's Human Resource Management Practices and Work Culture: The Foundation of an Exceptional Service Organization

Abstract

Ritz-Carlton was counted among the top luxury hotel chains in the world, and was known for its sophisticated and elegant ambience and culture of service excellence. Ritz-Carlton's commitment to quality is demonstrated by the fact that it was the only hotel company to have ever won the Malcolm Baldrige National Quality Award, and the only service company to have won it twice. This case discusses the organizational culture of Ritz-Carlton, and how it contributed to making it a great service company. It presents the different aspects of Ritz-Carlton's culture, such as its recruitment practices, the intensive training program, employee empowerment, and the rituals the company followed to ensure cultural continuity and uniformity. The case also talks about the cultural shift that Ritz-Carlton initiated in 2006, when it replaced the 20 Basics that had acted as guidelines to employees in providing service, with 12 new Key Service Values designed to make the service more relevant to the early 2000s. Ritz-Carlton's decision to do away with uniformity of décor in favor of matching each hotel's design to its location and surroundings is also mentioned. The case concludes with a question of whether the cultural shift was likely to benefit Ritz-Carlton or put off its traditional customers.

Issues

Examine the elements of the organizational culture of a company known for service excellence

Analyze the significance and benefits of having a strong organization culture, especially for service companies

Understand the significance of rituals in keeping organizational culture uniform and consistent

Study the issues in change management in context of the company under study

Appreciate the importance of orientation and training for new employees, and its impact on employee morale

Examine whether strict standards can lead to rigidity in organizational culture and the negative impact that rigidity can have on employees

Reference Numbers

ICMR	HROB 100
ECCH	407-082-1
Organization(s)	The Ritz-Carlton Hotel Company LLC
Countries	United States of America
Industry	Hotels and Hospitality
Pub/Rev Date	2007
Case Length	23 Pages
TN Length	6 Pages

Workforce Diversity at Nordstrom

Abstract

Nordstrom was well-known in American corporate circles for its commitment to diversity. The company not only made a conscious effort to recruit a diverse workforce, but it also extended its diversity initiative to outsiders who were associated with the company, through its third party diversity initiatives. This case discusses Nordstrom's diversity initiatives. It describes how the company partnered with several organizations to ensure that it had access to a diverse pool of candidates for its recruitment efforts. It also provides information on the culture at and policies of Nordstrom that ensured that diversity was promoted in all parts of the organization. The case also discusses the ways in which Nordstrom extended its diversity initiatives to its suppliers and consumers through some of its programs. The case concludes with a commentary on the extent to which the diversity initiatives were successful at the company, in light of the lawsuits filed by some disabled employees against the discrimination they faced.

Issues

Understand the need for and importance of diversity in organizations

Study the implementation of diversity at a large American retail store

Analyze the extent to which diversity initiatives can be implemented at large companies

Understand the challenges in implementing diversity policies at large companies, and issues companies can expect to face when creating and maintaining an image of diversity

Reference Numbers

ICMR	HROB 099
ECCH	407-067-1
Organization(s)	Nordstrom
Countries	United States of America
Industry	Retail
Pub/Rev Date	2007
Case Length	15 Pages
TN Length	5 Pages

The Chappell Way (B): A Case Study in Teambuilding and Group Dynamics

Abstract

This case is about the second phase of Indian national cricket coach, Greg Chappell (Chappell) describing the poor performance of the team that culminated with the World Cup debacle in March 2007. Chappell had undertaken various initiatives to bring about a radical change in the Indian team as part of his 'Vision 2007' and make them top contenders for the 2007 World Cup.

The coaching method, which was personally researched by Chappell and his business partner Frazer, could best be described as unconventional. In addition to unconventional training drills the team was also subjected to lectures on concepts in lateral thinking and other concepts and methods that are generally used in management training.

After some initial success in the 2005-06 season, the team went through a string of bad performances. All the "experimentations" conducted by Chappell came a cropper and criticisms of the coach gathered momentum.

This led to the recall of players like Sourav Ganguly (Ganguly), Zaheer Khan, Anil Kumble, who were not considered to be in the scheme of things of Chappell, into the team just a few months before the World Cup.

The team had a disastrous World Cup and Chappell faced a lot of flak for the debacle. A rift in the team and the difference between senior members of the team and the coach came out in the open following which Chappell quit as coach.

Experts felt that Chappell had tugged at the fabric of the team by the way in which had ousted India's most successful captain Ganguly in 2005.

His people management skills, alleged cultural insensitivity, and his alleged modus operandi of leaking potentially damning information about individual players to the media were widely criticized. Others felt that he was a victim of the system in India marked by a "star culture". The players, the captain and the BCCI also came in for a lot of criticism.

The case will help understand various issues in human resource management and organizational behavior and generalizations can be made to the corporate setting.

Issues

Understand the issues and constraints in team building, team management and performance management

Understand the issues related to communication and management in the multicultural setting

Understand and the various concepts of power and politics, group dynamics, conflict management, etc

Appreciate the importance of people skills for a coach / leader / manager

Understand the issues and constraints in coaching (Generalizations can be made to coaching in a corporate setting)

Reference Numbers

ICMR	HROB 098
ECCH	407-069-1
Organization(s)	Not Applicable
Countries	India
Industry	Sports and Sporting Goods Equipment
Pub/Rev Date	2007
Case Length	25 Pages
TN Length	7 Pages

The Chappell Way (A): A Case Study in Team Building and Group Dynamics

Abstract

This case is about the coaching style adopted by Australian cricket legend, Greg Chappell (Chappell) as the coach of the high profile Indian cricket team. The case discusses the various initiatives undertaken by Chappell to bring about a radical change in the Indian team as part of his 'Vision 2007' and make them top contenders for the 2007 World Cup. The coaching method, which was personally researched by Chappell and his business partner Frazer, was very unconventional. In addition to unusual training drills, the team members also took part in lectures on concepts in lateral thinking and other concepts and methods that are generally used in management training. The case also discusses the public spat between Chappell and India's most successful captain Sourav Ganguly (Ganguly) which led to the ouster of Ganguly from the team. The team had a very good run in the 2005-06 cricketing season in the One Day Internationals. Chappell's coaching method and his emphasis on process was widely appreciated. He was approached by many corporate houses to take sessions on team building. The Indian cricket team seemed to be on the right track. However, Chappell's handling of the issue related to Ganguly, who had many loyal supporters in the team, was criticized. Some experts felt that Chappell lacked the human touch and cultural sensitivity that was so

important for the success of a coach. They felt that though the team was doing well in the short-term the long term ramifications for the team was ominous.

The case will help understand various issues in human resource management and organizational behavior and generalizations can be made to the corporate work environment.

Issues

Understand the issues and constraints in team building and team management

Understand the various concepts of group dynamics, change management, conflict management, etc

Appreciate the importance of people skills for a coach / leader / manager

Understand the issues and constraints in coaching a team (Generalizations can be made to coaching in a corporate setting)

Reference Numbers

ICMR	HROB 097
ECCH	407-068-1
Organization(s)	Not Applicable
Countries	India
Industry	Sports and Sporting Goods Equipment
Pub/Rev Date	2007
Case Length	20 Pages
TN Length	5 Pages

Human Capital Development: The Harley-Davidson Way

Abstract

The case discusses the human resource initiatives adopted by Harley-Davidson Motor Company (H-D), the leading manufacturer of heavy-weight motorcycles in the US, to encourage greater employee participation and collaboration.

In 1992, H-D adopted circle based organization structure in its efforts to foster teamwork among the employees and do away with the command-and-control leadership style of management.

The case also discusses another major HR initiative that H-D implemented in 2004; the deployment of 'Accenture Human Capital Development Framework' (HCDF).

This initiative was undertaken by the company in order to bring about major improvements in its human resource functions, and thereby attain improved business performance.

The case describes the HCDF in detail and the benefits reaped by H-D after its implementation.

Issues

Understand the various HR initiatives undertaken by H-D to encourage greater employee participation

Study how circle based organization helped H-D in fostering teamwork among the employees

Analyze the Human Capital Development Framework and how its implementation can bring improvements in various human resource functions

Reference Numbers

ICMR	HROB 096
ECCH	407-055-1
Organization(s)	Harley-Davidson
Countries	United States of America
Industry	Auto and Ancillaries
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	4 Pages



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'Employees First, Customers Second': Wegmans' Work Culture

Abstract

Wegmans was consistently voted as one of the best companies to work for in the US by several independent sources. It was also one of the rare companies in the retail sector that had a relatively low voluntary attrition rate (seven percent for full time employees). This case examines the elements of Wegmans' work culture, and how they contributed to making Wegmans a great place to work. It discusses the steps that the company took to ensure that employee engagement remained high and the culture stayed strong. The case concludes with a commentary on Wegmans' future prospects, and whether there is any danger of the culture becoming diluted in the future.

Issues

Study the organizational culture of a retail company that was consistently voted as one of the Best Companies to Work For in the US

Examine the various elements of the company's culture, and to understand how they contributed to keeping employees happy and attrition low

Analyze the factors that contribute to creating and sustaining a strong organizational culture

Understand the importance of keeping employee engagement high, and to study the steps taken to that end by the company in focus.

Study the issues related to the continuity of organizational culture and the steps that companies can take to ensure that their culture remains constant as they grow

Reference Numbers

ICMR	HROB 095
ECCH	407-056-1
Organization(s)	Wegmans Food Markets Inc.
Countries	United States of America
Industry	Retail
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	4 Pages

People Matters in Sales Force Management

Abstract

This case is about a mid-sized company DrugPharmz which was in the process of re-launching its operations in West Bengal. The newly appointed regional manager, Barun was struggling with the high attrition rate in his region. During these tough times, Barun recruited Rohit as an area manager for Siliguri. There was a marked difference between the management style of Barun and Rohit. Barun soon realized that even though they did not see eye to eye on various issues, Rohit was effective in holding his team together and also delivered good results. Unfortunately, Rohit met with an accident and the company insisted that he resign as he was not entitled to long leave during the probation period. Rohit felt that Barun too failed to support him and puts in his papers. Soon Barun found himself in a difficult situation as more than half of Rohit's team resigned from the company. He was also unable to get suitable replacements. Barun was forced to go back to Rohit, but Rohit was no longer interested in rejoining the company.

This case deals with the issue of people management in a sales team. It highlights the importance of attracting and retention of talent. The case also covers the conflict that may arise due to a difference in working styles and expectations between the boss and subordinates.

Issues

Appreciate the importance of HR (people skills) in attracting, retaining, and motivating employees

Understand the theories such as, employee motivation theory (McGregor's Theory X, Theory Y, etc.); skills required by managers at different levels (technical, people, conceptual); halo effect; management styles; values; conflict, etc

Understand the importance of the various sales force management functions with special emphasis on people management

Reference Numbers

ICMR	HROB 094
ECCH	407-058-1
Organization(s)	Not Applicable
Countries	General
Industry	Pharma and Biotech
Pub/Rev Date	2007
Case Length	8 Pages
TN Length	4 Pages

Remaking JC Penney's Organizational Culture

Abstract

This case is about the initiatives taken by the top management of department store chain JC Penney (JCP), under the leadership of Mike Ullman (Ullman), to remake its century-old organizational culture. The initiatives were taken just after JCP had achieved a remarkable turnaround in the mid 2000s. After taking charge as the CEO and chairman of JCP in December 2004, Ullman realized that the existing culture at JCP was too formal and was contributing to employee turnover and inability of the company to attract enough talent.

He also felt that the culture and mood prevalent at JCP was not conducive to the achievement of the aggressive growth objectives set by the company. To inspire the employees and project JCP as a great place to work in, Ullman and his team initiated various symbolic changes. They followed up these symbolic changes with various training and development initiatives. Within two years of starting the culture change initiatives, results pertaining to job satisfaction, attracting talent, and the bottom line were visible.

Analysts were of the view that the focus of culture change initiatives have changed as companies were focusing on culture change that would result in a competitive advantage rather than wait for the situation to worsen and then bring about such changes.

Issues

Appreciate the importance of HR/organizational culture in attracting, retaining, and motivating employees

Understand the importance of organizational culture in creating a competitive advantage

Understand the issues and challenges faced by JCP in changing a more-than-100 years-old culture

Understand the role of top managers in setting the culture of an organization

Reference Numbers

ICMR	HROB 093
ECCH	407-057-1
Organization(s)	JC Penney
Countries	United States of America
Industry	Retail
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	16 Pages

Best Buy's 'Results Only Work Environment': Changing the Productivity Paradigm?

Abstract

This case discusses a workplace program called the 'Results only Work Environment' implemented by US based electronics retailer Best Buy in 2003-2004. ROWE initially started as an experiment to stem attrition in two departments at the corporate headquarters of Best Buy, but after its initial success, began to be implemented more widely. The basic premise of ROWE was that productivity was the cornerstone of work, and work meant the achievement of results and not presence at the workplace. Accordingly, employees working under ROWE were allowed to work when they wanted and where they wanted, as long as they achieved their targets. This case discusses the factors that led to the implementation of ROWE at Best Buy, the working of ROWE, and the advantages and disadvantages of the program. It talks about the challenges Best Buy faced in implementing the rather radical program, and the prerequisites for its success. It also discusses whether Best Buy would be able to implement ROWE in its retail stores as it planned to, and the challenges the company might face in attempting to do so. The case concludes with a commentary on the prospects of ROWE, and whether the program had the potential to become a workplace standard.

Issues

Understand some of the issues in change management, and how change relates to employee morale and organizational effectiveness

Examine the implementation of an innovative workplace program at a large retail company

Study the factors that led to the implementation of the program, and whether the program was eventually successful in addressing the issues that led to its implementation

Study the various elements in the working of the program and the prerequisites for its success

Analyze the challenges in the implementation of a radical change initiative and to study the steps taken in this case to address these challenges

Analyze the prospects of the program, and to discuss whether it had the potential to become a workplace standard

Reference Numbers

ICMR	HROB 092
ECCH	407-047-1
Organization(s)	Best Buy Co. Inc.
Countries	United States of America
Industry	Consumer Electronics
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	8 Pages

Genentech's Work Culture and Practices

Abstract

This case describes the organizational culture and human resource management practices at Genentech Inc., a major biotech company based in the US. In 2006, Genentech was ranked as the best company to work for in the US by Fortune magazine. The company was recognized for its culture, which encouraged employees to pursue projects that interested them and to have fun at work. Genentech had been one of the few companies for which academicians opted to work in its early years in the 1970s. The company continued to maintain the same university research lab atmosphere even in the early 2000s. Genentech was also one of the rare companies in the biotech industry that held parties on campus and encouraged employees to have fun. The company also had a generous benefits program and the HR practices encouraged employees to achieve work/life balance. The case also talks about whether Genentech's culture could come under threat as the company increases in size.

Issues

Examine the organizational culture and HR practices at a company that was recognized as one of the best companies to work for in the US

Study the positive elements in the company's culture and to understand how they contributed to employee morale

Analyze the benefits and drawbacks of cultivating an academic atmosphere in a research oriented corporate entity

Analyze whether the company's culture could be put at risk as it grew in size

Reference Numbers

<i>ICMR</i>	<i>HROB 091</i>
<i>ECCH</i>	407-025-1
<i>Organization(s)</i>	<i>Genentech Inc.</i>
Countries	United States of America
Industry	Pharma and Biotech
Pub/Rev Date	2006
Case Length	16 Pages
TN Length	6 Pages

Human Resource Management - Best Practices in Infosys Technologies

Abstract

Infosys Technologies, a leading software company based in India, was voted the best employer in the country in many HR surveys in the recent years. The company was well known for its employee friendly HR practices. Though Infosys grew to become a US\$ 2 billion company by the year 2006, it still retained the culture of a small company. Infosys attracted the best talent from across the world, and recruited candidates by conducting one of the toughest selection process. All the selected candidates were required to go through an intensive 14 week training program. All the employees were required to undergo training every year, and some of the chosen employees were trained at the Infosys Leadership Institute to take on higher responsibilities in the company. Infosys was one of the first companies to offer ESOPs to its employees. The company followed variable compensation structure where the employees' compensation depended on the performance of individual, the team and the company. The case highlights many such best practices of Infosys in human resource management. It also discusses the challenges faced by the company to retain its talented workforce.

Issues

Study and appreciate some of the unique HR practices at Infosys
Understand the recruitment, selection and training practices of Infosys
Examine some of the retention strategies adopted by the company
Analyze some of the challenges faced by Infosys on the HR front

Reference Numbers

<i>ICMR</i>	<i>HROB 090</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Infosys</i>
Countries	India
Industry	Information Technology and Related Services
Pub/Rev Date	2006
Case Length	24 Pages
TN Length	

Diversity and Talent Management Practices at IBM

Abstract

The case examines the diversity and talent management practices of the US-based IBM, the leading IT Company in the world. IBM figured in the Fortune magazine's list of "America's Most Admired Companies" in the year 2004. It was appreciated for recruiting and retaining the best talent across the world. IBM actively encouraged recruiting people from various social and cultural backgrounds irrespective of their age, sex or physical status. In the same year, IBM had developed a talent marketplace to effectively manage its workforce.

The marketplace supported employees to find the most suitable job across different organizational units within the company. Experts felt that the talent management initiatives of IBM would help it to gain competitive advantage in the long run as talent is the key differentiator in the IT industry.

Issues

Provide an understanding of diversity and its significance at the work place
Provide insights on how an organization can leverage diversity to gain competitive advantage
Understand the concept of talent management and its importance
Provide insights into how talent management initiatives can complement an organization's recruitment and retention policy

Reference Numbers

<i>ICMR</i>	<i>HROB 089</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>IBM</i>
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	

IR Problems at Toyota Kirloskar Motor Private Limited

Abstract

The case examines the industrial relations problems at Toyota Kirloskar Motor Private Limited (TKM), an Indian joint venture between Japan based Toyota Motor Corporation and Kirloskar Motors. The case discusses the various reasons, which led to the dispute between the management and the employees of TKM. It elaborates the incidents, which led to the strike and lockout at the company. The case highlights the growing number of instances of clashes between the employees

and the management of companies in India, which is often guided by external parties such as trade unions and political parties.

Issues

Understand the factors that lead to strikes and lockouts at a factory and the impact of such happenings on the employees and the company
Study HR policies adopted by organizations to prevent labor unrest at the workplace
Examine the role played by the top management in ensuring peaceful working environment
Analyze the role of external parties such as trade unions; political parties etc in disturbing the working environment in a company

Reference Numbers

<i>ICMR</i>	<i>HROB 088</i>
<i>ECCH</i>	406-082-1
<i>Organization(s)</i>	<i>Toyota</i>
Countries	Japan / India
Industry	Auto and Ancillaries
Pub/Rev Date	2006
Case Length	17 Pages
TN Length	

Leadership Training and Development at the BBC

Abstract

The case describes the various training and development initiatives taken up by the British Broadcasting Corporation (BBC) under the leadership of Greg Dyke. It discusses in detail about the 'One BBC' program and its training module - 'Making It Happen.' The case also explains in detail BBC's leadership development program which was developed in collaboration with Ashridge Business Management school. Finally, the case presents the benefits of the leadership program to the employees and views of the analysts regarding its effectiveness.

Issues

Examine the problems faced by large organizations as a result of poor management and culture
Study and analyze the training and development programs undertaken by BBC
Appreciate the importance and benefits of leadership development programs in public organizations

Reference Numbers

<i>ICMR</i>	<i>HROB 087</i>
<i>ECCH</i>	406-083-1
<i>Organization(s)</i>	<i>British Broadcasting Corporation</i>
Countries	United Kingdom
Industry	Media, Entertainment, and Gaming

Pub/Rev Date 2006
 Case Length 15 Pages
 TN Length

Whole Foods Market's Unique Work Culture and Practices

Abstract

Whole Foods Market was the biggest organic and natural foods retailer in the world. The company was well known for its team-based operations and employee-oriented work culture, which were thought to be the main drivers of its growth and profitability in an industry that was characterized by negligible growth rates and declining profits.

The work culture at WFM was centered on the company's grassroots level management, which helped it eliminate bureaucracy. A high amount of decentralization also allowed the company to tailor its operations to meet the requirements of local communities.

An example of the degree of decentralization at WFM was the 'hiring vote', which empowered existing team members to choose the new recruits to their teams. WFM was also known for disclosing vast amounts of critical financial information to employees at all levels, and for encouraging team members and leaders to take decisions at the team level based on this information.

WFM also disclosed the annual salaries of all its employees in its 'salary book', which was made available at all its locations. Additionally, the company had a salary cap, which restricted CEO John Mackey's pay to 14 times the average annual salary of all full time employees. These measures were thought to have played an important role in creating a culture of trust and openness at the company. Competitiveness was also promoted at WFM, and the company had a metrics-based culture, which encouraged teams to benchmark their performance against that of others within the system, leading to a culture of 'excellence'.

This case examines the main elements of WFM's work culture, and analyzes how they helped create a culture that became a source of competitive advantage for the company. The case also discusses Mackey's leadership style, and how it influenced the culture of WFM. It concludes with an analysis of WFM's stand on unions and the company's prospects and challenges in the future.

Issues

Understand the role of culture as a source of competitive advantage for companies.

Study the effect of leadership on culture, especially when the leader also happens to be the founder of the company.

Examine the importance of teams in a retail setup, and to analyze their role and importance in a company with a decentralized and democratic cultural system.

Understand the importance of transparency and openness in creating a 'high trust' organization.

Study how internal competition can contribute towards creating a 'culture of excellence'.

Study the issues of unionization in large retail organizations, and the ethical dimensions of discouraging unions

Reference Numbers

ICMR HROB 086
 ECCH 406-084-1
 Organization(s) Whole Foods Market
 Countries United States of America
 Industry Retail
 Pub/Rev Date 2006
 Case Length 24 Pages
 TN Length

SABMiller's Human Capital Proposition - Institutionalizing a Performance Culture

Abstract

This case is about SABMiller and its unique Human Capital Proposition (HCP), which fostered a unique performance culture at SABMiller. Analysts opined that SABMiller seemed to have transformed itself from a South African company into a successful global beer company through its HCP.

The case discusses the finer aspects of SABMiller's HCP and its importance in institutionalizing a strong performance culture within the organization. The case also includes details about the "SAB Ways", a proven approach to performance management and reward at South African Brewing Company (SAB).

SABMiller was also successful in reshaping the organization culture of Miller Brewing Company (MBC), which it acquired in 2002.

Issues

Understand the Human Capital Proposition model of SABMiller and its role in institutionalizing a strong performance culture within the organization

Understand the key steps adopted by SABMiller to reshape the organization culture of Miller Brewing Company

Reference Numbers

ICMR HROB 085
 ECCH 406-076-1
 Organization(s) SABMiller
 Countries South Africa /
 United States of America /
 Europe
 Industry Food and Beverage
 Pub/Rev Date 2006
 Case Length 16 Pages
 TN Length

IG Metall: The Metal Union

Abstract

This case is about the IG Metall Trade Union (IG Metall), one of the oldest and largest trade unions in Germany. Since 1949, IG Metall had played an important role in German labor relations and was considered by many as the pioneer in collective bargaining in Germany. However, with the advent of globalization and modernization in Germany and Europe, IG Metall, with its traditional and inflexible views on labor relations, began to face a crisis in terms of decline in membership and bargaining power.

Issues

Understand the issue of trade union activism in Germany; Understand the challenges faced by a large trade union on account of the change in the economic environment and attitudes of workers.

Reference Numbers

ICMR HROB 084
 ECCH 406-078-1
 Organization(s) IG Metall Trade Union
 Countries Germany
 Industry Diversified
 Pub/Rev Date 2006
 Case Length 17 Pages
 TN Length N/A

Promoting Diversity: The American Express Way

Abstract

American Express was well known in American corporate circles for its commitment to diversity. The company not only made a conscious effort to recruit a diverse workforce, but it also created a work culture where diversity was valued and promoted. This case discusses the diversity initiatives of AmEx. It talks about how the company partnered with several profit and non profit organizations to ensure that it had access to a diverse pool of candidates in its recruitment efforts. It also talks about the culture and policies at AmEx that ensured that diversity was promoted in all parts of the organization. The case concludes with a commentary on the extent to which the diversity initiatives were successful at the company considering a law suit filed by some women employees against the discrimination they faced at the company.

Issues

Understand the importance of diversity and its role in creating a positive work environment

Study the practical implementation of diversity at a large American company

Analyze the extent to which diversity initiatives can be implemented at large companies with dispersed operations.

Reference Numbers

ICMR	HROB 083
ECCH	406-079-1
Organization(s)	American Express Company
Countries	USA
Industry	Financial Services, Travel and Tourism
Pub/Rev Date	2006
Case Length	13 Pages
TN Length	N/A



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Pixar's 'Incredible' Culture

Abstract

This case is about the unique organization culture at Pixar Animation Studio (Pixar). Many analysts attributed Pixar's success to its unique culture marked by an informal approach toward work and its Human Resource (HR) policies that built a motivated and loyal employee base. The case highlights the company's hands-off management style coupled with an artisan cultivation of the creative process, which helped it become a benchmark against which the rest of the industry measured itself. The case also discusses the cultural and HR management implications to Pixar as a result of it having been acquired by The Walt Disney Company.

Issues

Understand the techniques adopted Pixar in creating and maintaining its unique organization culture

Understand the cultural and HR management implications to a company in the event of it being acquired by a larger entity.

Reference Numbers

ICMR	HROB 082
ECCH	406-077-1
Organization(s)	Pixar Animation Studios
Countries	USA
Industry	Media and Entertainment
Pub/Rev Date	2006
Case Length	21 Pages
TN Length	N/A

Innovation at Whirlpool: Creating A New Competency

Abstract

This case is about the initiatives undertaken at Whirlpool Corporation (Whirlpool) to create a new core competency in the form of building an innovation culture within the organization. In the late 1990s, Whirlpool was faced with stagnation in revenues, profits, and market share. According to analysts, this was a direct result of the stagnation in its product line caused by very little attention being paid to innovation. The case discusses the steps initiated by the top management at Whirlpool to bring about a change in the company's corporate culture and embed innovation as a core competency. Analysts felt that these efforts had borne fruit, judging by the consistent growth in Whirlpool's revenues since 2002.

Issues

Understand the issues and challenges faced by a company in bringing about a change in organization culture

Appreciate the role of the senior management in culture change initiatives.

Reference Numbers

ICMR	HROB 081
ECCH	406-061-1
Organization(s)	Whirlpool Corporation
Countries	USA, Europe
Industry	Electricals and Electronics
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	4 Pages

Diversity Training at Toys "R" US, Inc.

Abstract

Toys "R" US, Inc. is a major retailer of toys and children's merchandise and has stores spread across the world. This case deals primarily with the implementation of a diversity training program at Toys "R" US. It

gives an account of the different stages of the program, and includes a discussion of the factors that necessitated the introduction of the program.

Issues

Provide an introduction to diversity training
Provide insights into the components of diversity training and their implementation
Understand the growing need for diversity training in multi-ethnic countries like the US.

Reference Numbers

ICMR	HROB 080
ECCH	
Organization(s)	Toys "R" US, Inc
Countries	USA
Industry	Toys
Pub/Rev Date	2006
Case Length	10 Pages
TN Length	N/A

Disney: Succession Problems in the Magic Kingdom

Abstract

This case highlights the succession problems in the Walt Disney Company (WDC). Eisner, the Chairman and CEO of WDC, was credited with having transformed Disney from a movie studio and theme park operator into a huge media conglomerate.

However many shareholders criticized Eisner for being responsible for the controversial exits of his deputies like Katzenberg and Ovitz, which involved huge multi million dollar settlements. Added to this since 2003, Eisner had fallen out with Roy E Disney. Eisner was criticized for poor governance, improper handling of WDC's business, and the failure to identify an able successor. After Eisner was voted out as chairman in March 2004, the WDC board tried to find a successor. However after many months of scouting and intense media speculation about Eisner's successor, the WDC board ended up selecting Iger, Eisner's deputy to take over the reins from Eisner from October 1, 2005.

Issues

Importance of succession planning in large organizations

Impact of issues like corporate culture, leadership, and shareholder management with regard to succession planning.

Reference Numbers

ICMR	HROB 079
ECCH	
Organization(s)	The Walt Disney Company
Countries	USA
Industry	Media and Entertainment

Pub/Rev Date 2006
Case Length 12 Pages
TN Length N/A

Discrimination Cases at Boeing

Abstract

The case focuses on the charges of discrimination against Boeing. The case elaborates the treatment meted out to minority and female employees in the company and discusses a few cases filed by its employees against the company's discriminatory practices. The case discusses the lawsuits filed against Boeing that allege racial, and gender discrimination and the implications of such suits on the company.

Issues

Factors that contribute to discrimination at workplace and the impact of such practices on the company and its employees

Various strategies adopted by the organizations in their policies, codes and procedures to prevent discrimination at the workplace

The role played by the top management in ensuring proper employment practices

The need to continuously monitor employment policies to see that they are properly implemented, and to improve them from time to time to achieve the desired objectives.

Reference Numbers
ICMR HROB 078
ECCH 406-027-1
Organization(s) The Boeing Company
Countries USA
Industry Aerospace
Pub/Rev Date 2006
Case Length 19 Pages
TN Length N/A

GM's Pension Fund Problems

Abstract

The case describes the huge employee pension, healthcare and retirement benefits related liabilities of GM which according to industry analysts may lead the company into bankruptcy. It explains how these liabilities got accumulated over the years and mentions the measures taken by GM to pay them.

The case also discusses the reasons for the continuous decline of GM's market share in the US automobile industry. The case ends with the analysts' view on how GM should solve its problems.

Issues

Appreciate the importance of sustainable plan to fund post retirement employee benefits;

Examine the role of labor unions in GM's pension fund problems.

Reference Numbers

ICMR HROB 077
ECCH 406-022-1
Organization(s) GM
Countries US
Industry Automobile
Pub/Rev Date 2006
Case Length 22 Pages
TN Length N/A

Valero Energy's HR Practices and Culture

Abstract

Valero Energy was well known as one of the best employers in the US. Not only did the company have the distinction of not having laid off an employee even during the most difficult times, but it also offered some of the best benefits and bonuses among the large companies in the country. In the early 2000s, Valero earned the appreciation of HR experts when it started applying scientific principles and tools to typical HR practices like manpower planning and recruitment. The company was also known for its 'caring and sharing' culture which gave people preponderance over all other factors. The company was well known for its community development initiatives.

This case discusses the factors behind Valero's success as an employer. It details the company's approach toward human resource management and talks about the cultural elements that gave Valero its reputation as a great employer. It also talks about the company's commitment to safety and its community development initiatives. The case concludes with a discussion of the challenges to sustaining Valero's culture.

Issues

Best practices in the field of human resources management at a large energy company

Use of scientific methods and tools in typical HR functions like manpower development and recruitment

The impact of a company's culture and values on employee morale

The difficulties in keeping intact the culture of a large company given to acquisitions.

Reference Numbers
ICMR HROB 076
ECCH 406-020-1
Organization(s) Valero
Countries USA
Industry Energy and Utilities
Pub/Rev Date 2006

Case Length 14 Pages
TN Length N/A

EVA and Compensation Management System at Tata Consultancy Services

Abstract

The case examines the compensation management system at TCS based on the EVA model. With the implementation of EVA based compensation, the salary of employees comprised of two parts - fixed and variable. The variable part of the salary was arrived after considering Corporate EVA, Business unit EVA and also individual performance EVA. The new system was implemented successfully and it helped the company identify the non-performers. The company also benefited a great deal in retaining talent. However, it also received criticism from several quarters for 'putting golden handcuffs on excellent performers.'

Issues

Study the compensation management system at TCS

Analyze EVA as a performance measurement tool.

Reference Numbers

ICMR HROB 075
ECCH 406-021-1
Organization(s) Tata Consultancy Services
Countries India
Industry Information Technology
Pub/Rev Date 2005
Case Length 14 Pages
TN Length N/A

Racial Discrimination at FedEx Corporation

Abstract

In late 1990s and early 2000s, FedEx Corporation faced allegations of racial discrimination from its minority employees. A case filed by the company's minority employees in 2003 was given a class action status in 2005 thus strengthening the racial discriminatory allegations on the company. The case focuses on the charges of racial discrimination against FedEx Corporation. It elaborates the treatment meted out to minority employees in the company and discusses few cases filed by the employees of FedEx Corporation against the company's discriminatory practices.

Issues

Racial discrimination and the laws protecting individuals from such discriminatory practices

Situations or factors that contribute to discrimination at workplace and the impact of such practices on the company and its employees

Various policies, codes and procedures to prevent discrimination at workplace

Reasons for the failure in implementing the codes and employment policies framed by companies and the need to continuously monitor such policies to implement and improve them from time to time to achieve the desired objectives.

Reference Numbers

ICMR	HROB 074
ECCH	406-003-1
Organization(s)	FedEx
Countries	USA
Industry	Services
Pub/Rev Date	2005
Case Length	16 Pages
TN Length	N/A

Human Resource Management Practices at the National Thermal Power Corporation (NTPC) in India

Abstract

The case discusses the various Human Resource Management (HRM) practices adopted by NTPC, India's largest and the world's sixth largest power generating company.

It discusses the framework for human resource development in the company and the way it is linked with the company's overall corporate strategy. It details NTPC's practices relating to recruitment, employee training and development, mentoring, comprehensive benefits and work-life balance.

It also describes how NTPC has established a culture of high performance, making the company the second most efficient power generating company in the world. The case also explores the payoff arising from good human resource management as seen in the organization's performance.

The case concludes with a discussion on whether NTPC can further optimize its returns by modifying its HRM practices to prepare itself for the future.

Issues

The human resource management practices of a major Public Sector Undertaking

The need for employee development and the practices adopted by a major PSU toward this end

The importance of positive human resource management practices in employee retention
The effect of organizational culture on employee morale and high performance.

Reference Numbers

ICMR	HROB 073
ECCH	405-068-1
Organization(s)	National Thermal Power Corporation
Countries	India
Industry	Utilities
Pub/Rev Date	2005
Case Length	24 Pages
TN Length	5 Pages

Training and Development: The GE Way

Abstract

GE is one of the world's leading conglomerates with operations spread across eleven businesses. It has been adjudged as one of the top companies for executive development in the world in recognition of its ability to nurture executive talent. The case describes how GE pioneered the concept of a full fledged corporate university, the John F. Welch Leadership Centre (WLC) at Crotonville. It further explains how a strong learning culture was developed at GE through innovative programs like Work-Out. It also details the various employee training and education initiatives undertaken at GE and examines how these initiatives helped in improving employee productivity and performance. The case also discusses GE's e-learning initiatives and highlights the benefits of e-learning for employee training and development.

Issues

Training and development initiatives undertaken in a large conglomerate

Leadership training and development programs in a highly diversified company
e-learning initiatives at GE its benefits and drawbacks.

Reference Numbers

ICMR	HROB 072
ECCH	405-051-1
Organization(s)	GE
Countries	USA
Industry	Diversified
Pub/Rev Date	2005
Case Length	17 Pages
TN Length	5 Pages

Managing Attrition in the Indian Information Technology Industry

Abstract

The case analyzes the management of human resource in the IT industry with a special emphasis on the factors responsible

for the high rate of employee turnover in the industry. The IT industry, being a knowledge-based sector, requires a workforce that is highly competent. Also, the demanding nature of work in the industry requires effective strategies to retain its workforce. With growing demand for Indian IT professionals overseas and with multinational IT companies establishing their offices in India, retention becomes very difficult. To handle the challenge, companies have started using a variety of retention tools such as ESOPs and RSUs.

They have also taken other initiatives like improving the work-life balance of their employees, encouraging learning and development, developing a positive organization culture, etc. to retain their employees. The case examines the retention tools used by Indian IT companies to combat attrition. It ends with the discussion on the challenges the Indian IT industry faces in the future in view of the growing need to retain its talent pool.

Issues

Trends in attrition in the IT industry in India

Drivers of attrition in the IT industry

Various retention strategies formulated for retaining employees

Importance of recruitment, compensation & rewards, work-life balance, learning and development, organization culture and leadership in reducing attrition.

Reference Numbers

ICMR	HROB 071
ECCH	405-060-1
Organization(s)	
Countries	India
Industry	Information Technology
Pub/Rev Date	2005
Case Length	14 Pages
TN Length	5 Pages

Organization Culture at Goldman Sachs

Abstract

The case focuses on the organization culture at Goldman Sachs. It explains the drivers and elements of Goldman Sachs' culture, which has been a source of competitive advantage for the company. Goldman Sachs, which operated based on its 14 business principles, was known for its risk-taking ability, ruthlessness, and conservatism.

The case also looks into the changes that are taking place in the partnership culture at the organization after the company went public in 1999. The case also looks into the role played by the top management in the evolution of the Goldman Sachs culture.

Issues

How culture can be a source of competitive advantage for an organization

The elements of an organizational culture.

Reference Numbers

<i>ICMR</i>	<i>HROB 070</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Goldman Sachs</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Investment Banking</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>13 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Cisco's Organization Culture**Abstract**

The case focuses on Cisco's organization culture, which many feel, was responsible for Cisco bouncing back to profit after recording losses during the tech meltdown of 2001. The case looks at Cisco's growth through the years, the drivers of Cisco culture, and the characteristics of work culture at Cisco. Incorporated in 1984, Cisco had a culture based on the principles of customer focus, transparent communication, employee empowerment, integrity, and frugality. The work culture, which epitomized fun and fostered a spirit of employee involvement, ensured that employee turnover was way below industry norms. Continuous Learning, an element of the Cisco culture, was taken care of even through acquisition and partnerships. The case also looks into the role played by the company's CEO, John Chambers, in the evolution of the Cisco culture.

Issues

How an organization can use its culture as a competitive advantage

The elements of an organizational culture.

Reference Numbers

<i>ICMR</i>	<i>HROB 069</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Cisco</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Networking</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

"Hire people, who are better than you are, then leave them to get on with it . . . ; Look for people who will aim for the remarkable, who will not settle for the routine."

– David Ogilvy

Starbucks' Human Resource Management Policies and the Growth Challenge**Abstract**

Starbucks is one of the best known and fastest growing companies in the world. Set up in 1971, in Seattle, the company grew slowly initially, but expanded rapidly in the late 1980s and the 1990s. By the early 2000s, there were nearly 9,000 Starbucks outlets across the world and the company's eventual retail target was to open 30,000 outlets. It was widely believed that the company's success and rapid growth could be attributed largely to its committed and motivated workforce.

This case discusses the human resource management policies and work culture at Starbucks. Starbucks cared about its employees and was one of the few companies in the retail sector to provide generous benefits to both full time workers as well as part timers. This ensured that employees remained motivated, and Starbucks had a relatively low employee turnover. However, in the early 2000s, the company faced the challenge of finding and retaining the right number and kind of employees to man its future growth.

Issues

The human resource management policies of a large service-oriented retail company.

Reference Numbers

<i>ICMR</i>	<i>HROB 068</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Starbucks</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Coffee Retailing</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Employee Training and Development at Motorola**Abstract**

US based Motorola is the world's leading electronics and telecom goods company. It has been adjudged as one of the best companies for employee development. Motorola gave utmost importance to training right from its inception. This case describes how training and a strong learning ethic has been an integral part of Motorola's culture. It explains in detail the various employee training and education initiatives undertaken by Motorola University and examines how these initiatives helped in improving employees' productivity, performance and quality of work. The case also describes Motorola's e-learning initiatives and highlights the benefits of e learning for employee training and development.

Issues

Understand the best practices in training and development of employees.

Reference Numbers

<i>ICMR</i>	<i>HROB 067</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Motorola</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Telecom</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>16 Pages</i>
<i>TN Length</i>	<i>N/A</i>

IKEA's Innovative Human Resource Management Practices and Work Culture**Abstract**

IKEA was one of the largest furniture manufacturers and retailers in the world, with operations in 32 countries (in early 2005). The company was well known for its stylish and innovative designs. It was the pioneer of furniture that could be dismantled and packed flat, to allow ease of transportation.

IKEA's main strength was its committed workforce, which was often the source of the company's innovative concepts. IKEA adopted a positive approach toward human resource management. In the late 1990s and early 2000s, the company implemented several initiatives that promoted 'life balance' and diversity. The case discusses the innovative human resource management practices adopted by IKEA and describes its work culture. Initiatives related to flexible work design, comprehensive benefits, quality of work life, and employee training and development are outlined. The case also discusses the prominent elements of IKEA's culture, such as diversity, openness, equality, cost consciousness, and competitiveness.

Issues

Understand the human resource management practices and work culture of a major furniture manufacturer and retailer

Appreciate the importance of positive human resource management practices in employee retention

The need for employee development and the practices adopted by a major multinational company toward this end

The effect of culture on employee morale and the relationship between culture and innovation.

Reference Numbers

<i>ICMR</i>	<i>HROB 066</i>
<i>ECCH</i>	<i>405-020-1</i>
<i>Organization(s)</i>	<i>IKEA</i>
<i>Countries</i>	<i>Sweden</i>

Industry Furniture Retailing
Pub/Rev Date 2005
Case Length 15 Pages
TN Length 4 Pages

Training and Development at Godrej

Abstract

The case explains the training and development initiatives of the Godrej group since the late 1990s. In the late 1990s, the Godrej group initiated various training and development programs such as the TQM workshops, 'Parivartan', EVA training, GALLOP, Spark, e-Gyan, English language training, and BPO training. The case explains each of these programs in detail and the benefits that the group reaped from all these initiatives. The case ends with the shortcomings in Godrej's training and development initiatives.

Issues

Training and Development; Total Quality Management; Top management's role in change management.

Reference Numbers

ICMR HROB 065
ECCH 405-012-1
Organization(s) Godrej
Countries India
Industry Diversified
Pub/Rev Date 2005
Case Length 12 Pages
TN Length N/A

Human Resource Management: Best Practices at Marriott International

Abstract

The case examines Marriott International's (Marriott) various innovative HR practices, which earned it the reputation of being 'the best place to work' in the hospitality industry. It describes Marriott's 'Spirit to Serve' culture and the company's HR philosophy which guided its various HR initiatives. The case gives an overview of the best practices employed by the company in the recruitment, selection, training and development of employees. It also details the employee retention strategies and grievance redressal system at Marriott. Finally, the case reviews the benefits reaped by the company because of its employee friendly HR practices.

Issues

The role of an organizational philosophy and culture in the development of human resource policies in a multinational organization.

Reference Numbers

ICMR HROB 064
ECCH 404-116-1
Organization(s) Marriott International
Countries USA
Industry Hospitality
Pub/Rev Date 2004
Case Length 18 Pages
TN Length N/A



Home Depot's Cultural Evolution: A Comparison of the Company's Culture under Its Founders and Bob Nardelli

Abstract

Home Depot was the biggest retailer of home improvement products in the US in the early 2000s. The company was also well known for its entrepreneurial and laissez-faire culture, a culture fostered by co-founders Bernie Marcus and Arthur Blank, who led the company from 1978 to 2000. In late 2000 however, the board appointed Robert Nardelli, a GE veteran, as CEO. Nardelli was given the task of solving the problems that the company ran into in the late 1990s.

The case discusses the cultural changes at Home Depot under the leadership of Nardelli. Nardelli was responsible for changing Home Depot's culture from an entrepreneurial and informal one, to one that focused on processes. He also introduced a fair amount of centralization and managed to link the various departments and regions of the company together.

Issues

Effect of change in leadership on culture; cultural evolution in an organization.

Reference Numbers

ICMR HROB 063
ECCH 404-128-1
Organization(s) Home Depot.
Countries USA
Industry Retail
Pub/Rev Date 2004
Case Length 10 Pages
TN Length 4 Pages

Volvo's HR Practices: Focus on Job Enrichment

Abstract

The case discusses the efforts made by the Swedish automobile major - Volvo AB towards improving the work conditions at its facilities through job enrichment programs. In its efforts to reduce the instances of employee turnover and absenteeism in its manufacturing facilities, Volvo introduced innovative job enrichment programs including job rotation, management employee councils, small work groups, change implementation and employee oriented facilities. These programs helped the company to understand the importance of designing its facilities according to the work design and employees' requirements. Volvo was one of the first automobile companies to deviate from the traditional assembly line system and adopt a more employee-centric approach for manufacturing automobiles.

Issues

Job enrichment; Adapting the workplace to the employee requirements.

Reference Numbers

ICMR HROB 062
ECCH 404-102-1
Organization(s) Volvo AB
Countries Sweden
Industry Automobile
Pub/Rev Date 2004
Case Length 14 Pages
TN Length N/A

Southwest Airlines Act II: An Airline in Trouble?

Abstract

The case discusses the changes that occurred in Southwest's culture in the early-2000s and to what extent these changes were related to leadership. It also talks about the problems faced by Southwest, some of which were cultural and others external. The case

concludes with an analysis of the reasons for the changes that occurred at Southwest and whether the new CEO Gary Kelly would be able to change the culture for the better and replace Herb Kelleher at the airline.

Issues

The relationship between leadership and culture and how charismatic leaders can influence the elements of culture at organizations.

Reference Numbers

ICMR	HROB 061
ECCH	404-101-1
Organization(s)	Southwest Airlines
Countries	USA
Industry	Airlines
Pub/Rev Date	2004
Case Length	11 Pages
TN Length	4 Pages

Semco: A 'Maverick' Organization

Abstract

The case explains the unique culture at Semco, a Brazilian company. It explains how Semco survived and performed well in the turbulent Brazilian economy by making changes in the structure and culture of the company. The case also highlights the values and beliefs that the company holds, the relationship between managers and employees, and the unconventional paths the organization followed in order to develop new business segments - all these being factors responsible for making Semco one of the most successful companies in Brazil.

Issues

Change Management; How culture evolves in an organization.

Reference Numbers

ICMR	HROB 060
ECCH	404-071-1
Organization(s)	Semco
Countries	Brazil
Industry	Diversified
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	N/A

Political Advertising: The 'India Shining' Campaign

Abstract

The case describes the 'India Shining' campaign that marked the beginning of a new age of political advertising in India. It discusses in depth the political advertising strategy of the erstwhile NDA government and examines

how the campaign was aimed as a tool to win votes. The case also discusses the political advertising campaign of the present ruling party - Congress that mainly targeted the masses. The case ends with a debate on the efficacy of political advertising campaign in general, and explores reasons why the 'India Shining' campaign was unsuccessful.

Issues

Examine the role of political advertising campaign in promoting a political party.

Reference Numbers

ICMR	HROB 059
ECCH	
Organization(s)	
Countries	India
Industry	
Pub/Rev Date	2004
Case Length	17 Pages
TN Length	N/A

HR Problems in Hyundai Motor Co.

Abstract

Hyundai Motor Company was a part of the large South Korean Chaebol - the Hyundai Group - until the group split in September 2000. In the last four decades, Hyundai managed to establish itself all over the world as a company producing reliable, technically sound and stylish automobiles. In the 90s, the company started aggressive overseas expansion programs.

By the late 1990s, when Southeast Asian crisis struck, the company faced serious financial problems. To survive, it had to cut its labor force. The company offered various retirement schemes, unpaid leave for two years, etc. to workers, and expressed its inability to support its entire workforce in the slack period. The unions refused to compromise and the management too stood its ground.

Finally, the government intervened to force a negotiated settlement between the union and the management.

Issues

Damage that unhappy management-labor relations can cause to an organization.

Reference Numbers

ICMR	HROB 058
ECCH	404-070-1
Organization(s)	Hyundai Motor Co.
Countries	South Korea
Industry	Automobile
Pub/Rev Date	2004
Case Length	11 Pages
TN Length	N/A

Succession Planning at Ranbaxy: Family Drama, Corporate Style

Abstract

The case discusses the CEO succession planning controversy at Ranbaxy Laboratories Limited (Ranbaxy), India's largest pharmaceutical company. It describes the concept of succession planning and its importance in managing large companies (especially family owned businesses).

The case describes how and why Parvinder Singh (Ranbaxy's promoter, also CEO) believed in running the business professionally and handed over the company's management to D S Brar (Brar), a professional (and a non-family member), amidst stiff opposition from family members.

The case then details how Brar transformed Ranbaxy from a small Indian pharmaceutical company into a research based global pharmaceutical major. The case concludes with a discussion of whether Ranbaxy's promoters would take over the company's management or continue to allow professionals to manage their business.

Issues

Succession Planning in Family Owned Businesses.

Reference Numbers

ICMR	HROB 057
ECCH	404-059-1
Organization(s)	Ranbaxy
Countries	India
Industry	Pharmaceuticals
Pub/Rev Date	2004
Case Length	16 Pages
TN Length	N/A

Succession Planning at GE

Abstract

The case examines the succession planning process at the US-based GE, the leading diversified business conglomerate in the world. The case details the growth of GE under its various leaders from its inception, and examines GE's commitment to succession planning through the decades.

It discusses in detail the succession planning and leadership development processes at GE, and also examines the CEO succession planning under Jack Welch, GE's CEO and chairman in the period 1981-2001.

The case examines the differences between the management styles and ideologies of Welch and Jeff Immelt, who succeeded Welch as chairman and CEO of GE. Finally, the case examines the future of GE under the leadership of Immelt.

Issues

CEO Succession Planning; Leadership Development.

Reference Numbers

ICMR *HROB 056*
ECCH *404-053-1*
Organization(s) *GE*
Countries *US*
Industry *Diversified*
Pub/Rev Date *2004*
Case Length *13 Pages*
TN Length *N/A*

HR Restructuring at Lucent Technologies

Abstract

The case examines the human resources (HR) restructuring exercise undertaken by the leading US-based telecommunication company - Lucent Technologies (Lucent) - in the early 2000s. The case discusses briefly the evolution and growth of Lucent and examines the various problems the company faced at the turn of the 20th century. It comments on the restructuring measures Lucent took to resolve these problems, and discusses the reasons for the restructuring of the company's HR organization and practices. The case examines in detail the HR restructuring exercise at Lucent and the benefits reaped from it.

Issues

HR Restructuring; Standardization of HR Policies; Employee Downsizing.

Reference Numbers

ICMR *HROB 055*
ECCH *404-052-1*
Organization(s) *Lucent Technologies*
Countries *US*
Industry *Telecom*
Pub/Rev Date *2004*
Case Length *10 Pages*
TN Length *N/A*

Improving Performance through Change Management

Abstract

These caselets deal with the issue of change management. Caselet 1 discusses how the implementation of change management in an organization can bring about dramatic improvement in profits and help it become a market leader. It also highlights the role played by management and employees of an organization in implementing planned change. Caselet 2 discusses the importance of

changing employee behavior and managerial practices for change programs to be successful in organizations. Caselet 3 examines the difficulties encountered by management in merging two unequal organizations and the steps to be taken to overcome employee resistance to change.

Issues

Effect of managerial practices and employee behavior on performance.

Reference Numbers

ICMR *HROB 054*
ECCH *404-025-1*
Organization(s)
Countries *India*
Industry *Varied*
Pub/Rev Date *2004*
Case Length *6 Pages*
TN Length *5 Pages*

Employee Participation, Organization Structure and Decision-making

Abstract

These caselets deal with the issue of decision making in organizations. Caselet 1 discusses about the conformity pressures of being in a group and the impact on group decision-making. The caselet also discusses the characteristic phenomena associated with group decision-making. Caselet 2 discusses the impact of employee behavior on organizational performance. It also examines the usefulness of training programs to bring about an improvement in employee behavior.

Issues

Relationship between organization structure and decision making.

Reference Numbers

ICMR *HROB 053*
ECCH *404-019-1*
Organization(s)
Countries *India*
Industry *Varied*
Pub/Rev Date *2004*
Case Length *6 Pages*
TN Length *6 Pages*

Leadership: The Right Approach

Abstract

These caselets deal with the issue of leadership. Caselet 1 discusses the impact of micromanagement on employee morale and their performance. Caselet 2 discusses the initiatives that are taken by organizations

to develop leadership skills among its employees. It also discusses the need for succession planning in organizations.

Issues

Impact of autocratic style of leadership; Micromanagement.

Reference Numbers

ICMR *HROB 052*
ECCH *404-018-1*
Organization(s)
Countries *India*
Industry *Varied*
Pub/Rev Date *2004*
Case Length *5 Pages*
TN Length *5 Pages*

The Right Way to be an Effective Leader

Abstract

These caselets deal with the issue of leadership. Caselet 1 discusses the impact of leadership style on employee morale and their performance. It also discusses the importance of employee participation to facilitate the development of leaders from within the organization.

Caselet 2 describes the impact of excessive pressure on employee performance and the need for an effective leadership style in order to bring out the best in employees.

Issues

Importance of employee participation; Impact of stress on employee performance.

Reference Numbers

ICMR *HROB 051*
ECCH *404-020-1*
Organization(s)
Countries *India*
Industry *Varied*
Pub/Rev Date *2004*
Case Length *4 Pages*
TN Length *4 Pages*

Needs Drive Performance

Abstract

These caselets deal with the issue of motivation. Caselet 1 discusses the importance of motivating, empowering and retaining employees in organizations. It also examines how employees' needs can be linked to work motivation.

Caselet 2 discusses the role of equity in employee motivation. It also describes how perceived equity or inequity affects the work performance and satisfaction of employees.

Issues

Relationship between individual needs and motivation.

Reference Numbers

<i>ICMR</i>	<i>HROB 050</i>
<i>ECCH</i>	<i>404-024-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>4 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Employee Satisfaction: An Outcome of Motivated Workforce

Abstract

These caselets deal with the issue of motivation. Caselet 1 discusses the importance of employee recognition in motivating them to deliver superior work performance. It also examines the various factors that act as motivators for employees. Caselet 2 discusses the impact of induction and socialization processes on employees' work performance and motivation. Caselet 3 discusses the impact of work environment on employee motivation and satisfaction.

It also describes how alternative work schedules can motivate employees and improve organizational performance.

Issues

Challenges faced by HR managers in modern day organizations.

Reference Numbers

<i>ICMR</i>	<i>HROB 049</i>
<i>ECCH</i>	<i>404-023-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>6 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Organizational Culture: The Recipe for Success

Abstract

These caselets deal with the topic of organizational culture. Caselet 1 discusses the importance of adapting organizational culture to meet the demands of the external environment. The caselet also describes the influence of an organization's founders on its culture. Caselet 2 discusses how the right organizational culture can foster creativity and innovation in employees. Caselet 3 discusses

the importance of having the right organizational culture to reduce employee turnover in call centers.

Issues

Adapting to meet the demands of the external environment.

Reference Numbers

<i>ICMR</i>	<i>HROB 048</i>
<i>ECCH</i>	<i>404-022-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>6 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Compensation Management

Abstract

The compensation policy and the reward system of an organization are viewed by the employees as indicators of the management's attitude and concern for them. Traditionally, pay scales in companies reflected the importance of the work and the responsibility level. Today, organizations try more to assess the worth of an individual in terms of his performance and contribution to the organization. These caselets discuss the importance of a compensation system that is competitive and attractive for the employees and at the same time, profitable for the organization.

Issues

The role and importance of compensation management in an organization.

Reference Numbers

<i>ICMR</i>	<i>HROB 047</i>
<i>ECCH</i>	<i>404-021-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>8 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Performance Appraisal Management

Abstract

Performance appraisal has always been a hot and challenging issue for the managers across the world, HR managers as well as the line managers. These caselets discuss some of the common issues in designing and implementing a performance appraisal system. One of the caselets discusses not just performance appraisal, but the broader

issue of performance management. The method of appraising using the balanced scorecard approach has been discussed in the last caselet.

Issues

The importance of employee acceptance for the appraisal systems.

Reference Numbers

<i>ICMR</i>	<i>HROB 046</i>
<i>ECCH</i>	<i>404-027-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>5 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Quality of Worklife

Abstract

The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees' 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs.

These caselets discuss the importance of having effective quality of work life practices in organizations and their impact on employee performance and the overall organizational performance.

Issues

Flexible work options; Quality of work life.

Reference Numbers

<i>ICMR</i>	<i>HROB 045</i>
<i>ECCH</i>	<i>404-028-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>4 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Recruitment and Selection

Abstract

In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selection is one area where the

interference of external factors is minimal. Hence the HR department can use its discretion in framing its selection policy and using various selection tools for the best results. These caselets discuss the importance of having an effective recruitment and selection policy. They discuss the importance of a good selection process that starts with gathering complete information about the applicant from his application form and ends with inducting the candidate into the organization.

Issues

Challenges in the process of recruiting and selecting employees.

Reference Numbers

ICMR HROB 044
 ECCH 404-029-1
 Organization(s)
 Countries India
 Industry Varied
 Pub/Rev Date 2004
 Case Length 6 Pages
 TN Length 6 Pages

Retaining Employees

Abstract

In today's rapidly changing business environment, it is not only important to attract candidates, but at the same time to retain them. When an organization has a high employee turnover, it is important for the top management to immediately understand and analyze the causes and devise strategies to retain employees. High employee turnover also affects the morale of the other employees. These caselets discuss the causes for high employee turnover. They discuss the importance of having a good retention strategy and the role the management should play in retaining the employees.

Issues

Employee turnover and employee retention.

Reference Numbers

ICMR HROB 043
 ECCH 404-030-1
 Organization(s)
 Countries India
 Industry Varied
 Pub/Rev Date 2004
 Case Length 5 Pages
 TN Length 6 Pages

www.icmrindia.org

Managing Cultural Change at P&G

Abstract

The case discusses in length about the HR practices and corporate culture of the US based Procter & Gamble (P&G), global leader in the fast moving consumer goods industry. The case elaborates on the measures taken by Durk Jager, former CEO of P&G, to bring about a significant change in the corporate culture of the company in order to fuel innovation and financial growth. It examines the reasons why Jager's measures failed to deliver the desired results. The case then discusses how Alan George Lafley, the new CEO, who followed a different approach from that of Jager, managed to restore the cultural equilibrium at P&G and was able to revive the company's financial performance.

Issues

Corporate culture of a large, multinational company.

Reference Numbers

ICMR HROB 042
 ECCH 404-017-1
 Organization(s) P&G Inc.
 Countries USA
 Industry FMCG
 Pub/Rev Date 2004
 Case Length 18 Pages
 TN Length N/A

Google's Organizational Culture

Abstract

A company's organizational culture plays a vital role in its success. A company's culture helps it attract the best talent available in the industry. The case discusses the organizational culture at Google Inc. Google was one of the few companies that successfully blended technological innovation with strong organizational culture. The case provides insight into the work environment, and recruitment process at Google. The case also provides insight into how Google fostered innovation among employees. The case ends with a critique of Google's organizational culture.

Issues

The role of organizational culture in attracting the best talent in the industry.

Reference Numbers

ICMR HROB 041
 ECCH 404-016-1
 Organization(s) Google Inc.
 Countries USA

Industry IT
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length 5 Pages

Innovations at Wipro

Abstract

The case describes the innovation process at Wipro one of the leading IT companies in India. The focus of the case is on the innovation process at Wipro and the elements of the innovation process.

The case also describes in detail the implementation of innovation process in the company. The case discusses how the top management at Wipro created a culture of innovation and encouraged employees to come out with new innovative products.

Issues

Understand how a technology company can use innovation as a differentiation tool to secure a strategic objective

Study how innovation can be introduced in an organization covering its process, structure, tools and techniques, systems and procedures to ensure its success.

Reference Numbers

ICMR HROB 040
 ECCH 404-008-1
 Organization(s) Wipro Technologies
 Countries India
 Industry Software
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length 4 Pages

SRC Holdings: The 'Open Book Management Culture'

Abstract

The case examines how SRC Holdings, a key player in the engine and parts remanufacturing market in the US, turned itself around by implementing the 'Open Book Management' philosophy.

The case gives an overview of the evolution of SRC and the problems that necessitated the adoption of the OBM philosophy. Details of how and why SRC opened its financial books to employees and made them partners in the business are given.

The case then discusses the evolution of SRC's 'Great Game of Business' (GGOB) system. It examines the company's unique organizational culture that emerged on account of implementing OBM and GGOB.

The case also reviews the benefits SRC reaped on account of the OBM and GGOB initiatives.

Issues

Get an insight into the automotive engine and parts remanufacturing market in the US

Understand the impact of an organization's strategic problems on its divisions and employees.

Reference Numbers

ICMR	HROB 039
ECCH	404-002-1
Organization(s)	SRC Holdings
Countries	USA
Industry	Manufacturing
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

Fannie Mae's Human Resource Management Policies

Abstract

The case examines the innovative human resource (HR) policies adopted by the largest mortgage financing firm in the US, Fannie Mae. These policies helped the company earn the reputation of being one of the best companies to work for. The case gives an overview of Fannie Mae's growth since its inception in the late-1930s and examines the circumstance under which the company decided to focus on strengthening its HR policies. It examines in detail Fannie Mae's commitment to fostering a culture of diversity at the company and also studies the innovative HR practices employed (especially in the areas of employee benefits and career development).

Issues

Innovative practices at Fannie Mae to meet employee needs.

Reference Numbers

ICMR	HROB 038
ECCH	404-001-1
Organization(s)	Fannie Mae
Countries	USA
Industry	Mortgage Financing
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	N/A

The Good and Bad of Wal-Mart's Culture

Abstract

Wal-Mart was the biggest company in the world. With sales at a quarter of a trillion and over 1.3 million employees, it was the biggest retailing success ever. A lot of Wal-Mart's success was attributed to the strong and

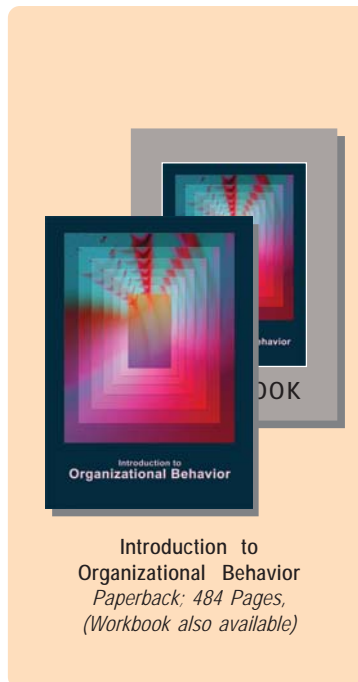
pervasive culture at the company, which was developed and nurtured by founder Sam Walton. In over four decades of operation, Wal-Mart managed to retain most of the elements of culture it had when it first started out, as well as the entrepreneurial spirit which often drives startup companies to success. The fact that the company's growth rate was often in double digits bears this out. Wal-Mart's culture was characterized by an orientation towards customer service and providing the best value at the lowest prices

Issues

Elements of culture fostered by a company to support its growth and success.

Reference Numbers

ICMR	HROB 037
ECCH	404-004-1
Organization(s)	Wal-Mart
Countries	USA
Industry	Retailing
Pub/Rev Date	2004
Case Length	17 Pages
TN Length	4 Pages



Introduction to Organizational Behavior
Paperback; 484 Pages,
(Workbook also available)

Nucor Corp's Organizational Culture

Abstract

The case examines the organizational culture at Nucor and the way in which it led to the success of the company. The policies and mechanisms adopted by Nucor's management to encourage the productivity and profitability are also discussed. The case takes a close look at Nucor's recruitment,

reward systems and the work culture. The case also discusses the various criticisms labeled against Nucor's HR policies.

Issues

Shaping the culture of an organization.

Reference Numbers

ICMR	HROB 036
ECCH	404-003-1
Organization(s)	Nucor Corp
Countries	North America
Industry	Steel
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	4 Pages

Microsoft's People Problems

Abstract

The case examines the growth of Microsoft Corp. from a small partnership startup to a global software firm. It discusses the changes that occurred in the culture of Microsoft as a result of its growth, and how these changes affected the employees of the company. The late 1990s saw a rise in the voluntary attrition rate at Microsoft. The case discusses the reasons for this increase and its effects on the company. It also talks about some other human resources problems experienced by Microsoft, such as the problem of recruiting new employees and the allegations of discrimination. Further, the case describes the efforts undertaken by the company to retain employees, notably, the restructuring of the company into seven new customer-focused divisions and changes made in the compensation policy.

Issues

Impact of a rapid growth on the culture of a company.

Reference Numbers

ICMR	HROB 035
ECCH	403-062-1
Organization(s)	Microsoft Corporation
Countries	USA
Industry	Software
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	4 Pages

"Management" means, in the last analysis, the substitution of thought for brawn and muscle, of knowledge for folklore and superstition, and of cooperation for force.

– Peter F. Drucker

Human Resource Management: Best Practices at FedEx Corporation

Abstract

The case examines FedEx Corporation's various innovative HR practices, which earned it the reputation of being one of the most employee-friendly companies in the world.

The case gives an overview of the best practices employed by the company in the recruitment, selection, training and development of employees. It also details the performance appraisal system and employee retention strategies of FedEx.

Finally, the case reviews the benefits reaped by the company because of its employee friendly HR practices.

Issues

HR best practices and their benefits.

Reference Numbers

ICMR	HROB 034
ECCH	403-063-1
Organization(s)	FedEx Corporation
Countries	USA
Industry	Logistics
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

Human Resource Accounting in Infosys

Abstract

This case examines the various models of human resources accounting (HRA) for valuing human assets in an organization. It gives an overview of the HRA models adopted by the public sector and software companies in India.

The case also explains in detail the HRA model adopted by Infosys, a leading software company in India. Finally, the case mentions the advantages and the hurdles in adopting HRA models in India.

Issues

Human Resources Accounting Models.

Reference Numbers

ICMR	HROB 031
ECCH	403-008-1
Organization(s)	Infosys
Countries	India
Industry	Software
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	6 Pages

Training Employees of IBM through e-Learning

Abstract

The case explains in detail the concept of 'e-learning' - the new mode of employee training adopted by IBM.

The case discusses in detail about how IBM implemented different e-learning programs for different groups of employees, based on their requirements.

The company implemented the 'Basic Blue' program for its new managers, which was based on a four-tier learning model. 'Sales Compass' was a program designed for its sales team which provided critical information to the sales personnel that helped them to improve their selling skills and consequently the sales. Managing@IBM was an exclusive program designed for experienced managers which offered 'just-in-time' performance support to the managers.

Finally, the case talks about the benefits reaped by IBM from its e-learning initiatives and about its future endeavors in this field.

Issues

Various methods of employee training; Advantages and disadvantages of e-learning.

Reference Numbers

ICMR	HROB 030
ECCH	403-011-1
Organization(s)	IBM
Countries	USA
Industry	Information Technology
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

ESOPs: A Tool for Employee Retention?

Abstract

The case examines the emergence of ESOPs as an employee retention tool across the world in the late 20th century.

The case discusses the concept of ESOPs and explores its efficacy as a retention tool. The impact of the technological downturn on the global corporate world, and the stock markets, has been discussed in detail.

The case also illustrates how ESOPs were used in some organizations for increasing employee productivity and controlling turnover. It also discusses various other employee retention tools that can be adopted by organizations for employee retention.

Issues

ESOPs as a tool for employee retention.

Reference Numbers

ICMR	HROB 029
ECCH	403-013-1
Organization(s)	Various
Countries	Various
Industry	Various
Pub/Rev Date	2003
Case Length	10 Pages
TN Length	N/A

Human Resource Management System Reforms at Matsushita

Abstract

The case discusses in detail about the reforms in the liberal human resource management policies at Matsushita and the lifetime employment policy at Japanese corporations. Matsushita was a traditional Japanese company that followed the policy of lifetime employment. However, due to various problems like falling revenues, company posting losses and slowdown in the global economy, the company was forced to change its employment policy. The case discusses how Nakamura, the President of Matsushita, introduced a new personnel system at the company with the objective of reducing human resources costs to the company. Finally, the case talks about the benefits reaped by the new system.

Issues

Changes in the employment policies at Matsushita; implications of HR restructuring.

Reference Numbers

ICMR	HROB 028
ECCH	403-010-1
Organization(s)	Matsushita
Countries	Japan
Industry	Consumer Electronics
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

The Taj People Philosophy and Star System

Abstract

The case discusses the people practices, also known as the Taj People Philosophy (TPP), at the Taj Group of Hotels. The case explains the various components of the philosophy.

The case also discusses the 'Special Thanks and Recognition System' (STARS), a recognition and reward system for employees adopted by the group. It details the various benefits reaped by the employees as well as the organization through TPP and STARS.

Issues

STARS program and its overall implications for the Taj Group; People management.

Reference Numbers

ICMR *HROB 027*
ECCH *403-019-1*
Organization(s) *Taj Group*
Countries *India*
Industry *Hospitality*
Pub/Rev Date *2003*
Case Length *9 Pages*
TN Length *N/A*

Pink Slip Parties: A New Human Resource Buzzword

Abstract

The case examines the emergence of the concept of pink slip parties and its growing popularity during the early 21st century on account of the slump in the IT industry. The case discusses in detail the concept of pink slip parties and examines the benefits they offer to both job seekers as well as recruiters. It explores the effectiveness of these parties in extending the much-needed emotional and career support to laid-off employees. The case also discusses the concept of layoff lounges and other job assistance websites that offered support to laid off employees during the early 21st century.

Issues

Pink slip parties and their growing popularity across US.

Reference Numbers

ICMR *HROB 026*
ECCH *403-014-1*
Organization(s) *Various*
Countries *USA*
Industry *Various*
Pub/Rev Date *2003*
Case Length *9 Pages*
TN Length *N/A*

Johnson and Johnson's Health and Wellness Program

Abstract

The case discusses the increasing importance given to Health and Wellness Program (HWP) by corporates in order to limit the rising health care costs of employees. The case describes in detail the components of HWP introduced by the pharma major, Johnson and Johnson (J&J). The case provides detailed information about how J&J went about implementing the HWP, the initial hurdles faced and the benefits reaped after

the implementation. The case also talks about the initiatives taken by J&J to significantly enhance the health and well-being of its employees in the new millennium.

Issues

Tangible and intangible benefits reaped by implementing HWP.

Reference Numbers

ICMR *HROB 025*
ECCH *403-026-1*
Organization(s) *Johnson and Johnson*
Countries *USA*
Industry *Consumer Goods*
Pub/Rev Date *2003*
Case Length *14 Pages*
TN Length *N/A*

The Fall of Arthur Andersen: Organizational Culture Issues

Abstract

Arthur Andersen's culture popularly known as the 'Andersen Way' made it one of the leading consulting firms in the world. The 'Andersen Way' represented a culture of integrity and ethics in business. The case discusses the evolution of this culture and also its deterioration (over the decades) due to internal conflicts (between the audit and consulting groups) and changing business dynamics during the 1990s. It examines how and why one of the world's most respected auditing firms got entangled in a web of controversies and accounting scandals by the early 2000s, which eventually led to its demise.

Issues

Effects of internal conflicts in an organization on its performance and survival.

Reference Numbers

ICMR *HROB 024*
ECCH *403-049-1*
Organization(s) *Arthur Anderson*
Countries *USA*
Industry *Consulting*
Pub/Rev Date *2003*
Case Length *11 Pages*
TN Length *N/A*

Nokia: Fostering Innovation

Abstract

The case describes the organizational culture at Nokia and explains how it helped the company become one of the most innovative ones in the industry. The focus of the case is on innovation and how, by constantly

upgrading and introducing new features Nokia became the market leader in the mobile phone market. The case discusses the factors which helped Nokia become the biggest player in the mobile phone market: the culture of the company, its human resource philosophy and the organization of its R&D.

Issues

Factors that contributed to a unique culture focused on innovation and creativity.

Reference Numbers

ICMR *HROB 023*
ECCH *403-040-1*
Organization(s) *Nokia*
Countries *Finland*
Industry *Mobile Telecommunication*
Pub/Rev Date *2003*
Case Length *13 Pages*
TN Length *4 Pages*

3M's Organizational Culture

Abstract

The case examines the organizational culture at 3M and the way in which it facilitated innovation at 3M. The policies and mechanisms adopted by 3M's management to encourage the spirit of innovation in its employees are also discussed. The case takes a close look at 3M's environment of innovation; the culture of knowledge sharing; and the reward system. It also discusses the steps implemented by the new CEO, James McNerney, to accelerate growth at 3M. The impact of cultural change at 3M on the spirit of innovation is also discussed.

Issues

Strategies for developing a culture of innovation in an organization.

Reference Numbers

ICMR *HROB 022*
ECCH *403-041-1*
Organization(s) *3M*
Countries *USA*
Industry *Manufacturing*
Pub/Rev Date *2003*
Case Length *15 Pages*
TN Length *4 Pages*

Southwest Airlines' Organizational Culture

Abstract

The case "Southwest Airlines' Organizational Culture" gives an account of the development of the organizational culture of Southwest Airlines. The case starts with the background

of Southwest and its development over the years. The case explains the unique culture of Southwest, and how it has helped Southwest to face challenges. The case also describes how Southwest responded to the situation arising out of the September 11 terrorist attacks which dealt a severe blow to the airline industry. Southwest's response to the crisis was shaped by its organizational culture, which laid emphasis on taking care of employees and building relationships. The influence of the leadership of Southwest on its culture is also explained.

Issues

Role played by leadership in shaping an organization's culture.

Reference Numbers

ICMR	HROB 021
ECCH	403-025-1
Organization(s)	Southwest Airlines
Countries	USA
Industry	Airlines
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	5 Pages



CEO Compensation Controversy

Abstract

The case discusses the reasons behind the high compensation of top executives and CEOs in particular. It examines the evolution of the CEO compensation structure over the years, and why it has become a controversial issue. The case also examines the various

components of the compensation structure of a CEO and the implications of high CEO compensation on the performance of the organization and on the morale of lower level employees. Finally, the case suggests some measures to solve the controversy.

Issues

Various factors that influence, or are responsible for, high CEO compensation.

Reference Numbers

ICMR	HROB 020
ECCH	403-015-1
Organization(s)	Various
Countries	
Industry	Various
Pub/Rev Date	2003
Case Length	9 Pages
TN Length	4 Pages

The Corporate Glass Ceiling

Abstract

The case deals with the concept of 'glass ceiling,' which prevents women from reaching top management positions in the corporate world. It explains the concept in detail and examines the various reasons that prevent women from reaching the top management. The case gives several examples of women who have reached top management positions in the US and in India.

Issues

Factors that have brought corporate glass ceiling into existence.

Reference Numbers

ICMR	HROB 019
ECCH	403-012-1
Organization(s)	Various
Countries	India, USA
Industry	Various
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	4 Pages

Flexible Work Options

Abstract

The case examines the reasons for the growing popularity of flexible work options (FWOs) in several organizations across India. It examines in detail the FWOs offered by various companies in India including HP India, P&G India and ICICI. The case also discusses the concept of FWOs and its evolution, and its advantages and disadvantages for employers and employees. Finally, it also examines the future of FWOs in India and identifies some industries that encourage this option.

Issues

Flexible work options in India – Need, Advantages, and Disadvantages.

Reference Numbers

ICMR	HROB 018
ECCH	402-050-1
Organization(s)	Various
Countries	India
Industry	Various
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	4 Pages

Personal Appearance: The Changing HR Norms

Abstract

The case explores the changing trends in corporate dress codes the world over and the role of a company's HR department in this context. The reasons for the growing popularity of casual attire at the workplace since the 1990s, especially in the US, are examined in detail. The case also provides an in depth analysis of arguments for and against allowing casual dressing at corporate offices. The case concludes with a note on the ways of striking a balance between casual and formal attire and proposes 'appropriate business attire.'

Issues

Issues and implications regarding personal appearances across the business world.

Reference Numbers

ICMR	HROB 017
ECCH	402-049-1
Organization(s)	Various
Countries	India, USA, Others
Industry	Various
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	4 Pages

Employee Downsizing

Abstract

The case examines the increase in employee downsizing across the world in the late 20th and early 21st century. The case discusses in detail the downsizing concept and explores its positive and negative impact on both, organization and employees. The case also examines the 'best practices' regarding downsizing and the steps downsized employees need to take, to overcome the trauma of being downsized and to find other jobs. It also discusses concepts such as flexible working arrangements and contingent

employment that are being adopted by many companies to avoid the negative impact of downsizing.

Issues

Circumstances that led to the adoption of downsizing practices across the world.

Reference Numbers

ICMR HROB 016
ECCH 402-048-1
Organization(s) Various
Countries USA, France, Germany
Industry Various
Pub/Rev Date 2002
Case Length 13 Pages
TN Length 6 Pages

Xerox: People Problems

Abstract

The case study discusses the problems faced by leading document management company, Xerox, as a result of a change in the leadership and work culture.

The case explores in detail the problems that arose during the tenures of Paul Allaire as well as Rick Thoman. The case also mentions briefly the steps taken by the current CEO Anne Mulcahy to bring back the company to its erstwhile glory and restore employee confidence.

Issues

Importance of treating HR as an integral part of the organizational setup.

Reference Numbers

ICMR HROB 015
ECCH 402-020-1
Organization(s) Xerox Corporation
Countries USA
Industry Office Automation Products
Pub/Rev Date 2002
Case Length 9 Pages
TN Length 4 Pages

Recruiting: The Cisco Way

Abstract

The case examines various changes brought about by global networking major, Cisco, in its recruitment policies in the mid-1990s. It details the various tools adopted by the company to attract the best talent and examines how the company benefited from them. The case also discusses the emergence of e-recruitment as a strategic tool for IT companies in the changing business environment.

Issues

Importance of human resources in the information technology industry.

Reference Numbers

ICMR HROB 014
ECCH 402-024-1
Organization(s) Cisco
Countries USA
Industry Computer Networking
Pub/Rev Date 2002
Case Length 8 Pages
TN Length 4 Pages

Netscape's Work Culture

Abstract

The case discusses the organizational culture of Netscape, one of the leading Web browser companies. The case discusses various aspects of the culture that contributed to the success of the company. In 1998, America Online acquired Netscape Communications. The case examines the post-merger culture at Netscape and the impact of the new culture on Netscape employees.

Issues

Role of culture in the success of a software company, cultural problems after mergers.

Reference Numbers

ICMR HROB 013
ECCH 402-023-1
Organization(s) Netscape
Countries USA
Industry Information Technology
Pub/Rev Date 2002
Case Length 12 Pages
TN Length 4 Pages

HP at Cultural Crossroads

Abstract

The case discusses HP's organization culture and the role of 'HP Way' in strengthening it. It also discusses the steps implemented by the new CEO Carly Fiorina in a bid to cut costs and improve the financial performance of HP, which proved to be a major departure from HP's long cherished culture.

Issues

Evolution of culture in a large organization; Implications of radical cultural change.

Reference Numbers

ICMR HROB 012
ECCH 402-025-1
Organization(s) HP

Countries USA
Industry IT
Pub/Rev Date 2002
Case Length 10 Pages
TN Length 4 Pages

Microsoft: Discrimination at the Workplace

Abstract

The case examines the charges of gender/ racial discrimination and sexual harassment against leading IT company Microsoft.

It explores in detail the treatment meted out to female employees in the company's initial years and the measures Microsoft took to improve the work culture of the organization.

The case also discusses the lawsuits against Microsoft that allege racial discrimination, and analyzes the implications of such changes for the company.

Issues

Discrimination and harassment at the workplace.

Reference Numbers

ICMR HROB 011
ECCH 402-016-1
Organization(s) Microsoft Corporation
Countries USA
Industry Information Technology
Pub/Rev Date 2002
Case Length 10 Pages
TN Length 4 Pages

Wipro's PCMM: Level 5 Certification

Abstract

The case examines the HR measures taken by software major Wipro to get itself assessed on the PCMM standards. The case also discusses the evolution of CMM and PCMM standards besides examining the potential benefits for Wipro after the certification.

Issues

The importance of quality standards such as PCMM for a software firm.

Reference Numbers

ICMR HROB 010
ECCH 402-022-1
Organization(s) Wipro
Countries India
Industry Information Technology
Pub/Rev Date 2002
Case Length 10 Pages
TN Length 4 Pages

Reorganizing HP

Abstract

The case discusses the problems faced by HP during the mid 1990s due to its highly decentralized organization structure. The case also analyzes the aggressive management reorganization plan implemented by CEO Carly Fiorina and its effect on the company.

Issues

Need to alter organization structure to facilitate growth, coordination and control.

Reference Numbers

ICMR HROB 009
 ECCH 402-026-1
 Organization(s) HP
 Countries USA
 Industry IT
 Pub/Rev Date 2002
 Case Length 10 Pages
 TN Length 4 Pages

Change Management at ICICI

Abstract

The case examines the process of change management at the Industrial Credit and Investment Corporation of India (ICICI), a leading development finance institution, after K.V. Kamath took over as managing director and chief executive officer in May 1996 and following the merger of its subsidiary, ICICI Bank and Bank of Madura in December 2000. It reveals the importance of change management how effective management of change could bring out best results from the employees.

Issues

Change Management.

Reference Numbers

ICMR HROB 008
 ECCH 402-014-1
 Organization(s) ICICI
 Countries India
 Industry Financial Services
 Pub/Rev Date 2002
 Case Length 10 Pages
 TN Length 4 Pages

The State Bank of India VRS

Abstract

The case 'The State Bank of India VRS' is intended to provide a detailed insight into the developments after leading Indian public sector bank SBI decided to implement a VRS. The

case examines in detail the reasons for SBI's employees protesting against the VRS and the post-VRS scenario.

Issues

Manpower planning, Voluntary Retirement Schemes.

Reference Numbers

ICMR HROB 007
 ECCH 402-004-1
 Organization(s) State Bank of India
 Countries India
 Industry Banking and Finance
 Pub/Rev Date 2001
 Case Length 7 Pages
 TN Length 4 Pages

Indian Airlines' HR Problems

Abstract

The case 'Indian Airlines' HR problems', examines the causes of the HR problems faced by Indian Airlines. The case reveals how poor management and stubborn work force can drive a monopoly into loss.

The case also throws light on other lapses such as poor canteen management and payment of excessive allowances.

The case is so structured as to enable students to understand why and how Indian Airlines was constantly plagued by HR problems.

Issues

HR problems in government owned units, airlines.

Reference Numbers

ICMR HROB 006
 ECCH 401-031-1
 Organization(s) Indian Airlines
 Countries India
 Industry Aviation and Airlines
 Pub/Rev Date 2001
 Case Length 7 Pages
 TN Length 4 Pages

The Indian Call Center Journey

Abstract

The case provides a detailed insight into the reasons behind the Indian Call Center (CC) industry in not being as successful as was expected by analysts. Outlining the CC industry history, concept and functioning, the industry's problems on the human resources front are explored in detail.

Issues

HR Problems faced in the Indian Call Centers.

Reference Numbers

ICMR HROB 005
 ECCH 402-019-1
 Organization(s)
 Countries India
 Industry IT Enabled Services, BPO
 Pub/Rev Date 2002
 Case Length 8 Pages
 TN Length 4 Pages

Philips India: Labor Problems at Salt Lake

Abstract

The case studies the labor problems of the Philips India Limited's (PIL) Salt Lake factory in Kolkata, India, around 1998 when differences with workers led to declining production and losses. When PIL's management decided to sell the factory, the Union objected and made a counter bid. Highlighting the problems between PIL and its workers, the case examines the reasons behind the conflict.

Issues

Industrial relations; Workers participation in management.

Reference Numbers

ICMR HROB 004
 ECCH 402-018-1
 Organization(s) Philips India
 Countries India
 Industry Consumer Goods & Services
 Pub/Rev Date 2002
 Case Length 6 Pages
 TN Length 5 Pages

HR Restructuring: The Coca-Cola & Dabur Way

Abstract

The case study 'HR Restructuring. The Coca-Cola and Dabur Way' looks at the human resource restructuring exercises taken up by Coca-Cola and Dabur in the late 1990s. The case essentially brings out the different circumstances that led to the restructuring and the repercussions of the exercise. The case to look at diverse circumstances that led to the HR restructuring exercise at Coca-Cola and Dabur.

Issues

HR restructuring at Coca-Cola & Dabur.

Reference Numbers

ICMR HROB 003
 ECCH 402-007-1
 Organization(s) Coca Cola
 India Limited, Dabur

Countries India
 Industry Food & Beverages
 Pub/Rev Date 2002
 Case Length 7 Pages
 TN Length 4 Pages

**SAIL's
 Voluntary Retirement Scheme**

Abstract

Voluntary retirement scheme (VRS) is one of the least studied phenomena in both business and academia. The case study focuses on the VRS introduced by Steel Authority of India Limited (SAIL).

Since financial year 1998-1999, SAIL had been incurring huge losses. One of the major reasons for the losses was its high manpower cost. To deal with the situation, McKinsey advised SAIL to reduce its workforce from 1,70,000 to 1,00,000 by 2003.

The case deals at length with various VRS schemes that SAIL launched, its staff education

initiatives and the problems faced by the company while implementing VRS.

Issues

Implementation and implications of VRS.

Reference Numbers

ICMR HROB 002
 ECCH 401-030-1
 Organization(s) SAIL
 Countries India
 Industry Steel
 Pub/Rev Date 2001
 Case Length 7 Pages
 TN Length 4 Pages

Bata India's HR Problems

Abstract

The case study focuses on the HR problems faced by Bata India. Labor strife and the management's inability to deal with it

effectively has resulted in huge losses for the company. After a brief turnaround of four years (1996-1999), Bata was once again moving towards declining path.

The case highlights various HR and industrial relations issues which Bata has to immediately deal with in order to have productive workforce.

Issues

HR and IR issues

MNCs experiences in India.

Reference Numbers

ICMR HROB 001
 ECCH 401-022-1
 Organization(s) Bata India Ltd.
 Countries India
 Industry Shoes & Apparel
 Pub/Rev Date 2001
 Case Length 6 Pages
 TN Length 5 Pages

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Open Source Innovation at Mozilla Corporation

Abstract

The case examines the open source innovation process at Mozilla Corporation (Mozilla), the company that introduced the second most popular internet browser - Firefox. The case begins explaining the way Mozilla came into existence. Later, it discusses the manner in which the company managed its various projects that had active contribution of developer community, both in strategic decision making and project execution. The case also discusses in detail, the marketing efforts of Mozilla to promote the open source software products. The case concludes by providing a glimpse into the future prospects of the company and the competition it faces.

Issues

Understand the open source innovation process at a software company.

Identify the kind of leadership required to manage open source projects.

Recognize the nuances of marketing open source software products.

Reference Numbers

ICMR ITSY 064
 ECCH 910-003-1
 Organization(s) Mozilla Corporation
 Countries US
 Industry IT - Software
 Pub/Rev Date 2010
 Case Length 19 Pages
 TN Length 3 Pages

Solution Exchange: Knowledge Management Initiative at UNDP

Abstract

The case examines Solution Exchange (SE), the knowledge management (KM) initiative of United Nations Development Program (UNDP). UNDP's SE initiative was first launched in India in 2005. SE in India comprised of 12 Communities of Practice (CoP) - education, AIDS, climate change, decentralization, disaster management, food & nutrition security, gender, maternal & child health, and Information & Communication Technologies (ICT) for development, microfinance, water, work & employment. Through these CoPs, members could interact through a virtual forum, discuss issues and share problems. SE was successful in encouraging knowledge sharing by bringing together frontline workers, the experts and also the policy makers. As of October 2009, apart from India, SE was also implemented in Bhutan, Thailand, Indonesia and Russia. The

case details the implementation of SE initiative in India and analyzes its benefits. It ends with a discussion on the challenges faced by UNDP to scale-up the SE initiative.

Issues

Analyze the KM initiatives of UNDP.

Study the rationale for implementing the SE initiative.

Understand the use of various information and communication technologies (ICTs) in implementing the SE initiative.

Examine the benefits of implementing the SE initiative.

Discuss the challenges faced by UNDP to scale-up the SE initiative in other developing countries.

Reference Numbers

ICMR ITSY 063
 ECCH 910-001-1
 Organization(s) UNDP
 Countries India / Indonesia
 Industry Social Development/NGO
 Pub/Rev Date 2009
 Case Length 21 Pages
 TN Length 3 Pages

Knowledge Management Initiatives at IBM

Abstract

The case examines the knowledge management (KM) practices at IBM. The company's KM initiatives date back to the early 1990s, when the company was reorganized under Louis Gerstner (Gerstner). Before that, the company was running as silos due to which information sharing was limited. Then, Gerstner included information sharing as one of the parameters in performance appraisal system to determine compensation. IBM's initial efforts in managing knowledge focused on providing information about co-workers and work to enable reuse of the same. This effort started with asset reuse program, which was formalized as Intellectual Capital Management program. The next stage in the evolution of KM at IBM was Communities of Practice, which were self organized communities, through which employees with similar job functions and interests came together. IBM used several tools like K Portal, ICM AssetWeb, On Demand Workplace, Blue Pages, Collaboration Forums, to capture, share and manage knowledge. The case concludes by examining the challenges IBM faced in its KM journey.

Issues

Understand the importance of knowledge management in enhancing the competence of an organization.

Study the tools and techniques used by IBM to capture and disseminate knowledge.

Examine the role played by the top management to develop a knowledge management framework in an organization.

Evaluate the ways in which reuse of knowledge can be encouraged in an organization.

Reference Numbers

ICMR ITSY 062
 ECCH 909-018-1
 Organization(s) IBM
 Countries United States of America
 Industry Information Technology and Related Services
 Pub/Rev Date 2009
 Case Length 20 Pages
 TN Length 3 Pages

District of Columbia: Harnessing the Power of Information and Communication Technology to Enable Good Governance

Abstract

This case is about the technology strategies and initiatives undertaken by the government of District of Columbia (DC) to enable good governance. As e-governance provides greater efficiency, accuracy, and reliability in services, the DC government planned to incorporate technology in every aspect of its operations. The aim of the district's government was to democratize data and provide an open, participatory government wherein citizens could access government data and hold the government accountable for its operations. Established in 1999, the Office of the Chief Technology Officer (OCTO) was responsible for assessing new and emerging technologies to determine their potential application to district programs and services. In 2007, Adrian M. Fenty (Fenty) became the Mayor of DC. Fenty's aim was to redesign the DC municipal administration by making it more receptive to citizen's needs. He wanted to simplify government services that usually involve complex procedures and multiple agencies. In May 2007, Fenty appointed Vivek Kundra (Kundra) as the Chief Technology Officer (CTO) of DC. Kundra's responsibility was to decide on the technology investments and how these investments could be leveraged to benefit the citizens. The case discusses the various IT initiatives implemented under the leadership of Kundra in government agencies, police department, district school system, libraries and health department. The case discusses the role played by Kundra in laying the foundation for digital democracy and creating a "Digital Public Square", where citizens were able to 'Discover, Participate and Connect' with the government. The case also discusses the

criticism faced by the government from some bureaucrats who resisted change as they were not happy with the idea of making government data public. The case concludes with a brief description of the technological investments planned by the DC government in the future and the further challenges faced by it.

Issues

Understand the importance of an e-governance system and how information and communication technology can be used to enable good governance.

Examine the strategic role of Chief Technology Officer and the various issues and challenges faced by him/her.

Analyze the technological initiatives taken by the government of District of Columbia and their results.

Understand the issues and challenges faced by the government in democratizing data and incorporating technology in its operations.

Understand how innovation can be fostered in public sector/governmental organizations and the various challenges in doing so.

Reference Numbers

ICMR *ITSY 061*
ECCH 909-016-1
Organization(s) *District of Columbia Countries* *United States of America Industry* *Public Sector / Information Technology and Related Services*
Pub/Rev Date 2009
Case Length 22 Pages
TN Length 6 Pages

Cirque du Soleil's Information Technology Initiatives

Abstract

The case describes the information technology initiatives of Canada based circus entertainment company Cirque du Soleil (Cirque). Cirque organized shows that were a combination of circus, theater and opera. Its shows were both touring and permanent. Cirque started in a small way in the early 1980s and at that time it did not need much support in the terms of IT, as its operations grew, several units like casting, costume designing, logistics, merchandizing, HR, finance, ticketing came into existence. These units were operating on different operating systems with 200 applications. Beginning 2000, Cirque began streamlining its IT applications, beginning from standardizing the servers and work stations, using fiber optic cables, use of VoIP etc. Cirque went on to add SAP for some of the modules. To further centralize the operations, Cirque implemented IBM's WebSphere Business Integration Server

express Plus software in four phases. The case discusses in detail the IT systems in Cirque, new systems that were implemented and the subsequent benefits Cirque derived from the new IT systems

Issues

Understand the use and requirement of IT in entertainment industry.

Evaluate the importance of IT for a company like Cirque

Examine some of the unique and complex practices in Cirque

Reference Numbers

ICMR *ITSY 060*
ECCH 908-010-1
Organization(s) *Cirque Du Soleil Countries* *Canada Industry* *Media, Entertainment, and Gaming*
Pub/Rev Date 2008
Case Length 10 Pages
TN Length 3 Pages

ERP Implementation Failure at Hershey Foods Corporation

Abstract

The case examines in detail the reasons behind the failure of ERP implementation at the US based Hershey Foods Corporation. In late 1996, Hershey began modernizing hardware and software systems in the company. The company was running on legacy systems, and with the impending Y2K problems, it chose to replace those systems and shift to client/server environment. As per the original plan, it was to switch over to the new ERP system by April 1999. It chose three software vendors - SAP, Manugistics, and Siebel for implementing different software modules. The project was running as per schedule till January 1999, and when it came to the last leg of implementation, the company faltered and could switch over to the new system only in July 1999. Hard pressed for time, Hershey went in for Big Bang ERP implementation which led to several problems pertaining to order fulfillment, processing and shipping. The retailers who ordered for Hershey's products could not get them on time, even though the company had ample supplies stocked at its warehouses. Hershey's revenues dropped by 12% during the third quarter of 1999 compared to the third quarter of 1998. The case explains in detail, the events leading to the failure of ERP implementation and examines the reasons behind it.

Issues

Understand the process of ERP implementation in a large organization.

Study the circumstances that led to ERP implementation failure at Hershey.

Evaluate the role played by top management in ERP implementation.

Examine the factors that lead to success or failure of ERP projects.

Reference Numbers

ICMR *ITSY 059*
ECCH 908-001-1
Organization(s) *The Hershey Company Countries* *United States of America Industry* *Food and Beverage*
Pub/Rev Date 2008
Case Length 13 Pages
TN Length 3 Pages

McKinsey's Knowledge Management Practices

Abstract

The case describes the knowledge management practices at McKinsey & Company (McKinsey). Managing knowledge effectively is of prime importance especially for consultancies like McKinsey which depended heavily on knowledge for their existence and growth.

The expertise McKinsey gained over the years was put into optimal use through knowledge management. Knowledge was spread in the firm through training sessions, seminars, workshops, sharing of the findings of the projects. The other KM efforts that McKinsey undertook included development of centers of competence, practice information system, practice development network and knowledge resource directory.

The case examines how McKinsey promoted a culture of knowledge sharing within the firm.

Issues

Evaluate the ways in which knowledge can be shared and disseminated in the organization.

Study the importance of culture in implementing KM successfully.

Examine the role played by the top management in promoting KM within a company.

Reference Numbers

ICMR *ITSY 058*
ECCH 907-025-1
Organization(s) *McKinsey & Company Countries* *United States of America Industry* *Consulting Services*
Pub/Rev Date 2007
Case Length 19 Pages
TN Length 3 Pages

Managing Information Resources: Ensuring Data Security

Abstract

This case is about a new threat to data security in organizations called pod slurping. Pod slurping refers to the stealing of data from the organizations' network with portable data storage devices like ipods, digital cameras, pen drives and smart phones. Addressing this threat posed tough challenges to organizations as it is the employees of the organization who could be stealing the data. While data security experts were grappling with measures to discourage data theft by employees using such portable devices, the organizations were on the horns of a dilemma. Banning popular gadgets such as iPods could alienate the employees, and in many cases it was practically impossible to put a blanket ban on portable storage devices as they were not only ubiquitous but also very useful. Experts felt that organizations had to be balanced in their efforts in addressing this problem as too much monitoring or high-handedness on the organization's part might hurt the morale of the employees, breed disloyalty, and lower productivity. Moreover, this threat was expected to intensify in the future as these portable devices were getting more sophisticated and acquiring wireless capabilities.

Issues

Understand the threats posed to data security in organizations by advanced technology (in this case, the portable data storage devices like MP3 players)

Understand the control measures to be put in place to protect the data in the organization

Understand the dilemma faced by the IT and Human Resources Departments of the organization in dealing with such sensitive issues

Reference Numbers

ICMR *ITSY 057*
ECCH 908-022-1
Organization(s) *Not Applicable*
Countries *General*
Industry *Information Technology and Related Services*
Pub/Rev Date 2007
Case Length 13 Pages
TN Length 3 Pages

The Fall of PartyGaming

Abstract

The case describes the business model and the marketing strategies of UK based PartyGaming, an online gambling company.

It examines the impact of the 'Unlawful Internet Gambling Enforcement Act' (UIGEA) on PartyGaming and on the other players in the US online gambling industry. It provides a brief note on UIGEA and its viability in the long-term. The case ends with a debate on the future prospects of PartyGaming.

Issues

Gain insights into the online gambling industry in the US

Understand the business model and marketing strategies of an online gambling company

Study the impact of industry regulations on Internet businesses

Analyze the need to constantly review the online business model in the light of changing regulations in a particular industry

Reference Numbers

ICMR *ITSY 056*
ECCH 907-015-1
Organization(s) *PartyGaming*
Countries *United Kingdom*
Industry *Internet and e-Commerce*
Pub/Rev Date 2007
Case Length 15 Pages
TN Length 3 Pages

Infosys' Knowledge Management Initiatives

Abstract

The case presents the knowledge management (KM) practices of Infosys Technologies, one of the leading software companies based in India. Infosys was inducted into the Global Most Admired Knowledge Enterprises (MAKE) Hall of Fame in the year 2005 due to its innovative KM initiatives. Since its inception, Infosys gave importance to learning in the organization. Its efforts to assimilate and distribute knowledge within the company began with the establishment of Education and Research Department in the year 1991. The department began gathering content and knowledge that was available within the organization and the scope of the department grew with the launch of intranet. A full fledged KM program began in 1999 with the launch of Kshop. Through Kshop, knowledge generated in each project across the global operations of Infosys was captured. The case also highlights the benefits reaped by Infosys using KM in its day to day operations.

Issues

Study the implementation of KM initiatives in a large IT organization.

Examine the importance of organizational culture in successful implementation of KM initiatives.

Evaluate different service and industry practices in software industry.

Understand the role played by top management in the KM efforts of a company.

Appreciate the need for developing intellectual capital for an organization.

Reference Numbers

ICMR *ITSY 055*
ECCH
Organization(s) *Infosys*
Countries *India*
Industry *Information Technology and Related Services*
Pub/Rev Date 2006
Case Length 15 Pages
TN Length 3 Pages

Grameen Bank's Village Phone Initiative: Connecting Rural Bangladesh to the World

Abstract

The case discusses the Village phone project from Grameen Phone which changed the lives of millions of poor in Bangladesh by providing them mobile communication facilities. Grameen Phone, in association with Grameen Bank and Grameen Telecom had established a unique business proposition for the rural consumers in Bangladesh. Grameen Telecom explored the villages where mobile services could be provided and in association with the local branch of Grameen Bank, encouraged and educated credit worthy members to become village phone operators (VPOs).

The VPOs were given unsecured loans from Grameen Bank to purchase and operate mobile phones. Grameen Telecom bought a cellular phone subscription on the behalf of the members and provided connection, required hardware and the training about the use of mobile phone. The VPOs collected revenues from the users, who used the phone for making and receiving calls. The VPOs repaid the loan from the income they obtained through the phone. The case gives a detailed overview on the Village Phone project and examines the benefits reaped by the project's stakeholders.

Issues

Understand the operations of the Grameen Phone project.

Evaluate the support required for the use of technology in development projects in rural areas.

Examine the benefits of information and communications technologies (ICTs) for rural masses.

Analyze the viability of private sector investment in projects like Grameen Phone in under-developed countries.

Reference Numbers

ICMR	ITSY 054
ECCH	906-044-1
Organization(s)	Bangladesh Grameen Bank
Countries	Bangladesh
Industry	Telecom and Broadband
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	3 Pages

Knowledge Management Initiatives at TCS

Abstract

The case examines the knowledge management (KM) practices at TCS. Managing knowledge is of prime importance in the present information age, especially for companies like TCS which depend heavily on knowledge for their existence and growth. The expertise TCS has gained over the years was put to optimal use through its KM initiatives. TCS was renowned for its 'Web of Participation' structure which combined industry practices with service practices. The KM initiatives of TCS were appreciated by Most Admired Knowledge Enterprises (MAKE) survey, which placed the company among Asia's most admired knowledge enterprises.

Issues

KM implementation at TCS; Organizational Learning at TCS; Culture of TCS promoting KM.

Reference Numbers

ICMR	ITSY 053
ECCH	906-004-1
Organization(s)	Tata Consultancy Services
Countries	India
Industry	Information Technology
Pub/Rev Date	2005
Case Length	19 Pages
TN Length	N/A

e-Learning Initiatives at Motorola

Abstract

The case gives an account of how e-learning was integrated in to the corporate learning strategy of the US-based Motorola, one of the leading providers of telecom products & services in the world. It describes the Self-Directed Learning (SDL) approach adopted by Motorola and explains the rationale behind pursuing this approach. Motorola's use of technology in learning is discussed in detail which subsequently evolved in to a

full-fledged e-learning initiative. The case describes the e-learning initiative and the challenges faced by Motorola in getting employees to take courses through e-learning. The steps taken by Motorola to motivate employees for e-learning are also discussed. The case finally explains m-learning and the benefits Motorola expects to reap from m learning.

Issues

Understand the advantages of the Self-Directed Learning approach at Motorola

Analyze the impact of technology on the training and development efforts of a company
Develop a conceptual understanding of e-learning and the advantages of learning through this approach. Examine the drawbacks of e-learning.

Reference Numbers

ICMR	ITSY 052
ECCH	906-015-1
Organization(s)	Motorola
Countries	US
Industry	Telecom
Pub/Rev Date	2005
Case Length	13 Pages
TN Length	5 Pages

Information Technology Outsourcing at BBC

Abstract

The case gives a detailed account of the sale of BBC Technology Limited, the technology division of British Broadcasting Corporation (BBC) to Siemens Business Services (SBS) and the Information Technology (IT) outsourcing contract between BBC and SBS. The case puts forth the reasons that prompted the broadcasting giant to sell its technology division and the benefits that could accrue to it as a result of the sell-off. It focuses on the obstacles that BBC faced in outsourcing and also gives the details of the contract. The case also describes the selection process adopted by BBC to choose its technology provider.

Issues

Understand the rationale behind broadcasters outsourcing their technology requirements

Study and analyze the problems that the company could face while outsourcing

Understand the selection procedure that companies adopt to choose the technology service providers

Study the role of Chief Technology Officer in an organization in devising and implementing IT outsourcing contracts

Critically examine the strategic impact of outsourcing IT requirements in the organization.

Reference Numbers

ICMR	ITSY 051
ECCH	906-003-1
Organization(s)	BBC
Countries	UK
Industry	Media/Broadcasting
Pub/Rev Date	2005
Case Length	13 Pages
TN Length	N/A

CRM Implementation Failure at Cigna Corporation

Abstract

The case gives a detailed account of the Information Technology (IT) and Customer Relationship Management (CRM) initiatives implemented by the HealthCare division of Cigna Corporation, the third largest health care services provider in the US. The case details the circumstances that led the Chief Information Officer of Cigna's HealthCare division, Andrea Anania, to take up IT systems migration projects and how the hasty and poor CRM systems implementation affected the organization's business operations and customer service. The case then focuses on the steps taken by Cigna to solve the problems and achieve effective migration to new systems.

Issues

Understand the rationale behind companies going for IT overhaul and CRM initiatives

Study and analyze the problems faced during migration to a new system

Examine the reasons for failure of such projects

Analyze the role of Chief Information Officers in such implementations

Critically examine the strategic impact of IT and CRM failures.

Reference Numbers

ICMR	ITSY 050
ECCH	906-014-1
Organization(s)	Cigna Corporation
Countries	US
Industry	Health Care Insurance
Pub/Rev Date	2005
Case Length	14 Pages
TN Length	N/A

GM's e-Business Strategy

Abstract

The case gives a detailed account of e-business strategy of General Motors (GM), the world's largest automobile manufacturer. It further explores the need for and rationale

behind GM adopting e-business in its operations. The case examines the e-business initiatives of GM introduced in its supply chain and demand chain and analyses their impact. Finally, it discusses the drawbacks of GM's e-business strategy and debates on its future prospects. The case attempts to highlight the impact of e-business on the operations of an old economy automobile manufacturer.

Issues

e-Business strategy implementation across an organization's value chain

Rationale and benefits associated with e-commerce initiatives in automobile company
Channel conflict arising from e-business initiatives.

Reference Numbers

ICMR	ITSY 049
ECCH	905-037-1
Organization(s)	GM
Countries	US
Industry	Automobiles
Pub/Rev Date	2005
Case Length	14 Pages
TN Length	N/A



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Knowledge Management Practices at Toyota Motors

Abstract

The case discusses the various Knowledge Management (KM) practices at Toyota Motors, the world's most profitable automobile company. It also describes how Toyota enables wide knowledge sharing not just

within the organization but also across its supply chain.

It details the practices that make Toyota a true learning organization. It further explores the role of traditional organizational practices in the company's KM efforts.

The case concludes with a discussion on how KM has contributed to Toyota's exemplary performance.

Issues

Examine the KM practices adopted by a large and successful company.

Reference Numbers

ICMR	ITSY 048
ECCH	
Organization(s)	Toyota
Countries	Japan
Industry	Automobile
Pub/Rev Date	2005
Case Length	17 Pages
TN Length	5 Pages

JP Morgan Chase – IBM: The Outsourcing Journey

Abstract

The case discusses the IT outsourcing strategy of JP Morgan Chase, a leading financial services provider in the US. It explains how IT was managed in-house at JP Morgan before the bank's merger with Chase Manhattan.

It details the circumstances under which the decision to outsource IT management to IBM was taken and the expected benefits from this deal. The case then describes how the merger of JP Morgan Chase with Bank One led to the cancellation of the outsourcing contract. Finally, the rationale behind the cancellation of the contract and its impact on both the parties is also presented.

This case highlights the problems associated with IT outsourcing and compares it with in-house IT management.

Issues

Analyze the issues pertaining to technology management in a large financial services company.

Reference Numbers

ICMR	ITSY 047
ECCH	
Organization(s)	JP Morgan Chase, IBM
Countries	US
Industry	Financial Services
Pub/Rev Date	2005
Case Length	11 Pages
TN Length	N/A

IT Outsourcing: The GM Way

Abstract

The case gives a detailed account of IT outsourcing practice at General Motors (GM), the largest automobile manufacturer in the world. It traces the history of IT outsourcing initiatives at GM and presents the benefits that were gained by the company from its IT outsourcing strategy.

The case details how GM was able to use the learning from its initial outsourcing experiences to modify its outsourcing model. It further discusses how the innovative matrix structure of GM's in-house IT department played an important role in making its outsourcing strategy a success.

This case highlights the importance of effective IT and business alignment for a successful IT outsourcing initiative.

Issues

Analyse the suitability and implications of an outsourcing strategy for a company's IT needs.

Reference Numbers

ICMR	ITSY 046
ECCH	
Organization(s)	GM
Countries	US
Industry	Automobiles
Pub/Rev Date	2005
Case Length	12 Pages
TN Length	N/A

ERP Implementation Failure at HP

Abstract

The case gives a detailed account of the failure of an ERP migration project at the US-based HP, a leading computer hardware and information technology company. The case traces the history of ERP implementations at HP and presents the rationale behind the decision to migrate to a centralized ERP system. It details the circumstances that led to the ERP migration failure and also examines the damage control efforts made by the company. The case highlights the barriers to successful ERP migrations including project management issues, poor contingency planning and cultural issues. Finally, the case explores whether there are chances of re-occurrence of such failures within the company.

Issues

Understand the rationale behind implementing ERP software

Study and analyze the problems faced in an ERP migration project.

Reference Numbers

<i>ICMR</i>	<i>ITSY 045</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>HP</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>IT, Hardware</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>16 Pages</i>
<i>TN Length</i>	<i>N/A</i>

IBM's eCRM Initiatives**Abstract**

The case discusses the Customer Relationship Management (CRM) solution implemented by the US-based IT giant IBM. It discusses the circumstances which led IBM into conceiving and implementing CRM solution in association with the leading CRM software vendor - Siebel Systems. The case discusses in detail the process followed by IBM to implement the CRM solution describing its systems architecture. It also discusses the challenges faced by IBM in implementing the solution and the benefits reaped by the company after the implementation.

Issues

Understand the importance of implementing a CRM solution in a large multi-product, multinational company.

Reference Numbers

<i>ICMR</i>	<i>ITSY 044</i>
<i>ECCH</i>	<i>904-064-1</i>
<i>Organization(s)</i>	<i>IBM</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>IT</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>12 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Knowledge Sharing Initiatives at the World Bank: Creating a 'Knowledge Bank'**Abstract**

By the early 2000s, the World Bank was one of the foremost knowledge organizations in the world. It made a commitment to promote knowledge sharing within the organization in 1996, when it realized that the distance from its headquarters to operational regions had become a major obstacle in objective achievement. While the process of transformation into a 'knowledge bank' was not easy, the Bank accomplished it successfully and set up a system that extended around the world. The case describes the World Bank's journey from a lending institution to a knowledge leader. It

examines the need for knowledge sharing at the World Bank and the obstacles it overcame in the process. It also describes how the World Bank created a global knowledge community using web-based tools, as well as the role and development of thematic groups. The importance of tailoring the organization's structure and human resource policies to knowledge sharing is also examined. The case concludes with an analysis of the strengths and weaknesses of the knowledge sharing system at the World Bank.

Issues

Knowledge sharing in World Bank; Challenges in implementing knowledge sharing programme.

Reference Numbers

<i>ICMR</i>	<i>ITSY 043</i>
<i>ECCH</i>	<i>904-067-1</i>
<i>Organization(s)</i>	<i>World Bank</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Banking</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>10 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Charles Schwab's Customer Focused e-Business Strategy**Abstract**

This case discusses the customer-focused e-business strategy of Charles Schwab & Company (Schwab), the leading discount brokerage firm in the US. It describes its multi-channel strategy that aimed at providing the customers as many channels as possible to interact and transact with Schwab. It examines the way in which Schwab focused on providing better customer service by promoting its website and proactively using Internet enabled technologies.

The benefits Schwab derived from its e-business strategy are also highlighted.

Issues

Understand the importance of a customer-focused e-business strategy for the growth of an organization.

Reference Numbers

<i>ICMR</i>	<i>ITSY 042</i>
<i>ECCH</i>	<i>904-065-1</i>
<i>Organization(s)</i>	<i>Charles Schwab</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Financial Services</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Bumrungrad's Hospital 2000 Information System**Abstract**

The case describes the implementation of the Hospital 2000 information system by the Bumrungrad Hospital Public Company Limited (Bumrungrad), Asia's largest private hospital. It describes in length the need for implementing an advanced hospital information system by Bumrungrad, the system implementation process and the system & network architecture. It also discusses the challenges faced while implementing Hospital 2000 IS and elaborates the benefits reaped by Bumrungrad after the successful implementation of the system.

Issues

Understand the need for a leading private hospital to adopt an information system.

Reference Numbers

<i>ICMR</i>	<i>ITSY 041</i>
<i>ECCH</i>	<i>904-066-1</i>
<i>Organization(s)</i>	<i>Bumrungrad Hospital</i>
<i>Countries</i>	<i>Thailand</i>
<i>Industry</i>	<i>Healthcare</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>14 Pages</i>
<i>TN Length</i>	<i>N/A</i>

PayPal.com's Business Model**Abstract**

The case describes the business model of PayPal.com (PayPal), the market leader in e-payment services. It discusses in detail the transaction process involved in sending money electronically. The case explains the types of user accounts of PayPal, the funds transfer mechanism, the user charges and the security systems employed by the company.

The case also briefly discusses the marketing initiatives of PayPal, the benefits of its business model and the challenges faced by the company.

Issues

Online payment systems and their benefits.

Reference Numbers

<i>ICMR</i>	<i>ITSY 040</i>
<i>ECCH</i>	<i>904-046-1</i>
<i>Organization(s)</i>	<i>PayPal.com</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Online Finance</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>N/A</i>

University of Phoenix: #1 Provider of Online Education

Abstract

University of Phoenix (UoP) was the pioneer in the e-learning industry of the US. Set up in 1976 with the mission of providing advanced degrees to working adults, the university began experimenting with providing online education in the 1980s. In 1989, it set up an online division called UoP Online, through which it offered a variety of bachelors, masters and doctorate degrees to working professionals who did not find it convenient to attend regular college.

The case discusses the events that led to the setting up of UoP and how it has functioned since. The operational features of a provider of online education are clearly discussed as well as the pros and cons of online education in general, and UoP in particular. The case ends with an analysis of the future of UoP Online.

Issues

Analyze the operational aspects of e-learning institutes' vis-à-vis traditional universities.

Reference Numbers

ICMR	ITSY 039
ECCH	904-043-1
Organization(s)	University of Phoenix
Countries	US
Industry	Education, Information Technology
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	N/A

Merrill Lynch's IT Initiatives

Abstract

The case examines the two major IT projects implemented by the US-based Merrill Lynch & Company (ML), a leading global financial services firm. It describes the Trusted Global Advisor (TGA) project that aimed at offering high quality content and analytical tools to enable ML's financial advisors create, use and track financial plans for their clients.

The case describes in detail the systems architecture of TGA, its utility and the problems faced by ML during and after implementation of the project. The second IT project that ML launched to replace TGA was the Wealth Management Workstation (WMW), the largest IT project worth \$ 1 bn to be fully outsourced by third party vendors.

The case discusses the system architecture of WMW, the role played by various vendors. Finally, it updates on the current status of the project implementation.

Issues

Study the systems architecture of a typical IT project and examine the objectives for its implementation in a financial services company.

Reference Numbers

ICMR	ITSY 038
ECCH	904-042-1
Organization(s)	Merrill Lynch
Countries	US
Industry	Financial Services
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

Mahindra & Mahindra's e-Business Initiatives

Abstract

Mahindra & Mahindra started its e-Business initiatives in 1995 with the launch of a dedicated network across 8 manufacturing locations, 33 area offices and 4 branch offices. In June 1996, M&M launched its website mahindraworld.com, which was one of the first corporate websites.

In 2000, M&M extended the Intranet to three websites dedicated to suppliers and dealers of the automotive and farm equipment sectors. In the same year, it started CRM and SCM initiatives, which helped in analyzing customer buying behavior and product development with the help of data mining tools. All these initiatives seemed to have paid off and in 2003 M & M's farm equipment sector won Japan's prestigious Deming award.

Issues

E-Business, Supply Chain Management, Customer Relationship Management.

Reference Numbers

ICMR	ITSY 037
ECCH	904-027-1
Organization(s)	Mahindra & Mahindra
Countries	India
Industry	Diversified
Pub/Rev Date	2004
Case Length	11 Pages
TN Length	4 Pages

Knowledge Management @ Tata Steel

Abstract

In the late 1990s, Tata Steel began to introduce knowledge management initiatives in the company. It started with a small group of people from within the organization. The group formed a "knowledge repository", where all

the employees shared their experiences and knowledge. One year after the knowledge repository was formed, the company formed "knowledge communities", which was a platform for like-minded people to meet and share their experiences. In 2001, Tata Steel developed a "KM index" to evaluate the performance of individual employees in the KM initiative.

Issues

Knowledge management; Capturing of tacit and explicit knowledge.

Reference Numbers

ICMR	ITSY 036
ECCH	904-018-1
Organization(s)	Tata Steel
Countries	India
Industry	Steel
Pub/Rev Date	2004
Case Length	11 Pages
TN Length	4 Pages

Marriott's Customer-Focused e-Business Strategy

Abstract

This case discusses the customer-focused e-business strategy of Marriott International (Marriott), a world leader in the hospitality industry. It examines the way in which Marriott focused on providing better customer service by using IT proactively. The case describes in detail the e-business strategy of Marriott that aimed at transforming it from a property-centric to a customer-centric company. The benefits Marriott derived from launching its website and other IT initiatives are also highlighted.

Issues

Importance of a customer-focused e-business strategy in the hospitality industry.

Reference Numbers

ICMR	ITSY 035
ECCH	904-014-1
Organization(s)	Marriott International
Countries	USA
Industry	Hospitality
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	N/A

Adobe: The World's No. 1 e-Document Company

Abstract

The case discusses the evolution of the US-based Adobe Systems Incorporated (Adobe) into the world's largest software

solutions provider for the publishing industry. While covering the company's history in detail, the case explains how it revolutionized the desktop publishing industry through its innovative offerings [especially Adobe Acrobat and the Portable Document File (PDF) format]. It discusses various other products launched over the years that changed the dynamics of the web publishing business. The case also provides details about the various business segments Adobe operated in, and the strategies it adopted to emerge as a leader in these segments

Issues

Strategies an IT company adopts to market its products.

Reference Numbers

ICMR	ITSY 034
ECCH	904-017-1
Organization(s)	Adobe Systems Incorporated
Countries	USA
Industry	Information Technology
Pub/Rev Date	2004
Case Length	16 Pages
TN Length	N/A

Dow Chemicals' Customer-centric e-Business Strategy

Abstract

This case discusses the customer-centric e-business strategy of Dow Chemicals (Dow), the leading chemicals and allied products company in the world. It examines the way in which Dow focused on providing better customer service by proactively using IT/Internet enabled technologies. The case describes the various IT initiatives of Dow including MyAccount@Dow, Elemica and DownET to improve customer satisfaction. The benefits Dow derived from these IT initiatives are also highlighted.

Issues

E-Business strategy of a chemicals company.

Reference Numbers

ICMR	ITSY 033
ECCH	904-013-1
Organization(s)	Dow Chemicals
Countries	USA
Industry	Science & Technology
Pub/Rev Date	2004
Case Length	13 Pages
TN Length	5 Pages

"Innovation is the ability to see change as an opportunity - not a threat."
— Anon.

CorDECT: Innovating for a Telecom Revolution

Abstract

The case deals with CorDECT, a revolutionary telecommunications (telecom) technology developed in India that won international acclaim. This wireless access network technology was not only cheap, it was also the world's only telecom technology that could be used for both voice and data transmission simultaneously.

The case traces the Indian telecom industry's evolution over the decades in India and explores the reasons for the low telecom penetration in the country's rural areas. It then points out how the CorDECT technology came as an answer to this problem and lists its benefits over other access technologies.

Thereafter, it highlights the regulatory and competition-related problems faced by the technology's promoters while commercializing it.

Issues

Innovation in telecommunications technology, and development.

Reference Numbers

ICMR	ITSY 032
ECCH	904-012-1
Organization(s)	Midas Communication Technologies
Countries	India
Industry	Telecom
Pub/Rev Date	2004
Case Length	17 Pages
TN Length	N/A

Knowledge Management @ Xerox Corp

Abstract

The knowledge management movement of the 1990s prompted xerox to focus on knowledge sharing initiatives. It started "Eureka" which captured the tips shared informally by the company's service reps and created a database of tips that could be accessed by reps all over the world. Other initiatives, both internal and commercial, also followed and Xerox was recognized as one of the Most Admired Knowledge Enterprises in the world.

Issues

Knowledge present within a system and its benefit to the organization.

Reference Numbers

ICMR	ITSY 031
ECCH	904-003-1

Organization(s)	Xerox Corp
Countries	USA
Industry	IT & Computers
Pub/Rev Date	2004
Case Length	11 Pages
TN Length	5 Pages

Michigan.gov: The Leading Integrated e-Government Portal

Abstract

The case discusses the Michigan.Gov portal, an e-government initiative of the state government of Michigan in the US. Launched in July 2001, the portal has won several awards/recognitions for its visionary use of information technology. Michigan.Gov provided one-stop, quick and convenient access to a range of information and services of several state government departments to the citizens and businesses of Michigan. The case examines the reasons for the launch of portal, the implementation of the portal project, the role of leadership and the services offered.

Issues

Creating a State-Wide Integrated e-Government Portal.

Reference Numbers

ICMR	ITSY 030
ECCH	904-001-1
Organization(s)	Michigan.gov
Countries	USA
Industry	Information Technology
Pub/Rev Date	2004
Case Length	21 Pages
TN Length	N/A

Microsoft's Tablet PC: Reinventing Mobile Computing

Abstract

The case details the development, promotion, and positioning of the Tablet PC, a mobile computing device launched by Microsoft in 2002. It traces the evolution of mobile computing devices and establishes the rationale behind Microsoft's decision to develop a product that combined the functionalities of the existing devices (notebook computers/laptops and PDAs) such as handwriting/speech recognition, faster processing speed, sophisticated software applications, and large screens. It examines the Tablet PC's prototype development process and the deals Microsoft entered into with various hardware/software vendors. The case also discusses the promotional and positioning initiatives Microsoft undertook to promote the new product. Finally, the case discusses the market response to the Tablet PC and comments on its future prospects.

Issues

Understand the dynamics of the global mobile computing devices industry and Microsoft's role in its evolution

Examine the advantages and drawbacks of notebook computers/laptops and PDAs, and understand why there was a need for developing better devices.

Reference Numbers

ICMR ITSY 029
 ECCH 904-003-1
 Organization(s) Microsoft
 Countries USA
 Industry IT & Computers
 Pub/Rev Date 2003
 Case Length 15 Pages
 TN Length N/A

CARD: An e-Government Initiative in Andhra Pradesh (India)

Abstract

The case discusses CARD (Computer-Aided Administration of Registration Department), an e-government project started by the state government of Andhra Pradesh (AP) in India. CARD was adjudged one of the ten finalists in the International Innovation awards program instituted by the Commonwealth Association for Public Administration and Management. The CARD project aimed at the complete computerization of the land registration process in AP. The case highlights the problems faced by the citizens of AP before the implementation of CARD.

Issues

e-Government initiatives in a large state of a developing country.

Reference Numbers

ICMR ITSY 028
 ECCH 903-026-1
 Organization(s) Andhra Pradesh
 State Government
 Countries India
 Industry Information Technology
 Pub/Rev Date 2003
 Case Length 18 Pages
 TN Length N/A

The e-Seva Project: Providing G2C Services in Andhra Pradesh (India)

Abstract

The case discusses e-Seva (Electronic Service), an e-government project initiated by the state government of Andhra Pradesh (GoAP) in India. The eSeva project aimed at

integrating and offering a wide range of government to citizen (G2C) services at a single location. The case highlights the objectives of the eSeva project. It provides detailed information on the implementation of the project, its IT architecture, and the hardware and software used. The case describes the G2C services offered by the GoAP and the benefits reaped by the citizens and the GoAP after the implementation of the project.

Issues

e-Government Initiatives in a large state of a developing country.

Reference Numbers

ICMR ITSY 027
 ECCH 903-025-1
 Organization(s) Andhra Pradesh
 State Government
 Countries India
 Industry Information Technology
 Pub/Rev Date 2003
 Case Length 18 Pages
 TN Length N/A



Information Technology & Systems
 Paperback; 490 Pages,
 (Workbook also available)

Knowledge Management Initiatives at British Petroleum

Abstract

The case discusses the various knowledge management (KM) initiatives undertaken by the UK-based oil and gas exploration major British Petroleum Plc. (BP) in the 1990s. It describes in detail the Virtual Teamwork project started in late 1994; the Knowledge Management team established in 1997; and the application of KM tools for reducing the

emission of harmful gases like carbon dioxide and methane in the late 1990s. The case also describes the various KM tools used by BP including Peer Assist, BP Connect, After Action Review and Retrospect. The benefits reaped by BP through the above KM initiatives and the challenges faced during the implementation process are discussed.

Issues

KM tools and techniques adopted by a company and their benefits.

Reference Numbers

ICMR ITSY 026
 ECCH 903-022-1
 Organization(s) British Petroleum
 Countries UK
 Industry Petroleum
 Pub/Rev Date 2003
 Case Length 10 Pages
 TN Length N/A

Tesco.com: A Rare Profitable Dotcom

Abstract

The case describes the evolution of Tesco.com, the online selling arm of United Kingdom's number one retailing company Tesco, into the world's number one online grocery seller by 2003.

Detailed information is provided about the strategies adopted by the company to make this business a success; these include its unique 'pick-in-the-stores' model, delivery excellence, inventory management, customer service and website management.

Thereafter, the case studies the outcomes of these strategies and comments on the role of Tesco.com's success in its alliance with the US-based retailer Safeway in 2001.

Lastly, the case examines the various possible pitfalls for Tesco.com in 2003, and briefly discusses its future prospects.

Issues

Building an online sales channel.

Reference Numbers

ICMR ITSY 025
 ECCH 903-034-1
 Organization(s) Tesco.com, Tesco,
 Safeway
 Countries UK
 Industry Retailing
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A

Fabmart's e-Tailing Model

Abstract

The case deals essentially with the e-tailing model of Fabmart.com. Fabmart was launched as a site for online shopping and later ventured into the opening of physical outlets.

The case takes a look at how Fabmart maintained a balance between its online portals along with its physical stores. It discusses in detail the promotional schemes launched by the company and why it chose Microsoft as its platform.

It elaborates on the design of the site and the steps involved in shopping online. It explains how different companies make use of the site to promote their products.

It also looks into Fabmart's fulfillment and payment mechanisms and gives a brief note on its major competitors.

Issues

e-tailing strategy adopted by Fabmart.

Reference Numbers

ICMR	ITSY 024
ECCH	903-023-1
Organization(s)	Fabmart
Countries	India
Industry	Electronic Retailing
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	4 Pages

ITC's e-Choupal : Taking e-Business to Farmers

Abstract

The case examines in detail the initiatives taken by leading Indian FMCG company, ITC to utilize the potential of information technology for improving the performance of its agricultural commodities export business in the early 21st century.

This exercise, carried out under the name 'e-choupal' was essentially an effort to build a strong supply chain network for sourcing of agricultural products.

The case discusses how the company designed and executed the e-choupal project in the country's rural areas. The measures taken to overcome the problems faced while implementing the program are also explored.

The case also describes the benefits of the e-choupal initiative and provides information regarding ITC's future plans to make optimum use of the network.

Issues

e-Commerce and small scale/traditional farmers.

Reference Numbers

ICMR	ITSY 023
ECCH	903-008-1
Organization(s)	ITC
Countries	India
Industry	Various
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

Gyandoot: An e-Government Initiative in India

Abstract

The case discusses Gyandoot, an e-government project started by the state government of MP (India) that won the prestigious Stockholm Challenge award in 2000. Gyandoot is an intranet network of computers connecting the rural areas and fulfilling the everyday, information related needs of the rural people. The case highlights the problems faced by the villagers before the implementation of the project. It also provides detailed information about the implementation of the project, the services offered and the benefits reaped after the implementation of the project. The case also briefs about the other e-government initiatives undertaken by the MP government.

Issues

Ways in which IT can be helpful to citizens, bridging the digital divide.

Reference Numbers

ICMR	ITSY 022
ECCH	903-009-1
Organization(s)	Madhya Pradesh State Government
Countries	India
Industry	Information Technology
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

The eCitizen Portal: Integrating Govt. Services Online in Singapore

Abstract

The case discusses the eCitizen portal, an e-government initiative implemented by the Government of Singapore. The portal won the acclaimed Stockholm Challenge Award in the year 2002. The eCitizen portal provided a one-stop shop for the citizens of Singapore enabling them to access the information and services of various government departments quickly and easily. The case examines the reasons for the launch of the portal and discusses the services it offers. It also

discusses the challenges faced by the government during the implementation of the portal project. The case also explores the benefits of the project for citizens, businesses and the government. Other IT initiatives taken by the Government of Singapore are also examined.

Issues

Services offered by the eCitizen portal, benefits of e-government.

Reference Numbers

ICMR	ITSY 021
ECCH	903-015-1
Organization(s)	Singapore's eCitizen portal
Countries	Singapore
Industry	Information Technology
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	N/A

Executing e-Business Strategies: The GE Way

Abstract

The case discusses GE's e-business strategies and describes GE's transformation from a 'brick and mortar' company to a 'click and mortar' company. The case explores how GE implemented its e-business strategies in various business units and how the company convinced its employees to embrace e-business. It also examines the various change management initiatives undertaken at GE and Jack Welch's role in the proper implementation of the e-business strategy. The case also details the benefits reaped by GE after the implementation of a number of e-business projects.

Issues

e-Business strategy execution.

Reference Numbers

ICMR	ITSY 020
ECCH	903-014-1
Organization(s)	GE
Countries	USA
Industry	Diversified
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

"Often, the greatest challenge facing an organization is recognizing and acting on opportunity rather than solving a problem."

– Peter Ginter

Google.com: The World's Number One Internet Search Engine

Abstract

The case examines the reasons for Google.com's, the California based Google Inc.'s Internet search engine, success. Google became the market leader leaving behind competitors like Netscape and AltaVista. The case explains the contribution of Google's technological innovations and focus on user-friendliness to its popularity. Google's unique business model, which made it one of the rare dotcoms to earn profits, has been explained in detail. The case also provides details on various services and tools offered by Google to its corporate clients as well as Internet surfers. Finally, the case throws light on the problems faced by Google in 2003 and discusses their impact on its future prospects.

Issues

Internet search engines, the dynamics of the search engine market.

Reference Numbers

ICMR *ITSY 019*
ECCH *903-016-1*
Organization(s) *Google*
Countries *USA*
Industry *Information Technology*
Pub/Rev Date *2003*
Case Length *18 Pages*
TN Length *N/A*

Instinet: The First Electronic Communication Network

Abstract

The case describes the evolution of electronic communication networks in general, and Instinet in particular. The case deals with the functioning of ECNs, the advantages of ECNs, the role of ECNs in equity markets, and the competition in the ECN market. Instinet was the first ECN and soon became a leader in the ECN market. Slowly competition increased in the market, and Instinet was considering other areas of operations to maintain its leadership position. The case also describes the strategies adopted by Instinet to deal with the growing competition in the ECN market.

Issues

Operation of electronic trading systems and ECNs.

Reference Numbers

ICMR *ITSY 018*
ECCH *902-033-1*

Organization(s) *Instinet*
Countries *USA*
Industry *Electronic
Communication*
Pub/Rev Date *2002*
Case Length *9 Pages*
TN Length *4 Pages*

BEA Weblogic: Personalizing the World Wide Web

Abstract

The case looks at how BEA Systems' products/services are playing an important role in personalizing websites.

The concept of personalization on the Internet, its benefits and potential problems are explored in detail.

Issues

Necessity for companies to offer personalized features/services on their websites.

Reference Numbers

ICMR *ITSY 017*
ECCH *902-022-1*
Organization(s) *BEA Systems Inc.*
Countries *USA*
Industry *Information Technology*
Pub/Rev Date *2002*
Case Length *10 Pages*
TN Length *5 Pages*

FedEx: The e-Procurement Journey

Abstract

The case, 'FedEx - The e-Procurement Journey' looks at how the leading logistics solutions company FedEx implemented e-procurement solutions to enhance the efficiency of its procurement process.

The case also discusses the evolution of the e-procurement concept. It also explores the implementation procedure of the Ariba Buyer solution at the company.

Issues

Infrastructural and technological obsolescence.

Reference Numbers

ICMR *ITSY 016*
ECCH *902-031-1*
Organization(s) *FedEx*
Countries *USA*
Industry *Service*
Pub/Rev Date *2002*
Case Length *11 Pages*
TN Length *4 Pages*

e-Bay: Staying Online – Always

Abstract

The case discusses the problems faced by eBay in its hardware, software and storage systems which led to frequent outages.

It also discusses the measures taken by the company to strengthen its infrastructure and the benefits reaped in the process.

Issues

Operations aspects and systems architecture of an auction website.

Reference Numbers

ICMR *ITSY 015*
ECCH *902-030-1*
Organization(s) *eBay*
Countries *USA*
Industry *Information Technology*
Pub/Rev Date *2002*
Case Length *10 Pages*
TN Length *4 Pages*

The DoubleClick.com Controversy

Abstract

The case examines the Internet media company DoubleClick.com's legal problems due to its controversial website visitor information collection practices.

The company's attempts to come out of these problems are also discussed. The case also discusses the issue of privacy on the World Wide Web and the legal, technical and ethical aspects involved.

Issues

On-line privacy.

Reference Numbers

ICMR *ITSY 014*
ECCH *902-011-1*
Organization(s) *DoubleClick.com*
Countries *USA*
Industry *Internet Commerce*
Pub/Rev Date *2002*
Case Length *11 Pages*
TN Length *4 Pages*

NASDAQ: Securing Security Transactions

Abstract

The case explains why Nasdaq needed an SDR system. This study also examines the stock exchange's decision to utilize solutions from three different companies, Unisys, Plural and Microsoft. The software

development procedure adopted for the system is studied in detail.

Issues

High quality technology infrastructure for an electronic stock exchange.

Reference Numbers

ICMR *ITSY 013*
ECCH *902-024-1*
Organization(s) *NASDAQ*
Countries *USA*
Industry *Financial Services*
Pub/Rev Date *2002*
Case Length *8 Pages*
TN Length *4 Pages*

Dell.com: Managing the Electronic Supply Chain Effectively

Abstract

The case study 'Dell.com: Managing the Electronic Supply Chain Effectively' discusses the hardware and software infrastructure of Dell's website.

It also shows how the website benefited Dell's customers and suppliers and brought considerable cost savings for the company.

Issues

Need for the development of an e-commerce-enabled website

Architecture of an e-commerce-enabled website and the problems faced by Dell.

Reference Numbers

ICMR *ITSY 012*
ECCH
Organization(s) *Dell*
Countries *USA*
Industry *Computers and Information Technology*
Pub/Rev Date *2002*
Case Length *9 Pages*
TN Length *N/A*

Plastic Money: The Indian Experience

Abstract

The case examines the reasons for the increasing popularity of debit cards in the Indian plastic money market.

It explores in detail the security of card transactions and the technologies being adopted by companies to ensure the same.

The case also discusses the basic steps involved in plastic money transactions.

Issues

Debit and credit cards in India.

Reference Numbers

ICMR *ITSY 011*
ECCH *902-019-1*
Organization(s) *HDFC, Citibank, ICICI*
Countries *India*
Industry *Banking and Finance*
Pub/Rev Date *2002*
Case Length *12 Pages*
TN Length *5 Pages*

CRM/KM Initiatives at 3M

Abstract

The case examines the reasons behind 3M's decision to implement CRM/KM software. With 3M's product portfolio becoming increasingly complicated, the agents at its call-centers were finding it difficult to answer customer queries satisfactorily. This acted as the trigger for 3M's decision to implement the RARS and Primus eCRM solutions. The implementation procedure and the benefits derived by the company are explored in detail.

Issues

Need of CRM and KM in large companies.

Reference Numbers

ICMR *ITSY 010*
ECCH *902-018-1*
Organization(s) *3M*
Countries *USA*
Industry *Manufacturing*
Pub/Rev Date *2002*
Case Length *10 Pages*
TN Length *4 Pages*

Mercedes Benz's e-Biz Solution: Factory Delivery Reservation System

Abstract

The case 'gives an overview of the factory delivery program for Mercedes M-Class Sports Utility Vehicles of MBUSI. The program was designed and implemented with IBM Global Services as the consultants. The case deals with the features of the web-based solution for factory delivery, the problems in implementing the solution and also the benefits MBUSI derived from the implementation of the FDRS.

Issues

Web-Based Solution for FDRS program.

Reference Numbers

ICMR *ITSY 009*
ECCH *902-027-1*
Organization(s) *Mercedez Benz*

Countries *USA*
Industry *Automobile*
Pub/Rev Date *2002*
Case Length *7 Pages*
TN Length *4 Pages*

SciQuest.com's B2B e-Marketplace

Abstract

The case describes the manner in which SciQuest.com's B2B e-marketplace was developed and the system architecture of this e-marketplace. It also explains how the company implemented an operations fulfillment solution in the marketplace and the benefits derived from it.

Issues

The development and architecture of a B2B e-marketplace.

Reference Numbers

ICMR *ITSY 008*
ECCH *902-026-1*
Organization(s) *SciQuest.com*
Countries *USA*
Industry *IT*
Pub/Rev Date *2002*
Case Length *10 Pages*
TN Length *4 Pages*

Charles Schwab: Expanding Online Trading Applications

Abstract

The case examines how Schwab utilized WAS for upgrading its website. The case also discusses the company's decision to utilize Java technologies for preparing a website that could handle increased traffic effectively in the future.

Issues

Importance of technology infrastructure for providing online financial services.

Reference Numbers

ICMR *ITSY 007*
ECCH *902-025-1*
Organization(s) *Charles Schwab & Co. Inc.*
Countries *USA*
Industry *Financial Services*
Pub/Rev Date *2002*
Case Length *10 Pages*
TN Length *4 Pages*

www.icmrindia.org

Dotcom Marketing in India

Abstract

The case gives an overview of the various methods of marketing used by the Indian dotcom companies during the late 1990s.

The case gives a background of the evolution of dotcoms in the country, and the various business models on which they are based. It also discusses in detail, the various media in which dotcoms advertised.

The dotcom companies used the traditional media more as Internet was still in its nascent stage in India. Print was the most popular media, followed by hoardings, billboards and television.

Some dotcoms also used novel methods of marketing like innovative campaigns, melas, etc., with huge investments.

The case also traces the boom and the collapse of the dotcom companies.

Issues

Marketing strategies of dotcoms in India.

Reference Numbers

ICMR	ITSY 006
ECCH	902-023-1
Organization(s)	Equus Advertising, Hungama.com
Countries	India
Industry	IT
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	4 Pages

ERP Implementation at BPCL

Abstract

The case examines in detail the ERP implementation exercise at BPCL.

It focuses on the IT infrastructure put in place and BPCL's IT initiatives before the ERP implementation.

Issues

The technical aspects of an ERP implementation.

Reference Numbers

ICMR	ITSY 005
ECCH	902-029-1
Organization(s)	BPCL
Countries	India
Industry	Petroleum
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	4 Pages

Xerox PeopleNet: Creating IT/HR Synergies

Abstract

The case examines the reasons behind Xerox's decision to implement a HRMS. The software development procedure and the technical aspects have also been explored in detail.

Issues

Concepts of ODBC, prototyping, phased roll-out etc. in software development.

Reference Numbers

ICMR	ITSY 004
ECCH	902-007-1
Organization(s)	Xerox
Countries	Japan
Industry	Computers and Information Technology
Pub/Rev Date	2002
Case Length	8 Pages
TN Length	4 Pages

Internet Banking in India

Abstract

The case examines the concept of Internet banking, its benefits and problems. It also discusses the initiatives taken by ICICI bank, the pioneer and leading provider of Internet banking services in India. The case explores the reasons for the limited growth of Internet banking in India and discusses its future as well.

Issues

The basic concepts of Internet banking, its working mechanism and benefits.

Reference Numbers

ICMR	ITSY 003
ECCH	902-010-1
Organization(s)	RBI, ICICI, HDFC, etc.
Countries	India
Industry	Banking
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	5 Pages

Ford's e-Business Strategy

Abstract

The case looks at the issues relating to Ford's e-business strategy. It talks about how Ford sought to transform itself from an 'old

economy' firm to a 'new economy' firm using the Internet to further its objectives.

During 1999, Ford discovered the potential of web technologies and sought to leverage its competencies using the Internet.

As a part of the strategy, it partnered with few other automakers to form 'Covisint'- an online market place that linked its members to more than 30,000 suppliers of components.

It also took special initiatives to build excellent relationships with customers, dealers and suppliers.

It floated an e-CRM company, and gave its employees a PC and other hardware which were all part of its e-business initiatives.

Issues

Benefits and implications of e-commerce initiatives.

Reference Numbers

ICMR	ITSY 002
ECCH	902-032-1
Organization(s)	Ford
Countries	USA
Industry	Automobiles
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	5 Pages

Cisco Systems: The Supply Chain Story

Abstract

The case examines Cisco's innovative business model, which was based on a networked supply chain. This type of supply chain made the exchange of information between customers, suppliers, service partners and employees faster and easier.

The case gives a detailed account of Cisco Connection Online (CCO), Cisco's e-business site. The case also examines Cisco's excess inventory problem and the steps taken by Cisco to overcome this problem.

Issues

Using networking techniques to link shareholders.

Reference Numbers

ICMR	ITSY 001
ECCH	902-028-1
Organization(s)	Cisco Systems
Countries	USA
Industry	Computer Networking
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	4 Pages

Elephant Pumps: Pump Aid's Business Solution to a Social Problem

Abstract

This case study is about Pump Aid, an organization that developed and installed a low-cost pump called the Elephant Pump to tackle the problem of water scarcity in African countries. Established in 1998, Pump Aid adopted an innovative approach to providing water and sanitation solutions to communities in rural Africa by installing these cost-effective water pumps and toilet systems. The Elephant Pumps were built using local materials and were based on the rope and washer pump technology. As the pump handle was turned, water was drawn up by plastic washers attached to a rope. The pump could lift water from up to 50 meters deep and produced one liter of water every second. The pedal powered mechanism also made pumping water fun as children played on the pumps. The Elephant Pump, initially developed and tested in Zimbabwe, was mainly installed in Malawi and Zimbabwe where the incidence of water-borne diseases was common. According to some analysts, the installation of the community-centered Elephant Pumps improved the socio-economic life of the people in the rural villages in Africa. The pumps contributed to community development and created a positive impact on the livelihood of villagers in terms of gender equality, health, and time-savings. They felt that the pumps were innovative, cost effective, and could be maintained by the rural communities without any outside assistance. However, there were others who were doubtful about their sustainability.

Issues

Understand the issues and challenges faced by organizations in providing a business solution to a social problem.

Analyze the Elephant Pump and the business model adopted by Pump Aid, and discuss and debate whether it was sustainable.

Explore strategies that Pump Aid could adopt in the future to scale up its activities.

Reference Numbers

ICMR	LDEN 072
ECCH	810-033-1
Organization(s)	Pump Aid
Countries	Africa
Industry	Social / Safe Water
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	3 Pages

www.icmrindia.org

Leadership Training and Development at P&G

Abstract

The case examines the measures taken by the US based multinational consumer products company, P&G to nurture leadership at the company. It discusses in length about A G Lafley's, former CEO of P&G, efforts to develop a company-wide leadership development process, encompassing areas like selection, training and individual assessment. The case also presents the Build-from-within policy of the company and its efforts to combat the insularity that was thought to result from the policy. In addition, the case explains the succession planning process at P&G and the Talent Portfolio that contained the list of the up-coming leaders at the company.

Issues

Understand the importance of nurturing leadership in maintaining a company's competitive position.

Study the key elements of leadership training and development.

Examine the process of developing a succession plan in a multinational company.

Appreciate the importance of 'promoting from within' the company in fostering loyalty and leadership capability.

Analyze the concept of 'value-based leadership.'

Reference Numbers

ICMR	LDEN 071
ECCH	410-073-1
Organization(s)	P&G Inc.
Countries	US
Industry	FMCG
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	3 Pages

Steve Eills - Promoting 'Food with Integrity'

Abstract

The case examines the business model of the US based fast casual restaurant chain, Chipotle Mexican Grill Inc. (CMG). CMG was founded by Steve Eills (Eills) in 1993. The company, which initially sold burritos, was well known for its 'made to order' food and use of organic ingredients.

In the late 1990s, the company started expanding rapidly throughout the US. In 2001, CMG released a mission statement called "Food with Integrity," which highlighted its commitment to naturally raise meat, organic produce, and dairy products without adding

hormones. Apart from usage of organic ingredients, CMG's restaurant design, marketing strategy and culture of the company played an important role in its success. The case also analyzes the role of Eills leadership in the success of the company.

Issues

Understand the business model of CMG Inc. Analyze the factors behind the success of CMG Inc.

Examine the leadership style of Steve Eills.

Study the criticisms against CMG

Evaluate the future prospects of the company.

Reference Numbers

ICMR	LDEN 070
ECCH	810-020-1
Organization(s)	Chipotle Mexican Grill Inc.
Countries	US
Industry	Fast Foods
Pub/Rev Date	2010
Case Length	22 Pages
TN Length	5 Pages

WaterHealth International: Providing Safe Drinking Water to the Bottom of the Pyramid Consumers

Abstract

This case study is about Irvine, California-based WaterHealth International Inc. (WHI), a social purpose for-profit venture in the safe water sector, focused on serving the traditionally underserved 'Bottom of the Pyramid' (BoP) segment. The company's aim was to ensure increasing returns for the company and its investors while achieving a social impact.

Developing countries face a water crisis with more than 2 billion people lacking access to potable water and often having to rely on contaminated water resources. This has led to children suffering from diminutive growth due to water-borne diseases.

In addition to deaths and economic loss, women and girls, on whom the burden of obtaining water falls, have to trek long distances and spend hours of their time fetching water – time that could be better spent with the family or on economic activities.

Distressed by the suffering caused by water-borne diseases and the associated economic loss, Ashok Gadgil (Gadgil), an Indian born physicist at Lawrence Berkeley National Laboratory, sought to find a solution to the problem. And he came up with the innovative and breakthrough UV Waterworks (UVW) technology. The UVW technology disinfected water from harmful pathogens and microbes

with the help of ultraviolet light. The result was safe and clean drinking water that exceeded the World Health Organization's (WHO) water standards and was sold to BoP consumers. In 1996, Gadgil licensed the UVW technology to WHI, set up by Ghana-born entrepreneur and Johnson & Johnson veteran Tralance Addy (Addy).

As the CEO of WHI, Addy played a crucial role in refining the business model. WHI helped arrange loans for communities to finance the installations of its water systems and the beneficiaries had to pay a nominal user fee to avail of the service.

The company also offered a franchise model to entrepreneurs where they received a return on investment within 12 to 18 months. The proceeds were enough to cover the expense of the UVW system, cost of installations, and maintenance of the equipment. WHI was successful in attracting commercial financing for setting up its water systems.

As of mid-2009, more than 600 WaterHealthCenters (WHCs) had been installed in many countries including India, the Philippines, and Ghana, providing safe water to more than one million people around the world. WHI's aim was to take the UVW technology and its water system to needy communities throughout the world by establishing a global presence. While experts appreciated WHI's efforts to provide potable supply of water to underprivileged communities in developing countries and felt the business model was sustainable, they pointed out that certain aspects of its water systems and business model needed to be changed to make it more relevant to the target segment. Obtaining the capital to help more communities finance these water systems, so as to ultimately achieve significant scale relative to the magnitude of the problem, was another challenge.

Issues

Understand the issues and challenges in starting a social enterprise and managing growth.

Understand and explore ways in which a social entrepreneur can build a sustainable business in developing and emerging markets - especially with respect to serving the BoP population - while addressing some of the most pressing issues confronting the global community.

Study WaterHealth International's business model compare and contrast it with other existing models being employed in the safe water sector, and explore ways in which it can be made more effective and sustainable.

Study the challenges faced by WHI and explore ways in which the venture can be scaled up further.

www.icmrindia.org

Reference Numbers

ICMR	LDEN 069
ECCH	810-018-1
Organization(s)	WaterHealth International Inc.
Countries	India / Africa / Global
Industry	Safe Water
Pub/Rev Date	2010
Case Length	26 Pages
TN Length	12 Pages

KickStart: A Business Model to Tackle Poverty

Abstract

The case discusses the innovative business model adopted by KickStart International, Inc. - an organization started by Martin Fisher and Nick Moon, two social entrepreneurs -- to promote development in some African countries. It describes the rationale for setting up KickStart, the basic tenets of its model, and the various devices developed by the organization, including the successful MoneyMaker series of irrigation pumps. The case also provides an overview of KickStart's operations and the contribution of its devices to development in the countries in which it operated. The case ends with a discussion on the challenges faced by the organization and its future outlook.

Issues

Social Entrepreneurship and the use of a market-based model to tackle the problem of poverty.

Comparison of market-driven approach with conventional aid-driven approaches to development.

Marketing and promoting new products in poor countries.

Reference Numbers

ICMR	LDEN 068
ECCH	810-019-1
Organization(s)	KickStart International, Inc.
Countries	Kenya
Industry	Social Entrepreneurship
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	10 Pages

Fabio Rosa - Bridging the Electricity Divide in Brazil

Abstract

In February 2008, Fabio Rosa (Rosa), a social entrepreneur based in Brazil, was awarded The Leapfrog Fund Award sponsored by The Schwab Foundation for

Social Entrepreneurship and the Lemelson Foundation. The award recognized Rosa's efforts at providing rural families living in Brazil with access to electricity.

About 25 million people lacked access to electricity in Brazil, most of them residing in rural areas as of late 2006. The adverse impact of lack of electricity resulted in high costs of cultivation, lower farm yields, high expenditure on non-renewable and hazardous energy sources, and poor living conditions. Rosa founded a private organisation, Sistemas de Tecnologia Adequada Agroeletrio (STA) in 1992 and worked towards his mission of rural electrification. He decided to use solar energy to provide electricity to rural families through STA.

Rosa combined solar energy powered electrical fences with managed grazing technique that improved yields of cattle farmers. He formed a non-profit organization, Instituto Para O Desenvolvimento De Energias Alternativas E Da Auto Sustentabilidade (IDEAAS), in 1997, for extending the benefits of solar energy to low-income families.

Rosa started two projects - the sun shines for all (TSSFA) and Quiron. TSSFA catered to those families which could afford solar energy at market rates and Quiron catered to low-income families that could not afford solar energy at market rates.

Rosa developed solar home systems, a product that was leased at affordable rents to several rural families. Through Quiron, he developed self-sustainable business models that were to be adopted by low-income families to improve their income levels so that they could afford solar energy at market rates.

Rosa faced challenge of scaling up his business to cover the whole of Brazil and expand to other developing countries. Brazil government's efforts to extend electricity grid to rural areas also posed a threat to Rosa's business model as his customers might discontinue using his products once they were provided with access to grid. Consistent cash flows for minimum of four years were required for his projects to breakeven.

Issues

Understand the challenges faced by social entrepreneurs and how to overcome them.

Appreciate the importance of extensive market research while developing a business plan.

Study the importance of business model innovation for developing products and services for the bottom of the pyramid market.

Understand the importance of communication for expanding the customer base.

Appreciate the significance of developing sustainable businesses for a social entrepreneur.

Examine the importance of inclusive growth for the economy.

Reference Numbers

ICMR	L DEN 067
ECCH	810-013-1
Organization(s) .Sistemas de Tecnologia Adequada Agroeletró, Instituto Para O Desenvolvimento De Energias Alternativas E Da Auto Sustentabilidade	
Countries	Brazil
Industry	Power
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	10 Pages

The 'Fred Factor': The Saga of a Turnaround Specialist

Abstract

This case is about Fred Hassan (Hassan) who is widely known as the turnaround expert in the pharmaceutical industry. Hassan in his career spanning over 25 years had restructured some major pharmaceutical companies and earned reputation as a prolific dealmaker. He occupied top executive ranks in some big drug companies and built a reputation for being in tune with the front lines. His strategy was to reach out to sales people as he considered sales to be the key in gaining control of the top line. The case describes how Hassan had revived and restructured some weak pharmaceutical companies such as Pharmacia & Upjohn and Schering-Plough and brought them back to profitability. One of the first turnarounds of Hassan was reviving Pharmacia & Upjohn. As part of his restructuring strategy for Pharmacia & Upjohn, Hassan reorganized the company's operations, moved the company's headquarters, installed a new management team, and generated several promising new drugs. In 2003, Hassan took over the responsibility of reviving the struggling Schering-Plough. The case discusses how Hassan tried to salvage the ailing company by employing a methodical, eye-on-the-long-term approach with primary focus being on sales force. The case also discusses the merger between Schering-Plough and Merck which was orchestrated by Hassan. He initiated the merger with an aim to create a dynamic new force in the pharmaceutical industry by harnessing the strengths of both the companies. The case concludes by discussing the future plans of Hassan wherein he planned to look for new avenues but not retire.

Issues

Study the leadership qualities and management skills of Fred Hassan.

Evaluate the strategies adopted by Hassan in turning around Pharmacia & Upjohn.

Understand how Hassan steered SP through turbulent times and orchestrated its merger with Merck.

Understand the issues and challenges in turning around a company.

Reference Numbers

ICMR	L DEN 066
ECCH	310-009-1
Organization(s)	N/A
Countries	US: Global
Industry	Pharmaceuticals
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	4 Pages

Parquesoft - A Unique Social Entrepreneurship Initiative

Abstract

Colombia based ParqueSoft is a social entrepreneurship initiative by Orlando Rincón Bonilla (Orlando). ParqueSoft is a network of science and technology parks. It acts as incubators for young entrepreneurs from marginalized communities of Colombia. ParqueSoft's incubation business model is unique as it required an entrepreneur to have an innovative product or solution to be eligible for availing its services. Entrepreneurs are provided with basic infrastructure and seed capital to start their organization within ParqueSoft. An informal work environment was maintained and organizations within ParqueSoft interacted with each other to solve their problems. Organizations are provided with services like marketing, legal, finance management, market research etc. which are non-core activities for a technology company. All the products developed in the company are branded as ParqueSoft's products to cut costs of branding individual organizations. The company operated on a 'pay-it-forward' model where the major part of profits earned by the organizations in ParqueSoft is used to support new entrepreneurs and incubate more companies.

Issues

Get insights on a low cost model of incubating companies.

Study an innovative social entrepreneurship initiative.

Appreciate the importance of a sustainable business model for social entrepreneurs.

Examine the benefits of collaborative approach in IT ventures.

Reference Numbers

ICMR	L DEN 065
ECCH	809-053-1
Organization(s)	ParqueSoft
Countries	Colombia
Industry	IT
Pub/Rev Date	2009

Case Length 13 Pages

TN Length 5 Pages

Fostering Innovation in the Public Sector: Vivek Kundra@US Government

Abstract

This case is about Vivek Kundra (Kundra) who was appointed as the first ever Federal CIO of the US in March 2009. Before this assignment, Kundra had had a less than two-year reign as the CTO at District of Columbia (DC), but during this time, he had ushered in a new era of experimentation by democratizing data and providing an open, participatory government wherein citizens could access government data and hold the government accountable for its operations. The case discusses how Kundra overcame certain challenges and fostered innovation in the DC government. He incorporated technology in all of the government's operations in order to develop a user friendly e-government infrastructure and to provide public safety and educational and economic growth opportunities for the citizens, businesses, and visitors in the district. He democratized the government data to make the operations of the government transparent to the public. He introduced several information technology (IT) initiatives in the district so that citizens could access government services easily. In doing so he made good use of emerging media such as social media and other consumer technologies. Costs and time frames for introducing services were drastically reduced through the use of open source technology and user-generated applications. For instance, in 2008, under Kundra's leadership, a contest called "Apps for Democracy" was introduced wherein software developers used the open data technology to create useful applications for the citizens of the district. He also put in place a stock market-like model for evaluating IT projects that attracted the attention of analysts. Kundra's initiatives received recognition from several quarters - both he and his office won a number of prestigious awards. While his detractors felt that democratizing data would contravene data security, lead to misuse of information, and contribute to the 'digital divide', others felt that Kundra had negotiated the challenges of fostering innovation in a government organization quite well and had demonstrated good leadership in the process. The crowing glory for him came with his appointment to the newly-created position of Federal CIO in early 2009. Kundra planned to bring in a similar change at the national level by making the operations of the government more transparent and interoperable, while also safeguarding it from cyber threats. However, experts felt that Kundra would have to overcome many challenges in fostering

innovation and change in his new role. They felt that despite his success at the DC government, implementing similar strategies at the national level would be a daunting task, involving as it did a huge IT budget spread across several agencies and departments. And doing so at a time when the country was facing some tough challenges due to wars and the economic crisis would make it all the more difficult.

Issues

Understand the issues and constraints faced by a public sector organization/governmental organization in fostering innovation.

Understand the issues and constraints in planning and harnessing the power of information technology (IT) in providing better governance.

Understand the issues and challenges faced by the government in democratizing data and incorporating technology into its operations.

Understand the strategic role of the CIO and how the role and challenges change for a CIO in the public sector.

Study how Vivek Kundra (Kundra) unleashed the innovation potential of IT and fostered innovation in the District of Columbia (DC) government.

Understand the challenges faced by Kundra in his new role as the first ever Federal CIO of the US government and explore ways in which he could overcome these challenges.

Reference Numbers

ICMR	L DEN 064
ECCH	309-317-1
Organization(s)	US government; District of Columbia government
Countries	USA
Industry	Public Sector
Pub/Rev Date	2009
Case Length	22 Pages
TN Length	12 Pages

MS Oberoi and His Legacy

Abstract

This case is about Mohan Singh Oberoi (Oberoi), the founder of the Oberoi chain of hotels who is considered to be the father of the hospitality industry in India. The case presents the rags-to-riches story of Oberoi, the entrepreneur. Oberoi was born in the late 19th century in a small village (now in Pakistan). From humble beginnings, Oberoi went on to build a hotel empire spread across many countries. The case discusses the rise of Oberoi and how vision, business acumen, leadership and management style played a role in his success. He steadily and strategically expanded his business and by the time he died in the year 2002, at age 103,

his empire included not only a number of luxury hotels but also a travel company, airline catering and a business management school. Experts felt that he had left behind a legacy that his son, PRS Oberoi, and the third generation Oberois were trying to take forward.

Issues

Understand various issues and concepts in entrepreneurship.

Study how Oberoi build a hotel empire (a luxury brand) in the highly demanding hospitality industry.

Study Oberoi's efforts to institutionalize service quality and how he established the quality segment of hospitality which did not exist in India.

Study the personal characteristics and traits of Oberoi that contributed to his success.

Study the leadership and management style of Oberoi.

Understand issues and challenges in succession planning to prepare the next generation in a family business.

Explore strategies that the second and third generation Oberois could adopt to take forward the legacy of Oberoi.

Reference Numbers

ICMR	L DEN 063
ECCH	809-048-1
Organization(s)	Oberoi Group
Countries	India
Industry	Hotels and Hospitality
Pub/Rev Date	2009
Case Length	21 Pages
TN Length	5 Pages

Bigmouthmedia and Steve Leach: Managing Growth and Continuity

Abstract

This case study is about new media entrepreneur Steve Leach (Leach) who won the 'Entrepreneur of the Year Award' at the European Business Awards in 2008. The case study focuses on how Leach built up Bigmouthmedia Limited (Bigmouthmedia) into a leader in the digital marketing industry. What initially started in 1997 in a basement in Edinburgh with just three employees had grown to become a more than £ 100 million annual turnover company in 2008 spread across three continents. According to some analysts, Leach was a true entrepreneur with a superb vision and sound business acumen. And this was what had helped him build Bigmouthmedia from the ground up into a leading full search company. Leach's vision was to turn Bigmouthmedia into a £ 500 million revenue earning company by the end of 2009. This he planned to do through a combination of organic and inorganic growth. While the

growth he envisioned was ambitious in itself, the economic downturn made it all the more challenging as marketers around the world cut back on their advertising expenditure. The challenge before Leach was to ensure growth in these tougher times.

Issues

Understand the issues and challenges in managing growth and business continuity of an enterprise.

Analyze the digital marketing industry.

Analyze how Leach built Bigmouthmedia from the ground up into a leading digital marketing company.

Understand issues and challenges in steering a company through an economic downturn.

Identify the challenges before Leach in achieving his high growth objective and explore strategies that he could follow to achieve this.

Reference Numbers

ICMR	L DEN 062
ECCH	809-031-1
Organization(s)	Bigmouthmedia, Ltd.
Countries	United Kingdom / Europe / United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	13 Pages

Bigmouthmedia & Steve Leach: Managing a Winning Team

Abstract

This case study is about new media entrepreneur Steve Leach (Leach) who won the 'Entrepreneur of the Year Award' at the European Business Awards in 2008. The case study focuses on how Leach set up a winning team at Bigmouthmedia Limited (Bigmouthmedia). Bigmouthmedia, leader in the digital marketing industry, was initially started in 1997 in a basement in Edinburgh with just three employees had grown to become a €140 million annual turnover company in 2008 spread across three continents. Setting up and managing a team in a new industry was not an easy task, but Leach achieved this feat by focusing on creating a strong brand and setting up a unique culture at Bigmouthmedia. He also appointed talent scouts to source the right kind of talent and to promote the digital marketing industry as a viable and rewarding career option. By early 2009, Leach had also put a strong senior management team in place as he prepared to grow aggressively in the digital marketing space. Experts felt that Leach's entrepreneurial flair, vision, determination, and drive helped him set up the company and grow it into a

hugely successful one. As important were his leadership skills and ability to set up and develop a winning team. The case also discusses the dilemma faced by many entrepreneurs in 'letting go' as their roles change in the organization with the growth of the organization.

Issues

Understand the issues and challenges in managing a winning team (issues such as sourcing talent, putting in place a team, etc.).

Understand issues and challenges in setting up a new team in a new industry.

Understand how Leach put in place and unique culture at Bigmouthmedia.

Understand concepts related to delegation and how an entrepreneur should go about it

Reference Numbers

ICMR	L DEN 061
ECCH	809-030-1
Organization(s)	Bigmouthmedia, Ltd.
Countries	United Kingdom / Europe / United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2009
Case Length	15 Pages
TN Length	13 Pages

Jamie Dimon: The Turnaround Specialist

Abstract

This case discusses about the managerial and leadership qualities of Jamie Dimon (Dimon), CEO of US-based banking major, JPMorgan Chase & Co. (JPMorgan Chase). Dimon was credited in the financial services industry for turning around several beleaguered companies including Baltimore-based consumer lending company, Commercial Credit Corp., Chicago-based retail banking and credit card major Bank One Corporation (Bank One).

He was also accredited with steering JPMorgan Chase through turbulent times in the financial services industry. Analysts attributed Dimon for his inspirational leadership style and his comprehensive turnaround plan that led to the spectacular turnaround of JPMorgan Chase.

Moreover, his decision to exit the then booming subprime mortgages business that helped JPMorgan Chase trudge through the financial downturn, while its competitors like Merrill Lynch Co. & Inc., UBS AG, and Goldman Sachs & Co. suffered damages due to the credit crunch, also caught the attention of the analysts. Sensing an opportunity in the prevailing adversity, Dimon went ahead with JPMorgan Chase's acquisition of Bear

Stearns Companies Inc. (Bear Stearns), in March 2008. While a few analysts felt that it was logical for Dimon to acquire Bear Stearns since it would enhance JPMorgan's existing business portfolio, others felt that his decision could prove expensive if the US economy weakened further.

Issues

Understand the issues and challenges in turning around a company.

Evaluate the strategies adopted by Dimon in turning around Bank One and JPMorgan Chase.

Understand how Dimon steered JPMorgan Chase through turbulent times in the financial services industry.

Examine the rationale behind the acquisition of Bear Stearns by JPMorgan Chase.

Gain an insight into the leadership qualities of Dimon.

Reference Numbers

ICMR	L DEN 060
ECCH	309-203-1
Organization(s)	JPMorgan
Countries	United States of America
Industry	Banking and Financial Services
Pub/Rev Date	2009
Case Length	28 Pages
TN Length	6 Pages

The Rise and Fall of Ramalinga Raju

Abstract

The case discusses the rise and subsequent fall of one of the visionary leaders in the Indian IT sector, Ramalinga Raju (Raju). US-educated Raju founded Satyam Computers Services Limited (Satyam) and under his leadership, the company grew to become one of the leading IT services companies in the world. In an announcement that surprised the IT and investor communities both in India and across the world, Raju confessed to a major accounting fraud that marked his fall, drawing comparisons to Bernard Madoff. The case examines in detail the inception and growth of Satyam, vision and leadership skills of Raju, the problems Satyam faced due to growing competition, the Maytas fiasco and the events leading to confession of accounting fraud by Raju. The case concludes with a discussion on the events that occurred after the confession, and the reasons that led to the fall of Raju.

Issues

Study the inception and growth of Satyam.

Analyze the importance of visionary leadership for the growth of a company.

Examine the importance of having a strong board and governance structure.

Understand the reasons that led to the fall of Raju.

Appreciate the importance of ethical leadership.

Reference Numbers

ICMR	L DEN 059
ECCH	809-026-1
Organization(s)	Satyam
Countries	India
Industry	Information Technology and Related Services
Pub/Rev Date	2009
Case Length	20 Pages
TN Length	5 Pages

Leadership - The Indra Nooyi Way

Abstract

This case examines the importance of strategy and leadership in the transformation of a company. It highlights the strategic vision and leadership style of PepsiCo's CEO Indra K. Nooyi (Nooyi). Nooyi started her career at PepsiCo in 1994 as senior vice president (strategic planning).

She rose to the post of CFO in 2001 and later became the CEO in 2006. During her tenure at PepsiCo, she undertook a number of strategic initiatives. Nooyi recommended spinning off Taco Bell, KFC and Pizza Hut, arguing that PepsiCo couldn't bring enough value to the fast food industry with restaurant businesses as it required dedicated services industry management.

Nooyi also led the acquisition of Tropicana in 1998 and merger with Quaker Oats Company in 2001. When Nooyi became the CEO of PepsiCo, the primary goal advocated by her was to achieve "Performance with Purpose." She implemented a number of measures to improve the sustainability of the company's operations and image by focusing on improvements in the health implications of PepsiCo's products.

She expanded PepsiCo's business into developing markets worldwide and focused on increasing the composition of healthy foods in PepsiCo's product portfolio.

Issues

Understand the role of strategic and transformational leadership in management.

Compare and contrast different styles of leadership.

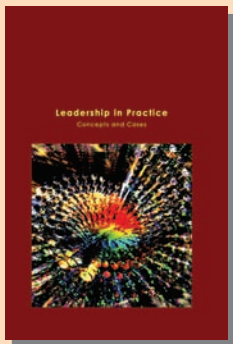
Appreciate the strategic vision of Indra Nooyi.

Study and comment on the leadership style of Indra Nooyi.

Understand the importance of sustainability in the management of a company.

Reference Numbers

<i>ICMR</i>	<i>L DEN 058</i>
<i>ECCH</i>	809-025-1
<i>Organization(s)</i>	<i>PepsiCo</i>
<i>Countries</i>	<i>India / United States of America</i>
<i>Industry</i>	<i>Food and Beverage</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>16 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>



Leadership in Practice
Paperback; 185 Pages
9 Case Studies
INR 750/-

Trevor Field and the PlayPumps of Africa

Abstract

The water crisis in the African countries is quite severe with two out of five people lacking access to improved water supply. The implication of this problem goes beyond diseases and deaths due to water-related disease. Particularly in peri-urban and rural areas, women and girls have to commute long distances (up to 8 kilometers) and spend hours collecting water from water sources that could be contaminated. In places where people rely on bore-wells, pumps may break down forcing them to go back to unsafe water sources. Since, the responsibility of fetching water in Africa is linked to gender, women and girls spend a disproportionate part of their time hauling water. This prevents the girl child from attending school regularly and women from indulging in other economic activity or spending more time with their family. Touched by the hardship faced by these people, Trevor Field (Field) a UK-born advertising professional who had immigrated to South Africa, sought to do something to address this problem. In the late-1980s, he chanced upon

a child's roundabout (merry-go-round) fitted with a pump that could pump water as it turned. Field worked with the inventor of this roundabout to bring about improvements in the system and later developed the PlayPump Water System (PlayPump) that was attached to a high-capacity storage tank and a tap. The four surfaces of the storage tank were used as billboards for commercial and public education/social (such as HIV/AIDS prevention) messages. Revenue earned from the advertising helped maintain the water systems for up to a decade.

Field co-founded a for-profit organization with a social mission, Roundabout Outdoor Pty Ltd. (RO) to install and maintain these PlayPumps in various parts of Southern Africa. The funds for installing the PlayPumps were arranged by PlayPumps International (PI), a non-profit organization also co-founded by Field. By the end of 2007, more than 1,000 PlayPumps had been installed in four countries in Southern Africa. Experts felt that the PlayPump was a social innovation that was also sustainable. Field had succeeded in scaling up installations of the water system across five countries in Southern Africa by adopting an innovative business model based on collaboration with individuals, corporations, governments, foundations, and non-governmental organizations, they said. However, Field faced a number of challenges in scaling up further as he aimed to install 4,000 PlayPumps in ten African countries by 2010.

Issues

Understand the issues and challenges in starting a social enterprise and managing growth and maturity.

Understand and explore ways in which a social entrepreneur can build a sustainable business in developing and emerging markets -- especially with respect to serving the BoP population -- while addressing some of the most pressing issues confronting the global community.

Understand the issues and challenges faced by social entrepreneurs in sustaining innovation and also in sustaining the enterprise financially;

Study the reasons for the success of the Roundabout Outdoor (RO) thus far, and explore ways in which the venture can be scaled up further in Africa and beyond.

Reference Numbers

<i>ICMR</i>	<i>L DEN 057</i>
<i>ECCH</i>	809-022-1
<i>Organization(s)</i>	<i>Roundabout Outdoor / Playpumps International</i>
<i>Countries</i>	<i>Africa</i>
<i>Industry</i>	<i>Social Sector</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>21 Pages</i>
<i>TN Length</i>	<i>14 Pages</i>

Katrina Markoff & Vosges Haut-Chocolat

Abstract

Vosges Haut-Chocolat (Vosges) is a luxury chocolate brand that uses unusual combinations such as spices, herbs, roots, flowers, fruits, and nuts in its products. The company was founded by Katrina Markoff (Markoff) in 1998. She put to good use her travel experiences and culinary training in chocolates to create unusual chocolate flavors. She included flavors from all over the globe like Japanese wasabi, Italian taleggio cheese, Indian curry, and Mexican ancho chili. Within a decade, Vosges had grown from an in-house chocolate manufacturing business, into a multimillion-dollar enterprise with stores in Chicago, New York, and Las Vegas. Markoff, known for her creativity and business acumen, has a passion for the community and she took up social causes for the welfare of the woman.

With her entrepreneurial skills, Markoff was successful in positioning Vosges as a premium chocolate brand and was looking at making her mark in the global market.

Issues

Understand the issues and challenges in building a start-up business and sustaining it over time.

Understand how Katrina Markoff built Vosges over the years.

Understand the issues and challenges faced by an entrepreneurial venture particularly, pertaining to maintaining its innovation.

Understand the role played by Katrina Markoff in the success of Vosges.

Reference Numbers

<i>ICMR</i>	<i>L DEN 056</i>
<i>ECCH</i>	809-021-1
<i>Organization(s)</i> ...	<i>Vosges Haute-Chocolat</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Food and Beverage</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>3 Pages</i>

Catherine Arfi & Aromababy: Creating an Australian Brand and Taking it Global

Abstract

Aromababy, a leading natural baby care brand in Australia, was founded by Catherine Arfi (Catherine) in 1994. Catherine chose to start her own line of organic baby care products when she realized that they were no good natural and organic skincare products in the market for the baby she was expecting.

Aromababy had a comprehensive range of products made of pure, certified organic ingredients with therapeutic properties. These products were free from petrochemicals, artificial fragrances, or animal ingredients. After their success in the domestic market, Aromababy products were exported to countries like Hong Kong, Singapore, Korea, Belgium, Holland, USA, the UK, and the Middle East. The case discusses the challenges faced by Catherine in building a brand in her home country from scratch and then taking it to international markets. With her entrepreneurial skills, Catherine was successful in positioning Aromababy as a market leader in organic baby care products in Australia and was looking at making her mark in the global market.

Issues

Study the issues and challenges in building a start-up business and sustaining it over time. Evaluate how Catherine Arfi built up 'Aromababy' into a big brand in Australia.

Analyze the issues and challenges faced by an entrepreneurial venture in foraying into international markets.

Understand the role played by Catherine Arfi in the success of Aromababy.

Understand the challenges faced by women entrepreneurs.

Reference Numbers

ICMR	L DEN 055
ECCH	808-046-1
Organization(s)	Aromababy
Countries	Australia / Worldwide
Industry	FMCG
Pub/Rev Date	2008
Case Length	13 Pages
TN Length	3 Pages

James Dyson: The Engineer Entrepreneur

Abstract

This case is about James Dyson (Dyson), a UK-based engineer and founder of Dyson Appliances Ltd (DAL), best known as the inventor of the bagless vacuum cleaner. With sales of over £514.7 million and a presence in 45 countries worldwide as of 2007, DAL had emerged as the market leader in the vacuum cleaner market in UK as well as the USA. Analysts noted that Dyson's journey from launching the award-winning Ballbarrow (a gardening tool) in the 1970s to building one of the most successful multinational brands (i.e. the vacuum cleaners that are called Dysons) in the 2000s had been anything but easy. There were plenty of challenging moments that punctuated his career, be it in the initial struggles to get funding for his venture or the patent litigation involving a major rival,

which came much later. Despite all the problems, Dyson managed to build DAL into a market leader in a highly competitive industry dominated by multinational companies. While analysts hailed him as a great entrepreneur and praised his business acumen and approach towards innovation, Dyson also earned many laurels including receiving the knighthood for his services to the business world on December 2006. Experts felt that Dyson was not only a great inventor but had also shown sound business acumen which helped him build DAL from the ground up to a global company. However, he was also criticized for shifting the company's production base to Malaysia in 2002. Union leaders alleged that this move had affected around 800 workers in the already waning manufacturing industry in the UK.

Issues

Understand the personality traits of an entrepreneur from the life and work of James Dyson.

Identify the benefits and challenges faced by an entrepreneurial venture with regard to managing its business growth and sustaining its innovation.

Understand the leadership and management style of James Dyson and his contribution to the success of Dyson Appliances Ltd.

Appreciate the sources of inspiration for an entrepreneur in the consumer appliances industry.

Reference Numbers

ICMR	L DEN 054
ECCH	808-017-1
Organization(s)	Dyson Appliances Ltd.
Countries	United Kingdom
Industry	Consumer Electronics
Pub/Rev Date	2008
Case Length	21 Pages
TN Length	15 Pages

Azim Hasham Premji's Value-Based Leadership

Abstract

In July 2007, BusinessWeek nominated Azim Hasham Premji (Premji), the Chairman of Wipro, as one of the top 30 all time great entrepreneurs in the world. The case discusses the leadership qualities of Premji. Under his leadership, Wipro, a small vegetable oil company in the mid-1960s, was transformed into one of the leading IT services company by the early 2000s. Premji had established a strong value system in Wipro and believed that values not only helped in achieving success but also made that success more enduring and lasting. The case discusses in detail about the few leadership initiatives taken up in Wipro in order to develop

leaders within the organization. It also discusses Premji's contribution for the benefit of the society. He had established Azim Premji Foundation (APF), a not-for-profit organization, in January 2001. The foundation made efforts to improve the quality of education in schools.

Issues

Study Azim Premji's leadership style.

Understand the significance of value-based leadership.

Analyze leadership training initiatives taken up at Wipro.

Examine the contributions of Premji to improve the quality of education in schools.

Reference Numbers

ICMR	L DEN 053
ECCH	808-001-1
Organization(s)	Wipro
Countries	India
Industry	Information Technology and Related Services
Pub/Rev Date	2008
Case Length	14 Pages
TN Length	4 Pages

CEO as Change Agent

Abstract

This is a collection of three caselets that would help highlight the importance of the role played by the leadership in change management. The first caselet is about how Norman Adami turned around Miller Brewing Company after South African Brewing Company acquired the ailing firm. The second caselet is about how Myron Ullman introduced major changes at JCPenney to take it to industry leadership level, just after the retailer came out of a successful turnaround phase. The third caselet is about how David R. Whitman imbibed a culture of customer-focused innovation at Whirlpool as part of its competitive strategy of providing innovative products in an increasingly commoditized consumer appliances industry. The common thing between these three companies (which are in three different industries) is that, each one of them had close to 100 years of history behind them, and as such, bringing about major changes wasn't easy. The CEOs of the respective companies played a vital role in getting the wheels of change rolling in these companies.

Issues

Understand the important role played by the leadership (CEOs) in change management

Understand the issues and constraints faced by organizations in introducing major changes

Understand the strategy/culture relationship and how organizations manages change in order to create a competitive advantage

Reference Numbers

ICMR	L DEN 052
ECCH	408-005-1
Organization(s)	Not Applicable
Countries	United States of America
Industry	Miscellaneous
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	5 Pages

Zhang Yin - China's Leading Woman Entrepreneur

Abstract

The case discusses the entrepreneurial ventures of Zhang Yin (Zhang), the richest self-made woman in the world. Zhang Yin started her business by incorporating a company that traded in scrap paper in Hong Kong. She later moved to the US and started a company named Chung Nam that exported paper collected from garbage dumps in the US to China. The growth of her business coincided with the growth of Chinese economy. With the increase in exports from China, the demand for packaging material increased. Zhang Yin, then incorporated Nine Dragons Paper in China, to manufacture paper based packaging material. Over the years, Nine Dragons spread its operations across the country and began catering to the demands of several multinational corporations. Nine Dragons floated an IPO in March 2006 and by November 2006, the share price quadrupled. Zhang became the richest woman in China by the virtue of her 72% equity holding in Nine Dragons.

Issues

Analyze Zhang Yin's entrepreneurial skills
Examine the growth and success of Nine Dragons
Evaluate the opportunities and threats for Nine Dragons in the near future

Reference Numbers

ICMR	L DEN 051
ECCH	807-056-1
Organization(s)	Nine Dragons Paper Holdings Limited
Countries	China
Industry	Packaging, Papermaking
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	3 Pages

Case Studies on a Few Women Microentrepreneurs

Abstract

This case comprises of 11 small case studies on various women microentrepreneurs who

hailed from the low-income group of society. These women had started their own small business ventures with the support of Maxwealth, a microfinance institution (MFI) based in Hyderabad. These case studies briefly discuss the initial challenges faced by these women and how their lives have changed as a result of their business. Students can also discuss the issue of support from family and the MFI as factors in the success of these women entrepreneurs.

Issues

Understand the importance of microfinance in the development of women entrepreneurs
Understand the key challenges faced by women microentrepreneurs in a developing country like India

Reference Numbers

ICMR	L DEN 050
ECCH	
Organization(s)	Not Applicable
Countries	India
Industry	Miscellaneous
Pub/Rev Date	2007
Case Length	6 Pages
TN Length	3 Pages

Sourav Ganguly (B): The Second Coming

Abstract

This case is about the comeback made by Sourav Ganguly (Ganguly), the former captain of the Indian national cricket team. After taking over as captain of the team in 2000, the charismatic and controversial leader had turned around the fortunes of the team. In 2005, when he was ousted from the team after a public spat with Coach Greg Chappell (Chappell), few expected him to make his comeback into the international arena. However, with the team performing very badly in domestic matches, Ganguly was brought back in the team. Ganguly had scripted a comeback by displaying grit, determination and never-say-die attitude, which many saw as attributes of a true leader. This case discusses the events during the period when Ganguly was ousted from the team to his subsequent return. Experts felt that even though he was no longer the captain and did not enjoy much support from the coach, Ganguly had very good support among the playing group as he was credited with shaping the careers of many players in the team during his captaincy. However, with the disastrous performance of the team in the 2007 World Cup, many felt that the team had missed the astute leadership of Ganguly. With the rift in the team between the senior members and the coach coming out in the open, Chappell quit as coach. Experts felt that one of the

reasons for the World Cup debacle was that Ganguly was a major power center in the team and it was never ideal to have more than one power center in any major set up. The case will help understand various issues in human resource management and organizational behavior and generalizations can be made to the corporate work environment.

Issues

Understand the issues and challenges in leadership and team building / team management.

Understand the theories in leadership (trait theory, etc.)

Understand and the various concepts of power and politics, group dynamics, conflict management, etc.

Appreciate the importance of people skills for a leader / manager.

Reference Numbers

ICMR	L DEN 049
ECCH	407-071-1
Organization(s)	Not Applicable
Countries	India
Industry	Sports and Sporting Goods Equipment
Pub/Rev Date	2007
Case Length	15 Pages
TN Length	4 Pages

Sourav Ganguly (A): A Case Study in Leadership

Abstract

This case is about the charismatic and controversial former captain of the Indian national cricket team, Sourav Ganguly (Ganguly). The case outlines the emergence of Ganguly as a leader, his spectacular rise and subsequent fall from grace. Ganguly became the captain of the team in 2000, when it was in a deep crisis. Over the next few years, with the help of the coach John Wright, he soon turned the team into a combative unit. His team building skills, impartiality and, guts displayed in supporting his team members through thick and thin, endeared him to the team. Experts credited him with instilling a sense of aggression in the team. Ganguly soon became the most successful captain in the history of Indian cricket. The case also discusses the fall of Ganguly in 2005 and his public spat with coach Greg Chappell (Chappell) which led to his exit from the team. With a section of the media running a vilification campaign against him and the team management being clear that it did not want him back in the team, the international career of Ganguly seemed to be over. Since age was not on his side, few felt that Ganguly could make a comeback into the team. But

Ganguly refused to announce his retirement and continued to fight to win back his place in the team despite all the odds. The case will help understand various issues in human resource management and organizational behavior such as leadership, motivation, team building, etc.

Issues

Understand the issues and challenges in leadership and team building / team management.

Understand the theories in leadership (trait theory, etc.)

Understand and make generalizations on the various concepts of group dynamics, change management, conflict management, etc.

Appreciate the importance of people skills for a leader / manager.

Reference Numbers

<i>ICMR</i>	<i>LDEN 048</i>
<i>ECCH</i>	407-070-1
<i>Organization(s)</i>	<i>Not Applicable</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Sports and Sporting Goods Equipment</i>
<i>Pub/Rev Date</i>	<i>2007</i>
<i>Case Length</i>	<i>23 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

James McNerney and 3M: Making a Good Company Better?

Abstract

3M was a company known for its innovativeness. In nearly 100 years of existence, the company had launched several breakthrough products, most of which were the result of its employees' creativity and inventiveness. However, 3M's culture of innovation had started weakening in the 1990s, and its financial performance had become lackluster. James McNerney, who was the first outsider to become the CEO of 3M, joined the company in 2001. Analysts believed that McNerney would act as a change agent who would provide the impetus for 3M's renewed growth. This case discusses the steps taken by McNerney to restore 3M's growth. Some of the changes implemented under McNerney's direction include: a reorganization of 3M's businesses, changing the focus of the company's research and development activities to bring a greater customer orientation, imposing financial controls, increasing the focus on the growing Chinese market, and a commitment to leadership training at the company. McNerney was also responsible for the rather controversial decision of implementing Six Sigma at the company. Despite the changes he made (some of which were considered rather radical) McNerney was quite popular with the board

and employees of 3M. The reasons for his popularity are examined in the case. The case concludes with a commentary on McNerney's successor George Buckley's performance in the first year of his stint at the company, and questions whether he can live up to his predecessor's popularity.

Issues

Study the relationship between leadership and strategy, and the impact of a change in leadership on a company's overall strategy

Examine the pros and cons of choosing people for top leadership positions from outside the company, and to analyze the impact of the changes an outsider can bring about in light of a company's culture

Examine the role of a change agent at a company with a long history and powerful culture, and to examine the challenges change agents face at such companies

Examine the leadership style of a popular leader who managed to make a positive impact despite his radical decisions, and to analyze the reasons for his popularity

Examine the issues involved in succeeding a charismatic and popular leader, and the challenges successors face in living up to their predecessors

Reference Numbers

<i>ICMR</i>	<i>LDEN 047</i>
<i>ECCH</i>	807-042-1
<i>Organization(s)</i>	<i>3M</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Conglomerate</i>
<i>Pub/Rev Date</i>	<i>2007</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>9 Pages</i>

Mark Constantine: The Willy Wonka of the Beauty Industry

Abstract

This case is about Mark Constantine (Constantine), the co-founder of Lush Fresh Handmade Cosmetics (Lush), a UK-based producer and marketer of ethical beauty products. Constantine started his first venture Constantine and Weir Plc. (C&W) during the 1970s. C&W went on to become a key supplier to The Body Shop (Body Shop). When Body Shop bought out the rights to Constantine's products, he started a new venture Cosmetics to Go (CTG), a mail order catalogue of beauty products. However, CTG was a failure and went bankrupt. In 1995, Constantine started Lush and brought in a unique approach to the marketing of beauty products. Lush did not have a traditional marketing department, and relied on innovative products, in-store advertising, word-of-mouth advocacy, and public relations to promote its products. Constantine was also one of the pioneers

who championed the cause against animal testing in the cosmetics and beauty care industry. The case highlights the challenges Constantine faced during his early years, his role in the success of The Body Shop, the failed 'Cosmetics to Go' venture, and the factors behind the success of Lush. The case also discusses the entrepreneurship qualities and management style of Constantine.

Issues

Understand the unique leadership and management style of Mark Constantine and his contribution to the success of Lush

Appreciate the sources of inspiration for an entrepreneur in the beauty care industry

Identify the benefits and challenges faced by a privately held company with regard to managing its business growth and sustaining its values

Reference Numbers

<i>ICMR</i>	<i>LDEN 046</i>
<i>ECCH</i>	807-033-1
<i>Organization(s)</i>	<i>Lush Fresh Handmade Cosmetics</i>
<i>Countries</i>	<i>United Kingdom</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	<i>2007</i>
<i>Case Length</i>	<i>25 Pages</i>
<i>TN Length</i>	<i>12 Pages</i>

Social Entrepreneurship - The Alicia Polak Way

Abstract

The case discusses the social entrepreneurship initiatives by Alicia Polak in South Africa. Alicia Polak, who was an investment banker with Merrill Lynch and Company in New York, started a small business venture in the slums of South Africa. The venture was not started as a charity but as a profit generating business. With very little initial investment, Alicia employed women from the neighborhood and taught them how to make high-end cookies, and that was the beginning of Khayelitsha Cookie Company (KCC). She marketed the cookies in hotels and to the tourists who visited South Africa. The cookies soon gained popularity, and she planned to replicate this model in other developing and underdeveloped countries. KCC was expected to break even by the beginning of the year 2007, and the cookies were being marketed in the US and European countries.

Issues

Understand the concept of social entrepreneurship

Analyze how small business ventures can make a significant difference in the lives of the poor

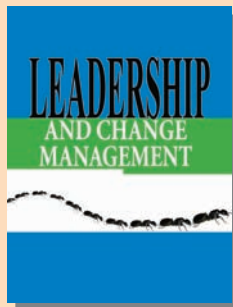
Critically evaluate Khayelitsha Cookie Company's (KCC) business model and its potential for scalability

Study how commercially profitable ventures can be started in underdeveloped countries

Critically examine the sustainability and replicability potential of KCC's business model

Reference Numbers

ICMR	LDEN 045
ECCH	807-007-1
Organization(s)	Khayelitsha Cookie Company
Countries	South Africa
Industry	FMCG
Pub/Rev Date	2007
Case Length	10 Pages
TN Length	3 Pages



Leadership and Change Management
Paperback: 212 Pages,
ISBN No: 81-7881-982-1

Harold Burson and Burson-Marsteller

Abstract

The case describes the contributions of Harold Burson (Harold) to the field of international public relations. Harold is the founding Chairman of one of the world's leading PR firm - Burson-Marsteller (BM). The case includes a brief note on Harold's initial struggles as an entrepreneur and how he established himself as a prominent PR practitioner. It also describes the growth of BM and how it went on to become one of the world's leading PR firms. The case highlights some of the well-known PR crises that Harold successfully handled including those faced by General Motors, Johnson and Johnson and Coca-Cola.

Issues

Gain insights into the contributions made by Harold Burson to the field of international PR

Appreciate entrepreneurial capabilities of Harold

Understand PR as an important corporate function

To realize the importance of PR in developing and sustaining the image of the organization

Reference Numbers

ICMR	LDEN 044
ECCH	807-006-1
Organization(s)	Burson-Marsteller
Countries	United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2006
Case Length	13 Pages
TN Length	3 Pages

Jack Ma and Alibaba.com

Abstract

The case highlights the entrepreneurship skills of Jack Ma (Ma) and explains how he transformed Alibaba.com Corporation to one of the largest e-commerce companies in China. The case discusses in detail why Ma started Alibaba.com's website and the efforts made by him to grow the company's businesses.

It examines how Ma successfully competed with foreign e-commerce companies like eBay by establishing Taobao.com. Finally, the case presents some challenges faced by Alibaba.com and analysts comments on the future of the company.

Issues

Study the entrepreneurship and leadership qualities of internet age entrepreneurs like Jack Ma.

Understand how e-commerce companies operate in emerging markets.

Analyze the business model of Alibaba.com.

Examine the challenges faced in establishing and growing an online business in China.

Reference Numbers

ICMR	LDEN 043
ECCH	806-058-1
Organization(s)	Alibaba.com
Countries	China
Industry	Internet and e-Commerce
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	3 Pages

HP under Carly Fiorina and Mark Hurd

Abstract

The case discusses the changes at Hewlett Packard Co. (HP) under the leadership of Carly Fiorina (Fiorina), who took over as the company's CEO in 1999. It talks about the various decisions taken by Fiorina, prominent among them being the company's merger with Compaq Computer Corporation.

The case then talks about the measures taken by Mark Hurd (Hurd), who replaced Fiorina as the company's CEO in March 2005, to improve the financial condition of the company. The case also highlights the differences in the management styles adopted by Fiorina and Hurd in running HP.

Issues

Compare and contrast the strategies followed by two CEOs of a large technology firm

Understand the impact of a change in leadership on a company's strategy

Study the impact of a change in leadership style on organizational culture.

Reference Numbers

ICMR	LDEN 042
ECCH	
Organization(s)	Hewlett Packard Company
Countries	USA
Industry	Computers and Information Technology
Pub/Rev Date	2006
Case Length	16 Pages
TN Length	N/A

Michael Jackson - The Rise and Fall of The King of Pop

Abstract

The case examines the rise and fall of Michael Jackson (Jackson), one of the most popular and controversial pop stars of the 1980s and 1990s. It describes the rise of Jackson from the son of a steel worker to a pop superstar in the 1980s.

The case then puts forth the various incidents such as the child abuse charges that have brought about a downfall in Jackson's career by the early 2000s.

It also throws light on his deals with various companies including the Sony/ATV music catalog deal, poor financial management, philanthropic activities and his bizarre behavior.

The case ends with analysts' arguments on his comeback efforts and his future.

Issues

Study the various phases in the life cycle of a celebrity and compare the same to that of a product or a company

Examine the business acumen of Michael Jackson

Examine the reasons that can lead to a downfall of a celebrity and draw lessons from it.

Reference Numbers

<i>ICMR</i>	<i>LDEN 041</i>
<i>ECCH</i>	
<i>Organization(s)</i>	
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Music</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Jack Welch and Jeffrey Immelt: Continuity and Change in Strategy, Style and Culture at GE

Abstract

General Electric Company (GE) was a major conglomerate and one of the biggest companies in the world. One of the factors that was believed to be responsible for the company's steady growth for more than a century was its tradition of stable and long term leadership. One of the most successful phases in GE's history began when Jack Welch became its CEO in 1981. Welch attempted to make GE one of the top companies in every segment in which it operated. He also supervised several acquisitions that added value to the business portfolio and was instrumental in creating a performance oriented culture at the company. Welch retired in 2001 after 20 years at the helm. He was succeeded by Jeffrey Immelt, who was chosen by GE's board after a long and careful succession planning activity supervised by Welch himself.

This case discusses the strategic and cultural changes at GE as a result of the change in leadership. It compares GE's strategy and operations under Welch, with those under Immelt. It also talks about the changes in the company's culture under Immelt. The case concludes with a discussion on the challenges facing Immelt, as of mid 2006.

Issues

Understand the relationship between leadership and growth in large and diversified companies

Study the effects of a change in leadership on company strategy and culture

Compare the leadership styles of two leaders of a large business conglomerate and to analyze the effectiveness of their individual styles

Understand the interrelationships between leadership style, organizational culture, corporate strategy, and the external environment

Appreciate the need for a formal and detailed succession planning system in large companies

Appreciate the challenges facing the successor to a charismatic and influential leader at a large global company.

Reference Numbers

<i>ICMR</i>	<i>LDEN 040</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>General Electric Company</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Finance, Healthcare, Industrial Systems, Media, Infrastructure</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>21 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Scott McNealy and the Rise and Decline of Sun Microsystems

Abstract

Scott McNealy had been the CEO of Sun Microsystems, a company that he had co-founded in 1984, for 22 years. In April 2006, he announced his decision to step down in favor of Sun's president and COO Jonathan Schwartz. This case study discusses the various events at Sun under McNealy's leadership. It traces the company's growth from a small startup in the mid 1980s to one of the driving forces behind the internet economy in the 1990s. It also talks about the events that led to Sun's decline in the early 2000s, and McNealy's failure to arrest this decline. The case concludes with a discussion of the leadership change at Sun and whether Schwartz was the right person to give the ailing company a new lease of life.

Issues

Study the rise and fall of one of the major companies in the IT industry, and the role of its founder in its initial success and later troubles

Analyze the relationship between leadership and growth

Appreciate the effect of changing business environmental scenarios on companies and the need to respond to these changes rapidly

Examine the relationship between innovation and success, and to understand that developing cutting edge products does not automatically translate into financial success

Understand the importance of flexible business models, especially in markets with rapidly evolving technologies.

Reference Numbers

<i>ICMR</i>	<i>LDEN 039</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Sun Microsystems</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Information Technology</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>14 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Ping Fu: Inspiring Entrepreneurship

Abstract

Ping Fu (Ping), an entrepreneur based in the US, who co-founded Raindrop Geomagic (Geomagic), a company which designed and developed software applications in the nascent area of Digital Shape Sampling and Processing (DSSP). The case highlights the challenges Ping faced right from her early years in China, her higher studies and work experience in the US, the inspiration for setting up Geomagic, and the initial problems she faced as an entrepreneur. The case effectively brings out the challenges faced by entrepreneurs, especially in new and emerging technology areas, with regard to venture capital funding, business development, people management, and growth related issues.

Issues

Understand the issues and constraints faced by a growing start-up company in a nascent technological field

Appreciate the sources of inspiration for an entrepreneur

Understand the challenges faced by entrepreneurs with regard to venture capital funding, business development and people management.

Reference Numbers

<i>ICMR</i>	<i>LDEN 038</i>
<i>ECCH</i>	<i>806-021-1</i>
<i>Organization(s)</i>	<i>Raindrop Geomagic</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>IT, Manufacturing</i>
<i>Pub/Rev Date</i>	<i>2006</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Kerry Packer: Australia's Richest Media Baron

Abstract

This case highlights the entrepreneurship skills of Kerry Packer (Packer), Australia's richest media baron. Known for his deal-making abilities, Packer rose to become one of the

most dominant figures in the global media industry. The case discusses the major deals that made Packer richer and examines how he transformed the broadcasting and television industry in Australia. Packer was a man of many facets, some of them seemingly contradictory. He was known as a famous punter who spent millions of dollars in casinos and at the races. The case also highlights a few controversies associated with him.

Issues

Study the entrepreneurship skills and leadership qualities of Kerry Packer
Understand how Packer transformed the global media and broadcasting industry
Analyze the business strategies adopted by Packer.

Reference Numbers

ICMR LDEN 037
ECCH 806-020-1
Organization(s) Publishing and Broadcasting Limited
Countries Australia
Industry Media
Pub/Rev Date 2006
Case Length 15 Pages
TN Length N/A

Tesco under Terry Leahy

Abstract

The case discusses the management style of Terry Leahy under whose visionary leadership Tesco emerged as the largest retail chain in the UK. It discusses how Leahy changed Tesco's positioning from a store which primarily catered to the low-end customers to a store catering to high-end and value conscious customers. The case outlines how Leahy transformed Tesco into a customer-centric organization. It also examines the strategies introduced by Leahy like diversifying into high margin non-food and services sectors that helped Tesco become the biggest and most profitable retailer in the UK.

Issues

Role played by a leader in changing the fortunes of a company
Strategies adopted by Terry Leahy to transform Tesco into one of the major players in retail market
Examine the innovative management practices introduced by successful leaders.

Reference Numbers

ICMR LDEN 036
ECCH 805-060-1
Organization(s) Tesco
Countries UK

Industry Retailing
Pub/Rev Date 2005
Case Length 20 Pages
TN Length N/A

Andrea Jung and the Turnaround of Avon Products

Abstract

Avon was one of the prominent direct sales companies in the beauty products industry. Started in the late 1800s by David McConnell, the company sold a wide variety of beauty-related products to homemakers through its direct sales agents. However, by the 1980s, the company had lost its luster and performance began to falter. A failed diversification strategy made it the target of several takeover attempts. Turnaround efforts were initiated in the 1990s under then CEO James Preston and continued by his successor Charles Perrin, however, they failed to make a significant impact. Performance began to improve only after Andrea Jung became the CEO of the company in 1999.

This case discusses the revival of Avon under Andrea Jung. Jung was a retail industry veteran, who joined Avon as the head of US marketing in 1994. She was reportedly attracted to Avon's women-oriented culture. She grew rapidly within the company and was eventually made the CEO. When she became the CEO of Avon in 1999, the company was in a bad condition. Jung then took a head-on approach to reviving the company's businesses. This case details Jung's game plan for turning around Avon and explores the various steps she took towards this end including, changing the company's product strategy, reviving its sales representatives, exploring new channels of sales, aggressive global expansion, cost-cutting initiatives and an image makeover. By 2004, Avon's performance was a vast improvement from the 1990s and Jung was widely credited with the company's turnaround.

Issues

Career of a successful woman CEO
Strategy adopted by a woman CEO in turning around a large, global beauty products company
Challenges faced by women business leaders in their rise to the top.

Reference Numbers

ICMR LDEN 035
ECCH 805-054-1
Organization(s) Avon Products Inc.
Countries USA
Industry Cosmetics
Pub/Rev Date 2005

Case Length 15 Pages
TN Length 5 Pages

Isaac Tigrett: A Maverick Entrepreneur

Abstract

The case deals with the belief and value systems that guided Isaac Tigrett, the entrepreneur behind the ventures - Hard Rock Café, House of Blues, The Spirit Channel and the Bozo Project. The case explains the environment in which Tigrett was brought up and how he applied the human values of Sathya, Dharma, Shanti, Prema and Ahimsa at the workplace. The case also looks into how Tigrett was inspired by his guide, Sri Sathya Sai Baba, to set up a business, which would be run on the fundamentals of human values. The case also explains the challenges that Tigrett had to face while putting into practice the 'Love All, Serve All' and 'Help Ever, Hurt Never' philosophy in the workplace. This included the boardroom brawl at House of Blues which was a result of Tigrett's "desire to express himself through the company."

Issues

Spirituality in Management, Racial Discrimination, Entrepreneurship, Leadership, Servant Leadership.

Reference Numbers

ICMR LDEN 034
ECCH 805-017-1
Organization(s) Issac Tigrett
Countries USA, UK
Industry Entertainment
Pub/Rev Date 2005
Case Length 13 Pages
TN Length 5 Pages

Giorgio Armani: The Businessman the Designer and the Brand

Abstract

Giorgio Armani, one of the most successful designers in the global fashion industry, created a niche for himself with his elegant designs, mostly done in a neutral palette.

Although his fashion house, Giorgio Armani SpA, was much smaller than many other fashion houses, it was one of the most profitable. Another distinctive feature of the house was that Armani headed both the creative as well as the business sides, which was not the norm in the industry.

The case traces the growth of Armani into a fashion designer of global stature. It analyzes the business policies that the designer followed to make his brand one of the best known and valued brands in the world. It also looks into the distinctive designing style followed by

Armani and the factors that contributed to the timeless appeal of the Armani brand. It concludes with a discussion on what the future holds for the House of Armani after the designer exits it.

Issues

Growth and extension of a major designer brand, Brand extension strategy, Brand management, Succession planning.

Reference Numbers

ICMR	LDEN 033
ECCH	805-016-1
Organization(s)	Giorgio Armani
Countries	Italy
Industry	Fashion
Pub/Rev Date	2005
Case Length	11 Pages
TN Length	5 Pages

Biocon: Kiran Mazumdar Shaw's Entrepreneurial Dream

Abstract

Biocon India (Biocon) is the number one biotech company in Asia in terms of revenues and market capitalization. The woman behind Biocon - Kiran Mazumdar Shaw (Kiran) - is now the richest woman in India. The case study describes how Kiran recognized the future potential of biotechnology industry when not many people in India knew about it. It describes in detail the challenges faced by Kiran in terms of gathering resources when she launched her biotech start-up.

The entrepreneurship and leadership skills of Kiran are also discussed. Overall, the case focuses on 'opportunity recognition and exploitation processes,' and 'managing start-up and growth,' while highlighting the role and importance of women entrepreneurs and the problems they face when doing business in India.

Issues

Role of an entrepreneur in creating a start-up.

Reference Numbers

ICMR	LDEN 032
ECCH	805-015-1
Organization(s)	Biocon
Countries	India
Industry	Biotech
Pub/Rev Date	2005
Case Length	11 Pages
TN Length	N/A

"The key to successful leadership today is influence, not authority."

– Kenneth H. Blanchard

Lok Satta: A Movement for Democratic Reforms in India

Abstract

The case is about the origin and objectives of Lok Satta, a movement organized for creating good governance practices in India. It explains the conditions suitable for the organization's growth, the organization structure, the campaigns it has undertaken and their impact.

Lok Satta made a modest beginning and went on to become one of the leading organized movements in the country. The case also deals with how Lok Satta differentiated itself from other NGOs, how it partnered with other NGOs, and how it managed public opinion.

Coming out with solutions, rather than being a part of the problem, Lok Satta added a new dimension to the reforms debate.

The case ends with a note on Lok Satta's plans to surge ahead in the future.

Issues

Social entrepreneurship and its many facets.

Reference Numbers

ICMR	LDEN 031
ECCH	804-063-1
Organization(s)	Loksatta
Countries	India
Industry	
Pub/Rev Date	2004
Case Length	14 Pages
TN Length	5 Pages

Sumantra Ghoshal: A Visionary Management Guru

Abstract

The case discusses the contributions made by globally renowned management thinker and business consultant Sumantra Ghoshal in the field of management education.

It explores the different dimensions of Ghoshal's personality. The case discusses in detail his major professional contributions including, three of his widely acclaimed books - *Managing Across Borders: The Transnational Solution*, *The Individualized Corporation: A Fundamentally New Approach to Management* and *Managing Radical Change: What Indian Companies must do to Become World-Class*.

Finally, the case describes the awards and recognitions received by Ghoshal for his contributions to the academic world.

Issues

Academic Contributions made by Sumantra Ghoshal.

Reference Numbers

ICMR	LDEN 030
ECCH	804-045-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

Self Employed Women's Association: Empowering Women in India

Abstract

The case is about the Self Employed Women's Association (SEWA), which works for betterment of the women in the unorganized sector. The case describes the history, aims and objectives, members, structure, etc. of SEWA. The case also explains the various activities such as banking, child care, healthcare, housing, legal aid, etc. undertaken by SEWA. The case focuses on how SEWA has grown over the years and the strategies adopted to overcome the challenges faced by self-employed women in India.

Issues

Mobilizing women at the grassroots level from unorganized sectors.

Reference Numbers

ICMR	LDEN 029
ECCH	804-023-1
Organization(s)	Self Employed Women's Association
Countries	India
Industry	Service
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	4 Pages

Mumbai's 'Dabbawalas': An Entrepreneurial Success Story

Abstract

The Dabbawalas who provide a lunch delivery service in Mumbai have been in the business for over 100 years. In 1998, Forbes Global magazine conducted an analysis and gave them a Six Sigma rating of efficiency. The case examines how the Dabbawalas operate. It describes their delivery process and coding system and how they work as one team to achieve a common goal. The case also explores the future of the Dabbawalas' service in light of the changing environment.

Issues

A traditional business surviving threats from the external environment.

Reference Numbers

ICMR	L DEN 028
ECCH	804-022-1
Organization(s)	Nutan Mumbai Tiffin Box Suppliers
Countries	India
Industry	Service
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	4 Pages

Warren Buffett: The Investment Guru

Abstract

The case examines the entrepreneurial skills of Warren Buffett, Chairman of the Berkshire Hathaway group of companies and the world's most successful investor. Warren's childhood, his interests, and the initial years of his career are explored. The case discusses how Buffett, 'with his unparalleled investing skills,' became one of the richest men in the world. The case also explains Berkshire Hathaway group's entry into various businesses and the role played by Buffett in building Berkshire Hathaway. The case also focuses on Buffett's support of controversial issues such as, abortion and implementation of population control measures and the criticism faced by Buffett from different quarters. In the last section, the case explores the issues related to succession planning and the future prospects of Berkshire Hathaway after Buffett.

Issues

Warren Buffett's entrepreneurial qualities and investing skills.

Reference Numbers

ICMR	L DEN 027
ECCH	804-003-1
Organization(s)	Berkshire Hathaway group of companies
Countries	USA
Industry	Investment
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	4 Pages

Carly Fiorina: The Change Leader

Abstract

The case discusses the leadership and management style of Carly Fiorina (Fiorina), the President and CEO of HP. The case details a few of the important steps Fiorina took to radically change the poor state of affairs at HP. These steps included revamping HP's culture, changing its organization structure and the acquisition of Compaq Computers. The case critically examines the efficacy and

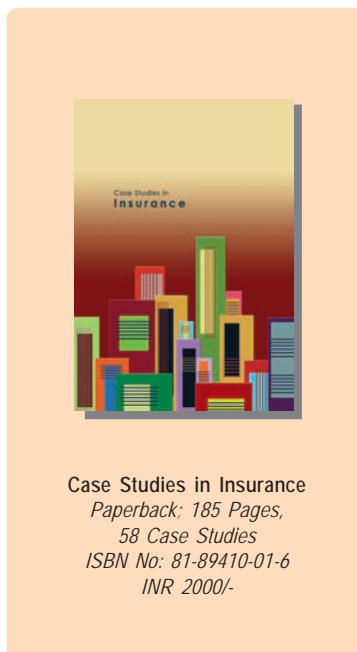
positive and negative implications of these steps on HP. It explores the reasons why Fiorina's steps were considered very controversial. Finally, the case talks about the challenges Fiorina faces in 2003 and in the near future.

Issues

Role of a leader in implementing and managing change.

Reference Numbers

ICMR	L DEN 026
ECCH	804-001-1
Organization(s)	HP
Countries	USA
Industry	IT & Computers
Pub/Rev Date	2003
Case Length	17 Pages
TN Length	7 Pages



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Henry Ford: A Great Innovator

Abstract

This case examines the leadership and entrepreneurial qualities of Henry Ford (Ford), the founder of Ford Motor Company. The case details how Ford's vision (of producing an affordable car for the masses) and his innovations (Model T, moving assembly line approach, mass-production concept, and Highland Park factory) transformed the global automobile industry. The case also examines Ford's contributions in generating employment in the US and his best practices in managing human resources. Finally, the case discusses a few criticisms of Ford's managerial practices.

Issues

Qualities that characterize an entrepreneur and a leader.

Reference Numbers

ICMR	L DEN 025
ECCH	804-002-1
Organization(s)	Ford Motor Corporation
Countries	USA
Industry	Automobile
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

Meg Whitman: The Driving Force behind eBay

Abstract

The case examines the managerial and leadership skills of Meg Whitman, the CEO of eBay, the leading US-based online auction site. Ebay's business model and its growth since its inception in 1995 upto the entry of Whitman in 1998 are discussed. The case traces Whitman's rapid rise up the corporate ladder and examines the circumstances that led her to join eBay. Whitman's managerial and leadership capabilities are also discussed in detail. The case also examines the reasons for Whitman's emphasis on customers and describes the various strategies she formulated to make eBay a global online company. The case examines the criticism leveled against Whitman and explores the future prospects of Whitman and eBay.

Issues

Leveraging the Ebay business model by Meg Whitman.

Reference Numbers

ICMR	L DEN 024
ECCH	803-051-1
Organization(s)	eBay
Countries	USA
Industry	Online Auction
Pub/Rev Date	2003
Case Length	18 Pages
TN Length	N/A

Frederick W. Smith: The Entrepreneur Who Created an Industry

Abstract

This case discusses the entrepreneurial skills and visionary leadership of Frederick W. Smith (Smith), the founder of FedEx Corporation (FedEx). The case examines his contribution in creating the express industry. It details how Smith transformed FedEx from a loss-making

company to a \$22.5 bn logistics industry major by focusing on information technology, human resources and globalization. Finally, the case examines the nature of the criticism of Smith's entrepreneurial and leadership style.

Issues

Role of an entrepreneur in creating a start-up and growing its business.

Reference Numbers

ICMR LDEN 023
 ECCH 803-052-1
 Organization(s) FedEx Corporation
 Countries USA
 Industry Logistics
 Pub/Rev Date 2003
 Case Length 15 Pages
 TN Length N/A

Sam Walton: Entrepreneur of the Century

Abstract

This case discusses the entrepreneurial skills and visionary leadership of Sam Walton, the founder of Wal-Mart. It examines his contribution in accelerating the growth of retailing industry. It explains how Walton transformed Wal-Mart, a start-up in the 1950s, into a multi-billion dollar global retailing industry giant. The case details the beliefs, philosophies and value system of Walton. The case examines the best practices initiated by Walton for Wal-Mart in providing excellent customer service, pricing its products and managing human resources. Finally, the case examines Walton's management style and discusses the growth of Wal-Mart till mid-2003.

Issues

Role of an entrepreneur in transforming a retailing start-up into a global leader.

Reference Numbers

ICMR LDEN 022
 ECCH 803-047-1
 Organization(s) Wal-Mart
 Countries USA
 Industry Retailing
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A

Richard Branson/Herb Kelleher: Leaders Extraordinaire

Abstract

This case discusses the leadership and entrepreneurial styles of two of the most 'unusual' business personalities the global

corporate world has ever seen, Southwest Airlines' Herbert D Kelleher and Virgin Group's Richard Branson.

The two leaders, though extremely different in their approach towards business, had a few traits in common. They both believed in having fun and paying attention to employees. The case explores the entrepreneurial and leadership attributes of both these leaders and attempts to bring out the similarities between them.

Issues

The ethical dimensions of leadership and entrepreneurship.

Reference Numbers

ICMR LDEN 021
 ECCH 803-005-1
 Organization(s) Virgin Group,
 Southwest Airlines
 Countries USA
 Industry Airlines
 Pub/Rev Date 2003
 Case Length 10 Pages
 TN Length 5 Pages

Carlos Ghosn: The Turnaround Specialist

Abstract

The case focuses on the managerial and leadership qualities of Carlos Ghosn, CEO of Nissan Motor Co. Ghosn who was appointed as COO of Nissan after Renault-Nissan alliance, won accolades from both industry insiders and analysts alike for the spectacular turnaround of the ailing Japanese auto major. As Nissan COO, Ghosn initiated a revival plan, which included massive job cuts, closing down of factories and breaking the traditional Japanese business alliances. He dismantled keiretsu - traditional Japanese supplier network - and concentrated on changing the organizational culture at Nissan.

The case also throws light on some of the other important aspects of Ghosn's managerial abilities.

Issues

Entrepreneurial and leadership qualities of Carlos Ghosn.

Reference Numbers

ICMR LDEN 020
 ECCH 803-046-1
 Organization(s) Nissan
 Countries Japan
 Industry Automobiles
 Pub/Rev Date 2003
 Case Length 10 Pages
 TN Length 4 Pages

Larry Ellison: The Source of Oracle's "Wisdom"

Abstract

This case discusses in detail the leadership qualities of Larry Ellison (Ellison) and his contribution to the Information Technology (IT) industry. It elucidates the entrepreneurial and managerial skills of Ellison. The case also details Ellison's contributions to strengthen the product development, marketing and human resources management at Oracle Corporation. Finally, the case critically examines the negative side of Ellison's leadership and management style.

Issues

Leadership qualities of Larry Ellison.

Reference Numbers

ICMR LDEN 019
 ECCH 803-017-1
 Organization(s) Oracle Corporation
 Countries USA
 Industry Computers and IT
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A

Steve Jobs: The Silicon Valley Pioneer

Abstract

The case examines in detail the leadership and entrepreneurial skills of Steve Jobs, CEO of Apple Computers (a leading Information Technology company) and Pixar (a leading US animation studio). Steve's role in shaping the computer industry through Apple's revolutionary products and a few 'unconventional' business practices has been explored in detail. The case also discusses the aspects of Steve's personality that were appreciated by many businessmen and industry leaders. The ups and downs in Steve's career graph and the way in which he overcame the obstacles are discussed in detail. Steve's departure from Apple and his comeback have also been explored in depth.

Issues

A pace setting & authoritative leadership style

Reference Numbers

ICMR LDEN 018
 ECCH 803-020-1
 Organization(s) Apple Computers
 Countries USA
 Industry Computers
 Pub/Rev Date 2003
 Case Length 16 Pages
 TN Length N/A

Steve Case: The Story of AOL's Architect

Abstract

The case examines the entrepreneurial and leadership skills of Steve Case, the CEO of AOL, the leading US-based online service provider. Case's business ventures during his childhood and teen years and his entry into the online services business are explored in detail. His leadership skills and their contribution to AOL's success have also been studied. The case also throws light on the criticism leveled against Case, especially on account of AOL's acquisition of Time Warner. It also examines the future of Case in light of his resignation as Chairman of AOL Time Warner.

Issues

Overcoming one's own limitations or shortcomings as a leader.

Reference Numbers

ICMR	L DEN 017
ECCH	803-034-1
Organization(s)	AOL TW
Countries	USA
Industry	Media and Entertainment
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

John Chambers: Cisco's Driving Force

Abstract

The case examines the leadership and managerial qualities of John Thomas Chambers (Chambers), who transformed Cisco Systems (Cisco) into a market leader in the global networking industry. The case discusses how Chambers revolutionized the way sales and marketing were handled at Cisco. It details his contributions in transforming Cisco into an e-company and the measures taken by him to attract, recruit and retain human resources. The case also explains how Chambers attempted to develop a customer-oriented, performance-driven yet informal culture at Cisco. Finally, the case describes Chambers' crisis management abilities when he steered Cisco through a bad phase in 2001.

Issues

Leadership qualities and management style of John Chambers.

Reference Numbers

ICMR	L DEN 016
ECCH	803-031-1

Organization(s)	Cisco Systems Incorporated
Countries	USA
Industry	Computer Networking
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

The Rise and Fall of Vivendi Universal's Jean Marie Messier

Abstract

The case examines in detail the circumstances under which Jean Marie Messier (Messier) had to step down as the Chairman of the France-based Vivendi Universal (VU), the world's second largest media company.

The case discusses the problems that Messier, once lauded as one of the world's leading businessmen, had to face and the criticism from French business establishment, French media, industry observers and company shareholders.

In addition, the case explains why Messier's strategic plans for VU failed, and how his inclination towards the American style of management and his views regarding the French way of running businesses led to his downfall.

Issues

Basic beliefs, value system, business philosophy and leadership style of Messier.

Reference Numbers

ICMR	L DEN 015
ECCH	803-039-1
Organization(s)	Vivendi Universal
Countries	France
Industry	Media and Entertainment
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

Leadership: The Bill Gates Way

Abstract

This case discusses in detail the visionary leadership of Bill Gates (Gates) and his contribution to the Information Technology (IT) industry. It explores the entrepreneurial and managerial skills of Gates. The case also details Gates' contribution to strengthen the product development, human resources and marketing management at Microsoft Corporation. Finally, the case examines the nature of the criticism of Gates' leadership style.

Issues

Entrepreneurial and managerial skills of Gates.

Reference Numbers

ICMR	L DEN 014
ECCH	803-043-1
Organization(s)	Microsoft
Countries	USA
Industry	Software
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

Women and Entrepreneurship

Abstract

The case "Women and Entrepreneurship," discusses the entrepreneurial traits of four successful women entrepreneurs/organizations run by women, operating in different fields. It traces their careers from the background in which they set up their businesses to the success they have been able to achieve. It also touches on the difficulties women face in setting up and running businesses and the way in which these women overcame these difficulties.

Issues

Comparison of the entrepreneurial styles of some women entrepreneurs.

Reference Numbers

ICMR	L DEN 013
ECCH	803-033-1
Organization(s)	Mahila Griha Udyog, Balaji Telefilms Limited, Biocon
Countries	India
Industry	Various
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	4 Pages

Shahnaz Hussain: A Successful Indian Woman Entrepreneur

Abstract

The case discusses the growth of the Shahnaz Hussain Group, one of the largest producers of ayurvedic and herbal products in the world. It begins with a personal profile of Shahnaz Hussain and her idea of producing and marketing ayurvedic products as a substitute for chemical cosmetics, which, she believes, do more harm than good. It then traces the growth of her brand from a niche product in the Indian market to a brand retailed in most of the major stores around the world.

The case focuses on the factors that make Shahnaz Husain products what they are and examines Shahnaz's business style. It also takes a look at the subsidiary and ancillary

activities of the Group, like training institutes, Ayurvedic massage centers and health resorts.

Issues

Qualities of a successful woman entrepreneur.

Reference Numbers

ICMR	L DEN 012
ECCH	803-015-1
Organization(s)	Shahnaz Hussain Herbals
Countries	India
Industry	Cosmetics and Skin Care
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

Dhirubhai Ambani and Reliance

Abstract

The case, "Dhirubhai Ambani and Reliance" provides an insight into the entrepreneurial and leadership qualities of Dhirubhai Ambani, the founder of the Reliance Group.

The case starts with a description of the early career of Dhirubhai at Aden and his starting of the Reliance Group in the days of the 'License Raj.' The case describes how Dhirubhai grabbed every opportunity that came his way and built Reliance to a Rs. 620 billion company till the time of his death.

It gives a description of the far sightedness of Dhirubhai. It also showcases his entrepreneurial abilities along with his potential to turn ideas into reality.

Issues

Entrepreneurship.

Reference Numbers

ICMR	L DEN 011
ECCH	803-016-1
Organization(s)	Reliance India Limited
Countries	India
Industry	Various
Pub/Rev Date	2003
Case Length	17 Pages
TN Length	N/A

Ekta Kapoor: The Queen of Indian Soaps

Abstract

The case examines the entrepreneurial style of Ekta Kapoor, the driving force behind BTL. It explores the way in which she made BTL one of the most powerful and successful companies in the field of television. The case also discusses aspects of Ekta Kapoor's serials and their impact on BTL's success.

Issues

Entrepreneurship and leadership qualities of a successful woman entrepreneur.

Reference Numbers

ICMR	L DEN 010
ECCH	803-032-1
Organization(s)	Balaji Telefilms Limited
Countries	India
Industry	Media and Entertainment
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	5 Pages

The Saga of Lee Iacocca: From Ford to Chrysler

Abstract

The case discusses the leadership qualities and management style of Lee Iacocca and how he transformed a near bankrupt company, Chrysler, into one of the leading automobile manufacturers in the world.

The case discusses at length the major achievements of Iacocca at Ford Motors and Chrysler, and critically examines the positive as well as the negative aspects of Iacocca's leadership.

Issues

Differentiating a leader from a manager, leadership style of Lee Iacocca.

Reference Numbers

ICMR	L DEN 009
ECCH	803-021-1
Organization(s)	Ford, Chrysler
Countries	USA
Industry	Automobiles
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

Lijjat Papad: Women and Entrepreneurship

Abstract

The case "Lijjat Papad-Women and Entrepreneurship" describes the successful entrepreneurial venture set up by seven semi-literate women from a small community in rural India.

The case gives an account of the setting up and functioning of the Sri Mahila Griha Udyog Lijjat Papad (SMGULP). It charts the growth of the organization and shows how it became worth Rs. 3 billion in four decades. The objectives of the organization and its core values and principles have also been discussed.

Issues

Entrepreneurial traits of some of the successful women entrepreneurs of India.

Reference Numbers

ICMR	L DEN 008
ECCH	803-014-1
Organization(s)	Mahila Griha Udyog, Balaji Telefilms, Biocon Group
Countries	India
Industry	Various
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

Louis V. Gerstner Jr.: The Man Who Turned IBM Around

Abstract

The case examines in detail the way in which Louis V. Gerstner transformed one of the most admired companies in the US - IBM, from a loss-making one to a market leader. The case further examines the leadership qualities of Gerstner which contributed to this transformation. It also gives an account of Gerstner's past experiences, and how he learned from those experiences. The case details several measures taken by Gerstner to turn IBM around including customer orientation, reducing work force, decentralizing decision making, developing e-business strategies, etc.

Issues

Role of a leader in reviving a loss making company, change management.

Reference Numbers

ICMR	L DEN 007
ECCH	803-018-1
Organization(s)	IBM
Countries	USA
Industry	Information Technology
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

Oprah Winfrey: The Story of an Entrepreneur

Abstract

The case examines the entrepreneurial skills of Oprah Winfrey, Chairman of the Harpo group of companies and the world's most successful television talk show host. Oprah's childhood, her interests, and her entry into the media world are explored in detail. The case discusses how Oprah, 'with her skill of

soothing souls,' became one of the richest women and most influential personalities in the US and many other parts of the world. The case also talks of the Harpo group's entry into various businesses and comments on Oprah's role in each of them. Oprah's philanthropic ventures are also explored.

Issues

Importance of personal and interpersonal skills for building a business empire.

Reference Numbers

ICMR	L DEN 006
ECCH	803-019-1
Organization(s)	
Countries	USA
Industry	Media and Entertainment
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

Akio Morita: The Man Who Made Sony

Abstract

The case discusses in detail about the leadership style of the co-founder of Sony Corporation - Akio Morita. The case discusses all-important aspects of his leadership style including his ability to imagine, design, implement and innovate new products, marketing, brand management strategies and human resources skills. The case also talks about how Morita adopted globalization and diversification strategies to transform Sony into a global leader in the consumer electronics industry.

Issues

Vision, leadership style, and value system of Akio Morita.

Reference Numbers

ICMR	L DEN 005
ECCH	403-009-1
Organization(s)	Sony
Countries	Japan
Industry	Consumer Electronics
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

Michael Dell: The Man Behind Dell

Abstract

The case examines the entrepreneurial and leadership skills of Michael Dell, the CEO and Chairman of leading online PC retailer

DELL. Michael's interests and business ventures during his school days and his entry into the computer business are explored in detail. His leadership skills and their contribution to DELL's success have also been studied. The case also throws light on some of the criticisms leveled against Michael Dell.

Issues

Various aspects of Michael Dell's entrepreneurial and leadership abilities.

Reference Numbers

ICMR	L DEN 004
ECCH	402-015-1
Organization(s)	Dell Computes
Countries	USA
Industry	Computers
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	5 Pages

Narayana Murthy and Infosys

Abstract

The case 'Narayana Murthy and Infosys' describes how Narayana Murthy, set up India's leading software company - Infosys.

Narayana Murthy turned a small software development venture that he had set up with his friends in 1981, into one of the leading companies of the country. Infosys grew rapidly throughout the 1990s.

Narayana Murthy distributed the company's profits among the employees through a stock-option program, and adopted the best corporate governance practices. All this earned him praise and respect.

In 1999, the company became the first Indian firm to be listed on the Nasdaq Stock Market. In 2000, Infosys was poised to become a true global company.

Issues

Leadership style.

Reference Numbers

ICMR	L DEN 003
ECCH	402-017-1
Organization(s)	Infosys
Countries	India
Industry	Infotech
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	4 Pages

www.icmrindia.org

GE and Jack Welch

Abstract

The case 'GE and Jack Welch' talks about the leadership style of Jack Welch, ex-Chairman and CEO of General Electric.

Jack Welch joined GE in 1960, and was named the CEO in 1981. In the initial years as CEO, Jack Welch initiated a restructuring plan, which included massive job cuts, positioning the various businesses as number one or number two in the respective segments, and selling off unprofitable ones.

He dismantled the 29 layers of hierarchy and made GE an informal company. The case also throws light on some of the other important aspects of Jack Welch's strategies like six sigma, globalization, boundary less organization etc.

Issues

Strategies that transformed GE into the most valuable company in the world.

Reference Numbers

ICMR	L DEN 002
ECCH	402-006-1
Organization(s)	GE
Countries	USA
Industry	Various
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	4 Pages

The Ramoji Group

Abstract

The case, 'The Ramoji Group' talks about the group from Andhra Pradesh (India) that became a Rs 15 billion empire under the entrepreneurship of Ramoji Rao.

The case discusses in detail, the various strategies of Ramoji Rao's strategies to expand into the media (print and broadcast), entertainment, foods, films and other industries.

The group seemed successful as it derived synergies from all its varied businesses.

Issues

Entrepreneurial skills

Reference Numbers

ICMR	L DEN 001
ECCH	802-029-1
Organization(s)	Various
Countries	India
Industry	Media and Entertainment
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	4 Pages

Domestic Vs Foreign Brand Clothing: Understanding Consumer Decision-making Styles in India

Abstract

David Martin (Martin), the marketing manager of Trendz4U, a UK-based garments manufacturer, which offered a range of clothing, was mulling over some key decisions that he would have to take while launching the company's successful brand in India. Two months earlier, the company had taken a decision to enter the rapidly growing market. Since then, Martin had been actively involved in devising the company's marketing strategy for India.

As part of the planning phase, he had a pilot study conducted on Indian consumers. The tabulated responses were in front of him and based on these he had to make some recommendations emphasizing specific marketing strategies for specific market segments.

Issues

Discuss how through discriminant analysis, similar kinds of users/customers can be classified based on certain characteristics.

Elucidate how discriminant analysis can be used in marketing.

Appreciate the importance of marketing research in making decisions.

Reference Numbers

ICMR	MKTG 259
ECCH	
Organization(s)	Apparel
Countries	India
Industry	N/A
Pub/Rev Date	2010
Case Length	8 Pages
TN Length	3 Pages

GlaxoSmithKline's New Sales Force Compensation System in the US

Abstract

In July 2010, GlaxoSmithKline Plc (GSK), one of the world's leading pharmaceutical companies, announced that it would replace its existing system of evaluating and compensating its sales professionals in the US.

As part of the new system, the bonuses of the sales professionals would be based on customer feedback and adherence to company policy rather than the widely used practice of focusing on individual achievement of sales targets. Industry observers viewed

GSK's new sales force compensation plan as a radical change and their opinion was divided regarding the effectiveness of the new sales force compensation system.

Issues

Understand the various issues and challenges associated with evaluating and compensating a sales force.

Understand the pharma selling environment in the US.

Analyze the new sales force compensation system of GSK in the US and discuss the pros and cons of the system.

Explore ways in which the system can be improved further.

Reference Numbers

ICMR	MKTG 258
ECCH	
Organization(s)	GlaxoSmithKline Plc
Countries	US
Industry	Pharmaceutical
Pub/Rev Date	2010
Case Length	10 Pages
TN Length	3 Pages

Avant Garden: Exploring Possibilities for Improving Revenue Management

Abstract

The case deals with the revenue management (or yield management) issues typically related to capacity constrained industries such as the hotel industry. Hotel Avant Garden, situated in Jaipur, India, was an attractive destination for tourists and business people.

The hotel had three different categories of rooms (Deluxe, Luxury, and Regular) priced accordingly and discounted on the basis of certain fixed criteria. The customer segments comprised leisure travellers, business people, travel agents, and incentive firms, all of them with distinct tastes and preferences in terms of choice of rooms, period of booking notice, and duration of stay. Eeshita Desai, the newly appointed General Manager of the hotel, took the initiative to remodel the revenue management practices of the hotel.

In the process of analysis, several issues pertaining to the timing of reservation of the rooms, and to each customer segment, etc., came up. She calculated the booking limits, protection levels, and overbooking limits for the different category of rooms based on 5 years of historic data on demand distribution, and sought to implement the new system in the hotel. However, there were still several other issues that remained a cause for concern.

Issues

What yield management is and when it is appropriate.

How the hotel industry and other similar industries fit into the service profile

Customer segmentation and demand forecasting

Calculation of booking limits and protection levels

The concept of overbooking

Yield management controls (capacity management, discount allocation, duration control, variation in mobility, group availability, supply control, and reservations)

Requirements for effective yield management

Comparison of yield management applications across different services (Airlines, Car Rentals, Cruise Lines, Financial Institutions, Hotels, Railroads, Telecommunications, and Tour Operators)

Reference Numbers

ICMR	MKTG 257
ECCH	
Organization(s)	Avant Garden (Fictitious)
Countries	India
Industry	Hospitality
Pub/Rev Date	2010
Case Length	18 Pages
TN Length	3 Pages

Crisis Management at Toyota

Abstract

The case study is about crisis management at the Japan-based Toyota Motors Corporation, one of the largest automakers in the world. In January 2010, Toyota was forced to recall millions of cars after problems with braking, floor mats and acceleration pedals in its vehicles. The recalls even led Toyota to halt sales and production of eight of its most popular models. Due to growing number of recalls, sales plummeted thereby affecting the company's position in the global automotive industry. Analysts began to question Toyota's legendary quality and felt that the recalls represented a major failure on part of the company. After the recalls, Toyota went into crisis management mode and announced a fix for the accelerator problem. The case describes the various crisis management initiatives undertaken by the company to regain the trust of customers and restore its image as a quality automaker. As part of its crisis management process, Toyota placed ads in print and television media, involved executives and used social media platforms to address its customers. However, some analysts felt that the crisis communication team of Toyota was weak which led to a delay in identifying and

addressing the situation. The case concludes by discussing what the company planned to do in the future to contain the impact of the crisis. Crisis management experts were of the view that the image of Toyota would depend on how quickly it can fix the problems and how well it communicates with its customers.

Issues

Understand the importance of crisis management and various issues and challenges related to it.

Analyze whether Toyota's response to the crisis was adequate.

Explore the PR and crisis management strategies that Toyota should adopt to contain the impact of the crisis and retain its brand reputation.

Reference Numbers

<i>ICMR</i>	<i>MKTG 256</i>
<i>ECCH</i>	510-086-1
<i>Organization(s)</i> ...	<i>Toyota Motor Company</i>
<i>Countries</i>	<i>Global</i>
<i>Industry</i>	<i>Automotive</i>
<i>Pub/Rev Date</i>	2010
<i>Case Length</i>	27 Pages
<i>TN Length</i>	4 Pages

AMD's Consumer and Channel Marketing Initiatives

Abstract

This case is about the consumer and channel marketing initiatives adopted by Sunnyvale, California-based chipmaker, Advanced Micro Devices (AMD). Unlike its arch-rival Intel Corporation (Intel), which marketed its microprocessors to the consumers through several noteworthy marketing campaigns, AMD did not market its microprocessors extensively to the consumers. The most notable marketing campaign launched by AMD was the 'AMD Me' campaign launched in 2002. It launched the AMD Commercial Channel Access Program in 2005 to meet the business needs of its partners. In 2009, the company launched the 'Vision' campaign that sought to make the PC buying process easier for consumers. It extended its channel marketing initiatives by launching the Fusion Partner Program in 2009. Through this program, AMD sought to offer its partners customized tools and resources to boost their sales depending on their inimitable business models.

AMD's focus on marketing received appreciation from industry observers, experts, and channel partners. They felt that though AMD lagged behind Intel in marketing, it was making efforts to wean away a significant portion of the market share from the market leader by launching new technological

solutions and effective marketing initiatives catering to both consumers and its channel partners. Experts felt that AMD was prepared to take on Intel aggressively in 2010 and beyond, but opined that the company still had a long way to go in order to catch up with Intel, which dominated the market.

Issues

Understand the issues and challenges in marketing/branding a component or ingredient branding.

Analyze the consumer marketing initiative of AMD, particularly its Vision Campaign that sought to simplify the PC buying decision of consumers.

Analyze the channel marketing initiatives adopted by AMD, particularly its new Fusion Partner Program.

Understand the nature of the semiconductor industry and the competition in this market.

Explore further branding strategies that AMD could adopt to garner more market share and enhance its competitive position.

Reference Numbers

<i>ICMR</i>	<i>MKTG 256</i>
<i>ECCH</i>	510-081-1
<i>Organization(s)</i>	<i>Advanced Micro Devices (AMD)</i>
<i>Countries</i>	<i>US / Global</i>
<i>Industry</i>	<i>Computers, IT and ITeS</i>
<i>Pub/Rev Date</i>	2010
<i>Case Length</i>	21 Pages
<i>TN Length</i>	4 Pages

Developing a Personal Selling Strategy

Abstract

This case study details the dilemma faced by a software professional as he volunteers to prepare a personal selling strategy for a set of books on spirituality on behalf of a trust. The case study also offers the students/trainees a chance to enhance their knowledge and sales skills through role play

Issues

Understand the various stages of the sales process, particularly objection handling.

Understand the importance of objection handling and the various techniques/steps involved in handling an objection.

Reference Numbers

<i>ICMR</i>	<i>MKTG 254</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>N/A</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Books</i>
<i>Pub/Rev Date</i>	2010

Case Length 7 Pages

TN Length 3 Pages

The Disgruntled Customer

Abstract

This is a role play-based case study. It details the predicament of a newly-appointed sales professional as he tries to make an important sales call. The customer, after initially welcoming him, refuses to allow the sales call. The case study enables the instructor and the students/trainees to use role play to arrive at a solution

Issues

Understand the various stages of the sales process, particularly objection handling.

Understand the importance of objection handling and the various techniques/steps involved in handling an objection.

Reference Numbers

<i>ICMR</i>	<i>MKTG 253</i>
<i>ECCH</i>	510-082-1
<i>Organization(s)</i>	<i>Null</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Pharmaceutical</i>
<i>Pub/Rev Date</i>	2010
<i>Case Length</i>	4 Pages
<i>TN Length</i>	5 Pages

Design Thinking and Innovation at IDEO

Abstract

IDEO is a design consultancy firm based in California, US with offices across the globe. Design consultancy firms are usually associated with product design and most of their clients included auto, electronics, and other manufacturing industries. IDEO had developed an innovative business model that could be used to design or redesign products as well as services to provide more value to the end user.

It developed a design process where they used techniques like brain storming, body storming, prototyping, and testing to arrive at a solution for the clients' problems. IDEO actively involved their clients in the design process and willingly taught them how to develop an innovative culture in their organizations unlike other consultancy firms which did not usually reveal their approach towards designing a solution.

IDEO had an employee friendly work culture with no hierarchy and used the concept of hot-teams. It encouraged teams to help each other in designing innovative solutions and strongly recommended using techniques like cross pollination.

Issues

Understand how to foster innovation in an organization.

Examine the organization structures that work for creative organizations.

Study the framework for designing innovative solutions.

Analyze the scope of work for design consultancy firms.

Reference Numbers

ICMR	MKTG 252
ECCH	510-051-1
Organization(s)	IDEO Inc.
Countries	US
Industry	Consultancy - Design
Pub/Rev Date	2010
Case Length	16 Pages
TN Length	3 Pages

Social Marketing: Times of India's 'Teach India' Campaign

Abstract

This case is about The Times of India's (ToI) social marketing initiatives. Though ToI was one of the largest circulated newspapers in the world, it was criticized for promoting 'yellow journalism'. In order to build its brand image, ToI adopted a social marketing strategy and projected itself as an agent of social change by launching a series of social campaigns highlighting social issues. One of them was 'Teach India'.

The 'Teach India' campaign was launched on July 6, 2008, with the objective of providing education to the underprivileged children in India and eradicating illiteracy. The campaign was inspired by ToI's earlier initiative 'Lead India' launched in August 2007. According to the feedback received from the 'Lead India' campaign, India would not be able to lead unless its populace was literate and that there was a need for citizens to come forward and contribute to the cause. It was for this purpose that the Teach India campaign was launched. The campaign was divided into two phases. The first phase invited citizens of the country to volunteer with a non-government organization (NGO) in their locality and spend two hours a week teaching underprivileged children. The second phase, which started at the end of 2008, selected students from top educational institutes all over the country who were willing to dedicate two years to teaching the underprivileged.

To execute the campaign, ToI tied up with select NGOs in the field of education in multiple cities across India. Corporations, schools, and social organizations also lent their support to the campaign. The campaign was promoted through print, television, online, outdoor and on-ground events. While the

campaign won some of the most prestigious advertising awards, experts remained divided in their opinion on whether ToI had adopted a genuine approach to initiating social changes in India or whether it was just a marketing gimmick to enhance the brand image of the Times Group.

Issues

Understand various issues and challenges in social marketing.

Study the social marketing campaigns launched by ToI and analyze whether ToI was successful in achieving the objectives of its campaigns.

Understand the role of cause-related marketing in enhancing brand image.

Explore ways to make the Teach India initiative could be made sustainable.

Reference Numbers

ICMR	MKTG 251
ECCH	510-052-1
Organization(s)	Times of India
Countries	India
Industry	Newspaper
Pub/Rev Date	2010
Case Length	20 Pages
TN Length	4 Pages

Customer Service at L.L.Bean

Abstract

The case discusses the customer service initiatives of L.L.Bean, Inc. (L.L.Bean), a US-based multichannel retailer. L.L.Bean had evolved from being a mail order company selling hunting boots into a leading international retailer selling apparels, home furnishings, and outdoor equipment. Its endeavor was to deliver quality products at reasonable prices and offer excellent customer service to customers.

In its 98-year-long history, the company had preserved the customer-centric tradition set by the founder and had, over the years, molded its operational policies to provide superior purchasing experience to customers. The company believed that a satisfied customer helped build customer loyalty and encouraged repeat purchases, which were essential to achieve success in the retail business.

The case discusses in detail the customer-friendly policies of L.L.Bean and the customer service practices that had resulted in its being recognized as a customer service champion by consumers and industry observers. This also helped the company to perform better than its rivals during the global economic recession of 2007-2009. Experts felt that the company's superior customer service provided it with a competitive edge.

Issues

Understand the importance of customer service, particularly in the retail industry.

Study the customer-centric policies of L.L.Bean and the various practices that the retailer followed to provide superior customer service.

Understand how the customer-centric policies and practices contributed to the success of L.L.Bean.

Explore strategies that L.L.Bean could adopt in the future to attract more customers.

Reference Numbers

ICMR	MKTG 250
ECCH	510-049-1
Organization(s)	L.L.Bean, Inc.
Countries	US
Industry	Multichannel Outdoor Goods and Apparel Retailer
Pub/Rev Date	2010
Case Length	18 Pages
TN Length	3 Pages

Brand Naming: Kraft Foods' "iSnack 2.0" Controversy in Australia

Abstract

This case study is about Kraft Foods Inc.'s (Kraft) decision to launch a breakfast spread with the name 'iSnack 2.0' in Australia, and the controversy that followed which forced the company to withdraw the brand name. The company had decided to give the name 'iSnack 2.0' to a new version of the Australian food icon - Vegemite — in September 2009.

While the company felt that the name it had arrived at after conducting an online brand naming contest would appeal to the Generation Y segment who were using popular products such as the iPod and the iPhone, the target segment rejected the name outright and there was a huge backlash against the company. Marketing and branding experts were divided in their reactions to Kraft's branding exercise. While some experts felt that this was a genuine misjudgment on the part of the company, others felt that it was a clever marketing ploy to raise awareness about its new product. While the debate on this issue raged on, experts were almost unanimous in their view that this episode would not only be remembered as a horrible example in the history of branding but would also serve as a valuable lesson in branding strategy for all marketers.

Issues

Understand the issues and challenges in naming a brand (new brand, brand extension, rebranding).

Analyze the effectiveness of crowd sourcing in branding decisions.

Appreciate the importance of marketing research in branding decisions.

Analyze the pros and cons of using social media as a marketing tool to generate publicity for a product.

Understand why the target segment rejected the brand name 'iSnack 2.0' for the brand extension of the iconic Vegemite brand.

Discuss and debate whether Kraft's decision was a deliberate attempt to create a controversy to create awareness for its new product and the related ethical issues.

Explore ways in which Kraft could have made the branding campaign more effective and also explore branding strategies that Kraft's marketing team can adopt in the future.

Reference Numbers

ICMR	MKTG 249
ECCH	510-048-1
Organization(s)	Kraft Foods Inc.
Countries	Australia
Industry	Consumer packaged goods
Pub/Rev Date	2010
Case Length	23 Pages
TN Length	4 Pages

Burger King's 'Whopper Virgins' Viral Marketing Campaign

Abstract

This case is about US-based fast food giant Burger King Corporation's (Burger King) 'Whopper Virgins' campaign that was launched in December 2008. This was a viral integrated campaign that involved conducting a 'taste test' where participants were asked to select the best burger after having Burger King's flagship product, the Whopper, and the signature product of its competitor McDonald's, the BigMac. What made the campaign especially noteworthy was the fact that the respondents selected for this test were from the remotest parts of the world, and according to Burger King, they did not have any knowledge about burgers or other American food.

The viral campaign was backed by other promotional elements such as TV advertisements, print, and online ads. The campaign generated a lot of buzz in the blogosphere as well as other media and quickly spread through word-of-mouth marketing. While many experts commended the viral marketing campaign for having helped in brand recognition, many others criticized the campaign idea, describing it as offensive and culturally insensitive. Some ad experts also pointed out that due to errors regarding search engine optimization

techniques in the viral strategy adopted, the campaign had not been effective in garnering as much of a reaction as intended. Critics also raised questions about the authenticity of the taste test conducted by Burger King.

Issues

Understand the issues and challenges in launching a viral marketing campaign.

Analyze the 'Whopper Virgins' marketing campaign and understand why it was criticized for being culturally insensitive.

Discuss and debate the ethical considerations involved.

In the context of the case study, discuss the advantages and disadvantages of using a viral marketing campaign.

Understand the increasing importance of search engine optimization and search engine marketing plans in the context of viral marketing.

Explore ways in which the company could have made the 'Whopper Virgins' campaign more effective.

Reference Numbers

ICMR	MKTG 248
ECCH	510-050-1
Organization(s)	Burger King Corporation
Countries	US
Industry	Fast Food
Pub/Rev Date	2010
Case Length	22 Pages
TN Length	4 Pages

Tata Indicom's 'Pay Per Call' Tariff Plan for Prepaid Cellular Subscribers

Abstract

As of 2009, the Indian telecom sector was growing rapidly in terms of subscriber additions, with more than 10 million new connections being purchased every month. There was fierce competition among companies in this sector to enhance their subscriber base. Besides, between the two competing technologies – GSM and CDMA, GSM was the dominant technology in the Indian mobile telephony market. To attract more subscribers to its network, Tata Indicom, a CDMA-technology based brand of Tata Teleservices Ltd, launched an innovative tariff plan in September 2009 for its prepaid cellular subscribers. Marketed as the Pay Per Call tariff plan, this plan extended the pulse duration for all outgoing calls made from the home network to 10 minutes. This case discusses the implications of this plan for the service provider as well as the consumer, and questions if (and how) Tata Indicom should take a relook at the plan.

Issues

The impact of the regulatory environment, industry competition, and consumer behavior on the revenues and profitability of companies in the Indian telecom sector.

The role of tariff plans as a key differentiator between prepaid cellular services of various telecom service providers.

Evaluate the potential impact of the Pay Per Call tariff plan (and competitors' response) on Tata Indicom's subscriber additions, revenues, and costs.

Reference Numbers

ICMR	MKTG 247
ECCH	510-085-1
Organization(s)	Tata Teleservices Ltd
Countries	India
Industry	Telecom
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	4 Pages

Unilever's Packaging Practices - Innovations and Insights

Abstract

The case examines how Anglo-Dutch retail giant Unilever Group used innovations in packaging to differentiate its products.

It explains how Unilever used packaging as a marketing tool to launch, relaunch, reposition and increase demand for its products and attract new customers.

Several instances where innovative packaging helped Unilever increase revenues of its products are discussed in the case. At the same time, Unilever tried to minimize the impact of its packaging on the environment by adopting recycled materials, introducing concentrated version of detergents and also by using fewer colors on its labels.

Issues

Understand how packaging can help a company differentiate its products.

Study how packaging can be used as a marketing tool.

Examine how the adverse impact of packaging on the environment can be reduced.

Reference Numbers

ICMR	MKTG 246
ECCH	510-045-1
Organization(s)	Unilever Group
Countries	India
Industry	FMCG
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	4 Pages

Droid: Challenger to the iPhone?

Abstract

In late-2009, US-based telecommunications company, Motorola Inc. (Motorola) and US-based mobile telecommunications network operator, Verizon Wireless (Verizon) unveiled a smart phone branded as 'Droid' in the US. Droid was launched at a time when Motorola was experiencing disappointing sales and was planning to spin off its mobile phone division. Motorola planned to arrest the decline in sales with the launch of the Droid. Powered by Google's Android 2.0 operating system, Droid was pitched against consumer electronics major Apple Inc's iPhone. Droid was promoted heavily using Verizon's marketing muscle. Verizon and Motorola had launched a US\$ 100 million marketing campaign called 'iDon't' to promote Droid.

Some experts felt that the unique features of Droid could challenge iPhone. On the other hand, some analysts felt that Motorola had a long way to go to emerge as a challenger to iPhone created a strong position for itself in the lucrative smart phone market. The Droid was largely well-received and to some extent had revived Motorola's financial position. However, marketing experts were sharply divided on the positioning strategy adopted by Motorola and Verizon for droid. In view of its success, Motorola planned to revive its mobile phone division and planned to launch Droid in India, China, Japan, and Europe in 2010. The company also planned to launch Android-powered phones in low-end as well as smart phone versions.

Issues

Analyze Motorola and Verizon's marketing strategy to launch Droid in the lucrative smart phone market.

Analyze the marketing campaign launched by Motorola and Verizon to promote Droid.

Understand and analyze the positioning strategy adopted by Motorola and Verizon for Droid.

Discuss and debate whether the Droid was an able challenger to the iPhone.

Explore ways in which the campaign could be made more effective and how the product should be marketed in other international markets.

Reference Numbers

ICMR MKTG 245
 ECCH 510-042-1
 Organization(s) Motorola Inc., Verizon Wireless
 Countries US
 Industry Consumer Electronics
 Pub/Rev Date 2010
 Case Length 30 Pages
 TN Length 5 Pages

Volkswagen's Marketing Strategy in India

Abstract

The case examines the marketing strategies of Volkswagen Group India, the Indian subsidiary of German automobile manufacturer, Volkswagen AG (Volkswagen). Volkswagen entered the Indian passenger car market in 2001 by launching its car brand – Skoda. In 2007, two of its other brands Audi and Volkswagen, were also launched in India. Volkswagen Group India emphasized on all aspects of marketing mix including product, price, place and promotion. The company offered three brands including Audi, Skoda and Volkswagen that together comprised of 15 different models as of late 2009. Volkswagen Group India mainly catered to the luxury segment of the Indian car market. The company had established presence in India through separate distribution channels for each of its brands. In its initial years, Volkswagen Group India primarily used the print media to promote its products. However, considering the growth potential of India's automobile market, the company started using electronic, digital and out of home media along with print media. In November 2009, the company launched an integrated marketing campaign to strengthen its brand image. The case describes the marketing campaign and ends with a discussion on the growth prospects of the company in future.

Issues

Understand the dynamics of the Indian passenger car market.

Examine the growth strategies of Volkswagen Group India over the years.

Analyze the marketing strategies of Volkswagen Group India.

Study the future prospects of Volkswagen Group India.

Reference Numbers

ICMR MKTG 244
 ECCH 510-029-1
 Organization(s) .. Volkswagen Group India
 Countries India
 Industry Automobile
 Pub/Rev Date 2010
 Case Length 15 Pages
 TN Length 4 Pages

Amazon.com: Customer Service Champion

Abstract

The case discusses the customer service at Amazon.com, Inc. (Amazon), a US-based e-tailer. Amazon evolved from being just an online bookstore into one of the largest e-

commerce platforms in the world where customers could find and discover anything they wanted to buy online in a more convenient way. Customer service, loyalty, and customer retention were the three important aspects of Amazon's service culture. Experts were of the opinion that over the years, the customer base of Amazon had increased significantly due to its high levels of customer service. In addition to consumer customers, Amazon offered marketing and promotional services for third-party retailers and web services for developers. It allowed third party vendors to sell their products on its website. The case outlines the customer-centric philosophies of Amazon and discusses the various customer programs undertaken by Amazon. The case discusses the importance of customer experience at Amazon and describes the focus of the company on three aspects – price, selection, and convenience. Jeff Bezos, CEO of Amazon, invested heavily in building advanced technological infrastructure to serve his customers. He spent huge sums of money on customer service programs, even though this affected the operating margins of the company. The case points out certain issues related to Amazon's customer service. The case concludes by discussing how Amazon had weathered the recession and performed better than other online retailers and also discusses how Amazon's acquisition of Zappos would affect the customer service of both the companies in the future.

Issues

Understand the importance of customer service, particularly in the online retail industry.

Understand various concepts in customer service and customer relationship management.

Study the customer-centric philosophies of Amazon, the systems and processes, and how these have contributed to the success of the company.

Analyze the factors that contributed to a strong customer service culture at Amazon and how some of the negative aspects associated with its customer service can be improved upon.

Explore strategies that Amazon can adopt in the future to attract more customers

Reference Numbers

ICMR MKTG 243
 ECCH 510-023-1
 Organization(s) Amazon.com, Inc.
 Countries USA / Global
 Industry Online Retail Industry
 Pub/Rev Date 2010
 Case Length 25 Pages
 TN Length 4 Pages

www.icmrindia.org

Tourism Kamloops

Abstract

The case discusses the promotion of Kamloops city as a vacation destination and the initiatives taken by Tourism Kamloops to transform the city into a favorable tourist destination. Over the years, the tourism industry in Kamloops had been growing steadily and had played a major role in contributing to the local economy. The case discusses the growth of Kamloops as the 'Tournament capital of Canada'. Sport tourism is one of the fastest growing segments of the tourism sector in Kamloops and the city has actively developed and promoted sports facilities for tournaments and hosted some major sporting events. The case also discusses the marketing campaign with TV personality and meteorologist Mark Madryga as brand ambassador to promote Kamloops as a vacation destination. The case talks about some of the challenges faced by Tourism Kamloops and how they might affect the tourism sector in Kamloops in the future.

Issues

Analyze the tourism industry in Kamloops and study the factors which contributed to the growth of the tourism industry in the region.

Understand the role played by marketing, particularly the promotional campaigns, in developing the tourism industry of a country.

Analyze the initiatives taken by Tourism Kamloops to promote the city of Kamloops as a vacation destination.

Explore the strategies that Tourism Kamloops could adopt to develop the tourist sector in the region.

Reference Numbers

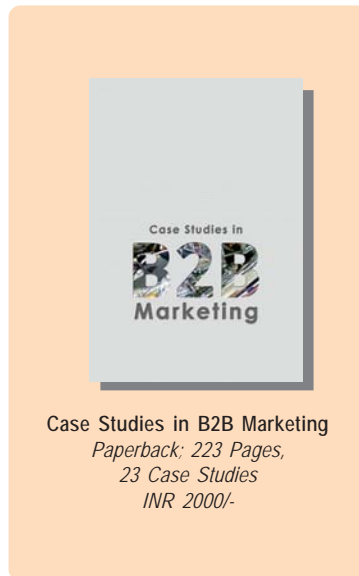
ICMR	MKTG 242
ECCH	510-027-1
Organization(s)	Null
Countries	Canada
Industry	Tourism Industry
Pub/Rev Date	2010
Case Length	14 Pages
TN Length	14 Pages

Canadian Club: Repositioning a Dormant Brand

Abstract

This case is about US-based premium spirits company, Beam Global Spirits & Wine's (Beam Global) award-winning 'Damn Right Your Dad Drank It' campaign to promote its Canadian Club brand of whisky in November 2007. The campaign was launched with the aim of reviving a 150-year-old brand, Canadian Club Whisky, which was perceived by the younger

generation in US as their dad's drink, and hence 'not cool'. The brand had witnessed a continuous decline in sales for 17 years from the 1990s as a result of a combination of factors like erosion of brand value, weakening of marketing efforts, change in cocktail culture toward vodka-based drinks, and the entry of competitors in the market. The 'Damn Right Your Dad Drank It' campaign adopted a strategy that turned the brand's primary criticism - 'your dad's drink' into its campaign's central theme. The retro-themed campaign featured a series of print ads depicting the 1960s and 1970s era that showed 'fathers' as a classic personification of unpretentious masculinity. The ads included provocative taglines that sought to remind consumers that their dads were masculine, stylish, and cool and that they embodied these traits through their choice of drink consisting of whisky cocktails made with CC. The campaign was a multilayered one including viral marketing elements. The campaign was backed by billboards, point-of-sale (POS) items, radio advertising, out-of-home advertising, in-market events, and experiential elements. The campaign not only rejuvenated the moribund brand but also turned its falling sales curve around. But some critics opined that the campaign ads were offensive and also contended that the campaign theme was sexist.



Issues

Understand the issues and challenges of repositioning and reviving a dormant brand.

Analyze the marketing efforts for Canadian Club over the years and the new 'Damn Right Your Dad Drank It' advertising campaign.

Understand the consumer insights that prompted Beam to launch this ad campaign and how the company uncovered these through marketing research.

Study how the advertising campaign was executed and analyze the results.

Explore ways in which the company could have made the 'Damn Right Your Dad Drank It' campaign more effective and also explore branding strategies that the brand management team can adopt in the future.

Reference Numbers

ICMR	MKTG 241
ECCH	510-026-1
Organization(s)	Beam Global Spirits & Wine
Countries	United States
Industry	Spirits
Pub/Rev Date	2010
Case Length	18 Pages
TN Length	3 Pages

Selling Insurance Products in India: The Commission versus Fee Debate

Abstract

The case discusses the commission versus fee debate related to the compensation structure of insurance agents in India. Though the issue was a long standing one, it sparked a fresh debate when the Swarup Committee on Investor Awareness and Protection in 2009 proposed scrapping of the agents' commission by 2011 stating that such a decision was necessary to protect the interests of investors.

The case discusses whether a fee-based model as suggested by the committee would be viable in the Indian insurance market or whether such a step was a premature one. The case points out the implications the reform may have on the Indian insurance sector and presents the views of regulators, investors, and agents on introducing a fee-based model for agents in the insurance sector. While the industry and insurance agents strongly opposed the move, investors and some regulatory bodies supported the change.

The case concludes by analyzing whether the government's decision to continue with the commission-based system in the interest of insurance industry and financial intermediaries overlooked the investor's viewpoint.

Issues

Understand the issues and challenges in selling financial products such as insurance.

Understand the compensation structure of the insurance agents in India and analyze the ramifications of the Swarup Commission recommendations.

Analyze the advantages and disadvantages of a fee-based model as against the commission-based model.

Evaluate the need for a change in the remuneration structure of a financial intermediary in Indian insurance sector.

Reference Numbers

ICMR	MKTG 240
ECCH	510-024-1
Organization(s)	Null
Countries	India
Industry	Insurance Industry
Pub/Rev Date	2010
Case Length	19 Pages
TN Length	3 Pages

Burger King's 'Whopper Freakout' Marketing Campaign

Abstract

This case is about US-based fast food giant Burger King Corporation's (Burger King) 'Whopper Freakout' campaign that was launched to celebrate the Whopper's 50th anniversary at Burger King, in December 2007. This was also a bid to know whether the Whopper was America's favorite burger.

The campaign was launched with the aim of increasing Whopper sales and encouraging customers to consume the Whopper more often than they already did. The main part of the campaign was the viral marketing component. It was backed by other promotional elements such as TV advertisements, print, and online ads. The campaign generated a lot of buzz among the target consumers consisting of a young net savvy population and quickly spread through word-of-mouth marketing.

It was considered by experts as an iconic viral marketing campaign that helped Burger King increase the sales of its mature brand, the Whopper.

Issues

Understand the issues and challenges in launching a viral marketing campaign

Analyze the 'Whopper Freakout' marketing campaign

In the context of the case study, discuss the advantages and disadvantages of using a viral marketing campaign

Understand the increasing importance of viral marketing and word-of-mouth marketing in marketing a product

Explore ways in which the company could have made the 'Whopper Freakout' campaign more effective

Reference Numbers

ICMR	MKTG 239
ECCH	510-028-1
Organization(s) ..	Burger King Corporation
Countries	US
Industry	Fast Food
Pub/Rev Date	2010
Case Length	18 Pages
TN Length	4 Pages

i-Mint - An Innovative Coalition Loyalty and Consumer Rewards Program in India

Abstract

The case examines the marketing strategy of i-mint, India's largest multi-partner loyalty program. i-mint was designed by Loyalty Solutions and Research Limited (LSRL), an ICICI Venture firm. From an initial collaboration of six merchant partners in mid 2006, i-mint had developed an all-India merchant network of over 3000 partners covering industries including hospitality, travel, retail, telecom, media and consumables by late 2009. It had a membership base of 9 million. Multiple partnership reward programs like i-mint offered customers dual benefit of purchases across multiple product/service categories and earning rewards across several program partners. A consumer could earn loyalty points on the payments made for purchases at the outlets of i-mint partners and could also redeem these points at any of the i-mint merchant outlets. For retailers, this relationship between multiple brands and customer loyalty on a single platform helped to develop a customer database which could be used to establish a personalized dialogue with customers in order to design value added loyalty schemes and thereby increase profitability. The case also discusses the potential of coalition loyalty marketing programs in India.

Issues

Understand the benefits of a customer loyalty program in retail marketing.

Analyze the advantages and disadvantages of multiple partnership reward programs as compared to a single partner rewards program.

Examine the unique features of 'i-mint' consumer rewards program.

Study the effectiveness and financial feasibility of consumer loyalty programs in India.

Reference Numbers

ICMR	MKTG 238
ECCH	510-025-1
Organization(s)	Loyalty Solutions and Research Limited, ICICI Venture
Countries	India
Industry	Retailing
Pub/Rev Date	2010
Case Length	14 Pages
TN Length	3 Pages

"Marketing takes a day to learn. Unfortunately it takes a lifetime to master."

– Philip Kotler

Indian Premier League's Operating Model - Marketing Cricket to the World

Abstract

The case examines the operating model of Indian Premier League (IPL), a club based format of cricket, conceptualized in 2007 by the Board of Control for Cricket in India (BCCI). The operating model of IPL was based on eight teams representing eight major cities of India. The BCCI invited bids from franchisees for owning these teams. The franchisees had to pay the franchise fee to BCCI over a few years period after which franchisees became the owner of the team for ever. After bidding from franchisees, bidding for players was also conducted. The BCCI sold the broadcasting rights to a consortium of SET and WSG for a period of ten years. The brand IPL was promoted by the BCCI as well as the broadcasters where as individual franchisees promoted their teams separately. The BCCI and broadcasters first promoted this new cricket format using creative ads and then promoted the concept of different city based teams. In a span of two years, the IPL enterprise had emerged as a formidable brand valued at over US\$ 2 billion. Individual teams were branded based on their revenue generating capabilities. The case examines the revenue model of IPL and its advertising and promotion strategies

Issues

Understand how to promote a sports brand effectively.

Examine the operating and revenue model of IPL.

Analyze the methodology in valuating a sports brand.

Study the T20 cricket format and the challenges it can face in the near future.

Reference Numbers

ICMR	MKTG 237
ECCH	510-012-1
Organization(s)	Indian Premier League
Countries	India / South Africa
Industry	Entertainment
Pub/Rev Date	2010
Case Length	19 Pages
TN Length	4 Pages

Apple's App Store: Strengthening the iPhone's Competitive Position

Abstract

The case discusses the role of Apple's App Store in increasing the demand for the iPhone. It begins with a brief overview of Apple's

history and the several innovative products it introduced into the market. Later, it describes the launch of the iPhone, the subsequent development of apps for the phone, and the creation of the App Store to distribute these apps. The case also discusses some of the reasons for the amazing success of the App Store and the role played by the apps in increasing the demand for the iPhone. It concludes with an overview of the competition being faced by the App Store and a brief discussion on its future prospects.

Issues

Identify the forces driving change in the global cell phone industry.

Assess the role played by apps in increasing the sales of the iPhone.

Recognize the role of innovation in creating new markets.

Reference Numbers

ICMR	MKTG 236
ECCH	510-011-1
Organization(s)	Apple Inc.
Countries	USA / Worldwide
Industry	Mobile phone
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	4 Pages

Promoting 'Paranormal Activity'

Abstract

On October 16, 2009, a low budget horror film 'Paranormal Activity' was released in the US. The film went on to become a huge hit after it opened to packed houses and grossed US\$ 22 million in one week. By the end of October 2009, the film had earned a staggering US\$ 65 million. According to experts, the film was one of the highest revenue earning low-budget films in Hollywood. The success of the film was widely attributed to the unique promotional strategies adopted by California-based film production and distribution company, Paramount Pictures Corporation (Paramount Pictures). The promotional strategies started with a buzz created by free midnight screenings in college towns and word-of-mouth marketing (WOM) through social media and other channels. The most significant part of its promotion strategy was the 'Demand It' campaign launched by Paramount Pictures on the movie's website, 'www.paranormalmovie.com'. The site included a 'Demand It' tab that required the user to click and demand the release of the film in their city.

Issues

Analyze the promotional strategies for Paranormal Activity and understand the factors that led to its success.

Understand how Paramount Pictures managed to get huge publicity for the film.

Study how the promotions of films have changed with the emergence of new media channels such as the Internet.

Reference Numbers

ICMR	MKTG 235
ECCH	510-014-1
Organization(s)	Paramount Pictures Corporation
Countries	US
Industry	Media & Entertainment
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	4 Pages

Turkey: Emerging as a Value-based Destination Amidst Economic Slowdown

Abstract

The case discusses how Turkey is emerging as a value-based tourist destination at a time when many other tourist destinations, particularly those in Europe, are reeling under the impact of the economic slowdown. It examines the initiatives taken by the Turkish Ministry of Culture and Tourism (MoT) to transform Turkey into a favorable tourist destination.

The case provides detailed information on the growth of the tourism industry in Turkey. Over the years, the tourism sector in Turkey grew rapidly and constituted an important part of the economy of Turkish towns and cities.

In addition to sea-sand-sun tourism, Turkey offered alternative forms of tourism such as winter, highland and health tourism, as well as nature sports, making it one of the most preferred tourist destinations across the world.

In 2009, the MoT invested significantly in promoting Turkey as a tourist hotspot. This was in line with its long-term tourism strategy to become one of the five top destinations in the world by increasing the number of tourists and tourist receipts by 2023.

The case discusses the massive promotional campaign launched by MoT in different countries with the aim of attracting more visitors and strengthening Turkey's position as a global tourism brand.

As part of the campaign, MoT came out with a series of television commercials, destination films, and promotional events highlighting the best features of Turkey. How it handled the promotional activities in certain key markets are also discussed.

The case goes into the challenges faced by the Turkish tourism sector and how they might affect the growth of the sector in the future.

Issues

Analyze the tourism industry in Turkey and study the factors which contributed to the growth of the tourism industry in the country.

Understand the role played by marketing, particularly the promotional campaigns, in developing the tourism industry of a country.

Analyze the initiatives taken by the Turkish Ministry of Culture and Tourism (MoT) to promote Turkey as a destination brand and how it handled the campaign in key markets around the world.

Examine the challenges faced by the tourism sector in Turkey and explore strategies that the MoT could adopt to overcome these challenges.

Reference Numbers

ICMR	MKTG 234
ECCH	509-102-1
Organization(s)	Tourism Turkey
Countries	Turkey / Central Europe / Global
Industry	Tourism Industry
Pub/Rev Date	2009
Case Length	23 Pages
TN Length	5 Pages

Burger King's 'Subservient Chicken' Marketing Campaign

Abstract

This case is about US-based fast food giant Burger King Corporation's (Burger King) 'Subservient Chicken' campaign that was launched to promote its TenderCrisp chicken sandwiches, in April 2004. The campaign was launched with the aim of arresting the company's decline in sales and regaining the market share that it had lost to competitors such as McDonald's Corporation and Wendy's International Inc. The main part of the campaign was the viral marketing component. It was backed by other promotional elements such as TV advertisements, print, online ads, and one time pay-per view program. The campaign generated a lot of buzz among the target consumers consisting of a young net savvy population and quickly spread through word-of-mouth marketing. It was considered by experts as an iconic viral marketing campaign that helped Burger King revive its brand image and resulted in an increase in the sales of its burgers. But some critics opined that though it was a very good viral marketing campaign, it did not link back to the Burger King brand and so failed to drive business for Burger King.

Issues

Understand the issues and challenges in launching a viral marketing campaign.

Analyze the 'Subservient Chicken' marketing campaign.

In the context of the case study, discuss the advantages and disadvantages of using a viral marketing campaign.

Understand the increasing importance of viral marketing and word-of-mouth marketing in marketing a product.

Explore ways in which the company could have made the 'Subservient Chicken' campaign more effective.

Reference Numbers

<i>ICMR</i>	<i>MKTG 233</i>
<i>ECCH</i>	509-097-1
<i>Organization(s)</i> ..	<i>Burger King Corporation</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Fast Food</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>23 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Kraft Foods' Mobile Marketing Strategy

Abstract

This case is about US-based Consumer Packaged Goods (CPG) Company Kraft Foods' (Kraft) mobile marketing strategy. Due to a reduction in consumer spending on packaged goods, Kraft decided to tap the mobile channel to promote its products as this channel had the capacity to enable value-added marketing. The company's mobile marketing campaigns were designed to meet the needs of customers and to help them integrate the company's brands into their everyday lives.

The case discusses the mobile marketing campaigns launched by Kraft Foods and their objectives. In 2008, Kraft launched a mobile campaign in Germany to promote the launch of its new instant coffee brand called Jacobs 2in1. It was the first large-scale European product launch which used a mobile sampling campaign to enhance brand awareness. The campaign was integrated with traditional media and allowed customers to request samples and order products from their mobile phones. This was followed by the launch of a mobile cooking application for iPhone users called the iFood Assistant in December 2008. The application allowed customers to search for and download recipes, manage their shopping lists, and locate local stores thereby delivering value to the customer while at the same time promoting the company's products. The case also talks about the mobile website created by Kraft to facilitate consumer engagement on mobile devices, and how Kraft was taking its mobile marketing initiative further in countries such as Germany and the UK. The case discusses whether the campaigns were successful in enhancing brand awareness and

consumer involvement. It concludes by providing the reactions of analysts to Kraft Foods' mobile marketing campaigns. Analysts were of the view that the mobile marketing initiatives adopted by Kraft would serve the purpose of establishing a direct dialogue with customers as the mobile phone was a powerful communications device with respect to mobility, reach, and immediacy. Marketers should take advantage of the mobile medium and adopt it as part of their channel mix to gain a competitive edge, they said.

Issues

Study the mobile marketing strategy of Kraft Foods

Understand the issues and challenges in creating and rolling out a mobile advertising campaign.

Analyze the mobile marketing campaigns launched by Kraft Foods.

Discuss and debate whether the mobile marketing campaigns of Kraft Foods would be able to achieve their objectives.

Explore ways in which the company could make its mobile marketing campaigns more effective.

Reference Numbers

<i>ICMR</i>	<i>MKTG 232</i>
<i>ECCH</i>	509-099-1
<i>Organization(s)</i>	<i>Kraft Foods, Inc.</i>
<i>Countries</i>	<i>Europe / USA</i>
<i>Industry</i>	<i>Consumer Packaged Goods</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>21 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Idea Cellular's Advertising and Promotion Strategies

Abstract

The case examines the advertising strategies of Idea Cellular, a leading telecom service provider in India. It explains how Idea promoted its services through several innovative ads via variety of media like TV, print, out-of-home, and radio. Idea had not hired any celebrity to promote its services till late 2007, in contrast to its competitors. However, when Idea expanded its geographical presence to cover several telecom circles in India, it hired film star Abhishek Bachchan to endorse its brand in October 2007. Idea's focus in its ads also changed from highlighting its tariff plans and network coverage to using mobile telephony to solve social issues. Idea also developed several websites to support its ads based on social issues. Idea also tied up with Indian Premier League (IPL) cricket team, Mumbai Indians, and popular players like Sachin Tendulkar and Zaheer Khan were used to promote the brand. Idea chose to promote its brand where as its

competitors focused on promoting their value added services and tariff plans.

Issues

Appreciate the importance of brand development for achieving longer term growth.

Study the usage of different media for advertising a brand.

Understand how contemporary social issues are highlighted to promote a brand.

Analyze the benefits of viral marketing for brand promotion.

Reference Numbers

<i>ICMR</i>	<i>MKTG 231</i>
<i>ECCH</i>	509-098-1
<i>Organization(s)</i>	<i>Idea Cellular</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Telecom</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Maruti Suzuki's Advertising Strategies

Abstract

The case examines the advertising strategies of Maruti Suzuki India Limited (Maruti), a subsidiary of Japan based automobile major Suzuki Motors. Maruti, India's leading passenger car manufacturer was founded in 1981. The liberalization of the Indian economy in 1991 resulted in the entry of several foreign automobile companies in the Indian passenger car market beginning from the mid 1990s. To prevent the continuous decline of its market share, Maruti started a restructuring exercise in the year 2001. As part of the restructuring exercise, Maruti also laid emphasis on its advertising strategy to help maintain its position as a market leader. The company launched several new products and their variants. The advertising campaigns of Maruti included TVCs, print and radio ads, outdoor promotions, point of sale and mobile promotions. The company also organized different promotional events to attract prospective consumers. Maruti also offered special schemes for specific professional and income groups. The ad campaigns of Maruti emphasized on various aspects of its cars, including fuel efficiency, space, looks etc, to strengthen its brand image, and to promote its widespread network and services. The case ends with a discussion on Maruti's future expansion plans.

Issues

Understand the dynamics of passenger car industry in India.

Study the growth strategies of Maruti over the years.

Analyze the advertising strategies of Maruti. Examine the future challenges for Maruti.

Reference Numbers

<i>ICMR</i>	<i>MKTG 230</i>
<i>ECCH</i>	509-101-1
<i>Organization(s)</i>	<i>Maruti Suzuki</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Automobile</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	15 Pages
<i>TN Length</i>	3 Pages

Marketing Pristiq: The Advertising Challenge

Abstract

Pristiq was developed by Wyeth Pharmaceuticals (Wyeth) to tackle the patent expiry problems for its blockbuster drug, Effexor XR, which was also one of the top ten highest selling pharmaceutical products globally. Effexor XR was an anti-depressant that helped in treating major depression disorder (MDD) and anxiety disorders associated with depression like generalized anxiety disorder (GAD), social anxiety disorder (SAD), and panic disorder in adults. Effexor XR was set to expire in 2010 and cheaper generic versions of the drug were expected to be available in the market in June 2010; this was expected to make a huge dent in Effexor XR sales. Wyeth launched Pristiq in the US market in May 2009 and promoted it as an enhanced version of Effexor XR in a bid to shift existing prescriptions of Effexor XR to Pristiq. Towards this end, Wyeth initially marketed the drug to doctors. However, the sales of the drug between its launch and March 2009 was a paltry US\$ 115.8 million, far lower than initial projections. Later in June 2009, Wyeth launched an advertising campaign directed at consumers. While advertising a drug, pharmaceutical companies had to comply with stringent statutory and regulatory requirements. The problems were compounded in mid 2009 as the USFDA proposed some additional guidelines regarding risk disclosure. Some experts felt that these new guidelines left little room for marketers to get through their message in a creative way. The initial reaction of the industry observers regarding the ad campaign was mixed. Some felt that the ad campaign failed to comply with the new guidelines. They felt that advertising could be a differentiator in an overcrowded anti-depressant market; however getting it right was not easy considering the nature of the drug, side effects profile of the drug and existing regulations. The challenge before the Pristiq marketing team was to connect with the target audience with their ad campaigns while also complying with the stringent statutory and regulatory requirements for advertising prescription drugs. The case will help the students: 1) Understand the issues and challenges faced

by pharmaceutical companies in promoting their products in view of the stringent statutory and regulatory requirements for advertising prescription drugs; 2) Understand the issues and challenges in capturing market share for a 'me-too' product in an overcrowded market; 3) Understand how Wyeth built up Effexor XR as one of the top pharmaceutical products; 4) Analyze the marketing effort for Pristic including the advertising campaign launched by Wyeth for the product; 5) Understand the legal and ethical issues related to marketing and promotion of a drug, particularly an anti-depressant. The case is meant for MBA/MS students as a part of the Marketing Communication/ Strategic Marketing Management/ Product Management curriculum. The teaching note includes the abstract, teaching objectives and methodology, assignment questions, feedback of case discussion, and additional readings and references. The teaching note does not contain an analysis of the case.

Issues

Understand the issues and challenges faced by pharmaceutical companies in promoting their products in view of the stringent statutory and regulatory requirements for advertising prescription drugs.

Understand the issues and challenges in capturing market share for a 'me-too' product in an overcrowded market.

Understand how Wyeth built up Effexor XR as one of the top pharmaceutical products.

Analyze the marketing effort for Pristic including the advertising campaign launched by Wyeth for the product.

Understand the legal and ethical issues related to marketing and promotion of a drug, particularly an anti-depressant.

Reference Numbers

<i>ICMR</i>	<i>MKTG 229</i>
<i>ECCH</i>	509-100-1
<i>Organization(s)</i>	<i>Wyeth</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Pharmaceuticals</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	26 Pages
<i>TN Length</i>	6 Pages

Coca-Cola "Open Happiness" Campaign

Abstract

The case is about Atlanta-based beverage giant Coca-Cola Company's (Coca-Cola Company) global integrated advertising campaign "Open Happiness". The campaign was launched in the first half of 2009 in markets around the world with the aim of increasing sales of sparkling beverages of the Coca-Cola Company. At a time when the weakened

economy was sapping soft drink sales, the "Open Happiness" campaign invited people around the world to refresh themselves with a Coke and continue to enjoy the simple pleasures of life. The case discusses the various campaigns launched by the Coca-Cola Company over the years and the role played by these campaigns in enhancing the brand image of Coca-Cola. The case also focuses on the "Coke Side of Life" launched in 2006 to revive sales of Coca-Cola. The "Coke Side of Life" campaign invited people to choose Coke and live positively. The objective of the campaign was to make Coke more relevant to customers by creating a multi-cultural platform in markets across the world. With the global economic recession and with consumers drifting towards non-carbonated drinks, the company was facing many difficulties. In order to boost its sales, the company decided to create a new campaign and roll it out globally. The case discusses in detail the objectives and various elements of the "Open Happiness" campaign which included new point of sale, promotions, outdoor and print advertising, digital and music components. The case details the launch of the campaign in various countries and how it was adapted in accordance with the tastes and preferences of the people in those countries. The case also discusses the initial reactions to the "Open Happiness" campaign. Some analysts felt that the campaign might be successful in achieving its objective as it was able to extend the reach of Coca-Cola to wider markets while others were apprehensive that it would not succeed. The case concludes with thoughts on how the global campaign could be made more effective so that it strikes the right chord with its consumers in different countries.

Issues

Study the branding strategies adopted by of Coca-Cola Company over the years and how the campaign has evolved over the years.

Understand the role played by its advertising campaigns in 'Coca-Cola' consistently maintaining its No.1 position among global brands.

Understand issues and challenges in creating and rolling out a global advertising campaign.

Analyze the "Coke Side of Life" and "Open Happiness" campaigns.

Discuss and debate whether the "Open Happiness" campaign would be able to achieve its objectives.

Explore ways in which the company could make its "Open Happiness" campaign more effective.

Reference Numbers

<i>ICMR</i>	<i>MKTG 228</i>
<i>ECCH</i>	509-091-1
<i>Organization(s)</i>	<i>The Coca-Cola Company</i>
<i>Countries</i>	<i>United States of America</i>

Industry *Food and Beverage*
 Pub/Rev Date *2009*
 Case Length *23 Pages*
 TN Length *4 Pages*

Intel Corporation's 'Sponsors of Tomorrow' Global Branding Campaign

Abstract

This case is about the various branding initiatives adopted by the world's largest semiconductor company Intel Corporation (Intel) that contributed to its maintaining its position as one of the world's top global brands. While the case focuses on the 'Sponsors of Tomorrow' global branding campaign launched in May 2009, it also provides a background on all the successful campaigns launched by the company over the years. 'Sponsors of Tomorrow' was a multi-million dollar campaign that sought to promote the 'Intel' brand as opposed to its microprocessor chipsets. The campaign comprised TV commercials that included teaser promos featuring actors who played Intel's engineers. It was backed by print, online, and outdoor elements. Prior to launching this campaign, Intel aggressively marketed its microprocessors to consumers when they were unaware of what a microprocessor meant and its significance to their Personal Computer (PC). Intel launched several noteworthy branding campaigns, the most popular being the 'Intel Inside' campaign where it convinced consumers to buy PCs equipped with Intel's microprocessors, in 1991. After the unprecedented success of this campaign, Intel continued to launch several other branding campaigns that sought to promote its products such as the Bunny People ad campaign that featured Intel's engineers in bunny suits for marketing its Intel MMX technology, in 1997, followed by Blue Man Group ads for promoting its Pentium and Celeron processors, in 2001. Intel also used humor as an element for promoting its Centrino mobile technology platform, in 2005. The company also rebranded itself by launching the 'Leap Ahead' campaign in 2005 to signify the leap it had taken in technology, in education, manufacturing, and social responsibility. This was followed by the 'Multiply' campaign to promote its Core 2 Duo processors, in September 2006. Despite achieving unprecedented success through these campaigns, Intel went ahead with launching the 'Sponsors of Tomorrow' campaign that focused on promoting the 'Intel' brand. The 'Sponsors of Tomorrow' campaign received mixed reactions from experts. Some experts opined that for years, Intel had been focusing on its successful products; however, with this new campaign it had established an emotional connection with the customers. It also credited the engineers behind Intel's

technology. Moreover, they felt that the ad voiced optimism about the future in the backdrop of the global economic slowdown. On the other hand, some critics felt that the campaign would not strike a chord with the audience and would not help Intel's bottom line. They also added that the campaign had been launched to offset the € 1.06 billion fine imposed by the European Union for its alleged anti-trust business practices in the European microprocessors market.

Issues

Understand the issues and challenges in launching a global branding campaign.

Understand the issues and challenges in branding a component or ingredient branding.

Analyze the earlier branding campaigns adopted by Intel that contributed to its becoming one of the top global brands.

Analyze the 'Sponsors of Tomorrow' branding campaign that sought to promote the 'Intel' brand as opposed to its products.

Explore further branding strategies that Intel could adopt to maintain and enhance its position among global brands.

Reference Numbers

ICMR *MKTG 227*
 ECCH *509-087-1*
 Organization(s) *Intel*
 Countries *United States of America / Worldwide*
 Industry *Information Technology and Related Services*
 Pub/Rev Date *2009*
 Case Length *28 Pages*
 TN Length *5 Pages*

Kleenex 'Let It Out' Campaign: Increasing Consumer Involvement with a Low-involvement Product

Abstract

This case is about the 'Let It Out' (LIO) campaign launched by consumer packaged goods major, Kimberly-Clark Corporation (K-C), for its tissue brand, Kleenex. Marketing experts considered Kleenex to be a super brand. The brand identity was so strong that it had become a generic term for tissue paper, requiring the company to use 'Kleenex brand' to refer to its product. However, with the sales for the category shrinking since 2001, K-C decided in 2006 to rejuvenate the Kleenex brand. In late 2006, the LIO campaign was launched and it tried to make an emotional connect with the target audience through the use of 'real people' in its ads. The case details how the campaign was initially launched and, later in 2008, how the theme of the campaign was extended in 2008 to cash in on the Olympic frenzy and the roll-out of new

Kleenex branded products. Many experts have considered the LIO campaign an innovative one and said that the campaign would go a long way in increasing the target audience's involvement with the brand. However, others were not impressed and criticized certain elements of the campaign. Some others felt that the real challenge facing Kleenex was the commoditization of the brand and they suggested that K-C had to come out with something more than the LIO campaign to address this issue.

Issues

Understand issues and challenges in promoting a low-involvement product such as tissue, and how consumer involvement with the product can be increased.

Analyze the 'Let It Out' campaign and discuss and debate whether the campaign was able to achieve its objectives.

Understand the pros and cons of using 'real people' in the ads.

Understand the pros and cons of using various appeals (in this case, emotional appeal) in ads.

Understand the challenges faced by brands whose brand names have become synonymous with the generic term for the product.

Explore strategies that K-C could adopt in the future to address the issue of commoditization of its brand.

Reference Numbers

ICMR *MKTG 226*
 ECCH *509-088-1*
 Organization(s) *Kimberly-Clark Corporation*
 Countries *United States of America*
 Industry *FMCG*
 Pub/Rev Date *2009*
 Case Length *13 Pages*
 TN Length *3 Pages*

Tata Sky's Marketing Strategies

Abstract

The case discusses the marketing strategies of Tata Sky Limited (Tata Sky), India-based 'Direct to Home' (DTH) service provider. Tata Sky was formed as a joint venture between the Tata Group and the STAR Network in 2004. The company emphasized on all aspects of marketing mix including product, price, place and promotion. It offered more than 170 channels along with different interactive services. Tata Sky offered different channel packages so that consumers could choose their favorite channels and pay only for those they wanted to watch. The company had also built a wide distribution network to reach every household in India. It also entered

into agreements with ITC's e-Choupal, Godrej's Aadhar and Indian Oil Corporation to extend its reach to the rural consumers. Tata Sky had also set up sales and service dealers (SSDs) across semi-urban and rural markets of India. The company adopted aggressive promotional strategies including television commercials (TVCs), outdoor, radio and Internet advertising.

Issues

Understand the structure of Indian DTH industry.

Examine the growth strategies of Tata Sky over the years.

Analyze the marketing mix of Tata Sky.

Evaluate the promotional strategies of Tata Sky.

Identify the challenges that Tata Sky can face in the near future.

Reference Numbers

<i>ICMR</i>	<i>MKTG 225</i>
<i>ECCH</i>	509-086-1
<i>Organization(s)</i>	<i>Tata Sky Limited</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Media, Entertainment, and Gaming</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	19 Pages
<i>TN Length</i>	4 Pages

Warner Brothers' Viral Marketing Strategy - The 'Dark Knight' Campaign

Abstract

The case focuses on the alternate reality game (ARG) 'Why So Serious? The Dark Knight', by Warner Brothers to promote the Batman film – The Dark Knight. The campaign was launched around 15 months prior to the release of the film and witnessed participation from millions of enthusiasts from across the world. The campaign revolved around 'The Joker' one of the characters of the movie, and was set in the fictional Gotham city. The underlying theme of the movie Good Vs Evil was very much evident all throughout the campaign. The campaign started with some teasers followed by campaign for the district attorney of Gotham City in which Harvey Dent was contesting. The introduction of The Joker followed quickly, and from then on, the participants were engaged in games and scavenger hunts through clues and were also rewarded from time to time, not only materially, but also in the form of posters, teaser trailers, memorabilia, participation in the events related to the movie, and finally tickets to the movie. These activities helped in sustaining the interest of the audience in the movie and also in the ARG. The ARG was

highly successful and helped in establishing connection between the previous Batman movie, Batman Begins and The Dark Knight. The campaign ended from where the film took off. The success of any ARG is measured through user content and the Dark Knight ARG resulted in thousands of blog posts, Google searches, websites and participants.

The success of ARG translated into the success of the film, and it went on to become one of the few films to gross over US\$ 1 billion in box office collections.

Issues

Understand the emerging trends in advertising in a web-enabled world.

Evaluate the use of ARG as a promotion and advertising tool.

Analyze the pros and cons of using ARG for marketing.

Examine how ARGs can be used as an audience engagement tool.

Reference Numbers

<i>ICMR</i>	<i>MKTG 224</i>
<i>ECCH</i>	509-085-1
<i>Organization(s)</i>	<i>Warner Brothers</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Media, Entertainment, and Gaming</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	22 Pages
<i>TN Length</i>	4 Pages

Woot.Com - Selling to Geeks

Abstract

The case discusses Woot.com (Woot)'s unique business model. Woot, an online retailer, established in 2004, had the tagline 'One Day, One Deal', and offered for sale just one product a day, at a very low price. The case describes the various aspects of the business, including its target market, the kind of products it offered, its distinctive style of communicating with customers, and the use of Web 2.0 to market the site, and provide customer support.

The case also provides some details about the spin-off websites created by Woot, which also followed the same basic business model. It ends with a brief discussion on the future outlook for the online retailer.

Issues

Understand the unique aspects of the 'One Day, One Deal' business model that helped Woot create a distinctive niche for itself in the crowded online retail environment.

Evaluate the extent to which these unique features provided Woot with distinctive competitive strengths that could not be easily emulated by competitors.

Reference Numbers

<i>ICMR</i>	<i>MKTG 223</i>
<i>ECCH</i>	509-089-1
<i>Organization(s)</i>	<i>Woot, Inc.</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Retail / Consumer Electronics / Internet and e-Commerce</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	15 Pages
<i>TN Length</i>	3 Pages

Hershey: Going through a Sweet Recession

Abstract

The case describes the efforts undertaken by The Hershey Company (Hershey) to grow its business. It begins with a brief history of the over 100-year old company and then discusses the various reasons for the company's flat sales starting from the early 2000s. Later, the case talks about the business strategy adopted by the company in 2004-05 to boost sales, which involved the introduction of new products and entry into new market segments. It then describes the restructuring initiatives undertaken by the company in 2007 in order to streamline production, and how these efforts failed to improve its financial situation. The case ends with a discussion on Hershey's new marketing strategy, developed and adopted after extensive consumer research in 2008, which finally managed to give a fillip to sales.

Issues

Finding ways to increase sales when faced with a mature market.

Expanding into international markets.

Consumer research in formulating the marketing strategy.

Reference Numbers

<i>ICMR</i>	<i>MKTG 222</i>
<i>ECCH</i>	509-067-1
<i>Organization(s)</i>	<i>The Hershey Company</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Food and Beverage</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	17 Pages
<i>TN Length</i>	3 Pages

Trader Joe's: A Unique Customer Experience

Abstract

The case describes the business practices of Trader Joe's (TJ), a chain of US retail stores with unique products, a distinctive organizational culture, and a quirky store ambience. It begins with a brief history of the

retail chain, and goes on to describe various aspects of the retailer's unique business practices which, among other things, involved offering a selection of exclusive, mostly private-label products, and quickly replacing poorly performing products with new ones. The case also discusses some of the important aspects of the retailer's organizational culture and HR policies, and how these contributed to a positive customer experience in its stores.

Issues

Understand the importance of organizational culture in providing good customer service in a retail store.

Appreciate the value of a unique ambience and organizational culture in creating a positive shopping experience for customers.

Reference Numbers

ICMR MKTG 221
 ECCH 509-068-1
 Organization(s) *Trader Joe's Countries* *United States of America Industry* *Retail/Food and Beverage*
 Pub/Rev Date 2009
 Case Length 14 Pages
 TN Length 3 Pages

Vodafone Essar's Advertising Strategy - The 'Zoozoos' Campaign

Abstract

The case examines the advertising strategy of Vodafone Essar Limited (Vodafone Essar), the India-based subsidiary of the global mobile network operator, Vodafone. It focuses on the 'Zoozoos' advertising campaign that highlighted the different value added services (VAS) offered by the company. The campaign introduced new characters called Zoozoos. To convey a specific VAS offered by the company, each ad used a story which was enacted by the Zoozoos. The campaign created the buzz both in the traditional media as well as in social networking sites like Facebook and Twitter and video sharing website, YouTube. While advertising experts appreciated the creativity of the ad campaign, they were apprehensive whether the popularity of the campaign would actually help the company increase its revenues. The case details the making of the advertising campaign and the efforts by the company to popularize the ad campaign by launching a microsite and creating fan page on the Facebook. The case ends with a discussion on whether the popularity of Zoozoos would overshadow the Vodafone brand itself or not.

Issues

Study the making of Zoozoos advertising campaign.

Examine the factors that make an ad campaign successful.

Discuss the importance of using a brand endorser to convey the message of an ad.

Analyze the impact of a successful advertising campaign on the revenue growth of a company.

Reference Numbers

ICMR MKTG 220
 ECCH 509-066-1
 Organization(s) ... *Vodafone Essar Limited Countries* *India Industry* *Telecom and Broadband*
 Pub/Rev Date 2009
 Case Length 16 Pages
 TN Length 3 Pages

Hero Honda's Rural Marketing Initiatives in India

Abstract

The case discusses the rural marketing initiatives of Hero Honda Motors Limited (Hero Honda), a leading two wheeler company in India. Hero Honda, which was the result of a joint venture between Japan-based Honda Motor Company Limited (HMCL) and the India-based Hero Group, began its operations in 1984. In late 2007, Hero Honda started putting emphasis on the rural markets. In December 2007, the company started a separate 'rural vertical'. To strengthen its network in rural areas, the company started sales, servicing, and spare part outlets in several small towns and villages across the country. The company recruited local people as sales executives and trained them to market its products to rural consumers. In the fiscal year 2008-09, the sales of Hero Honda from the rural market amounted to 40 percent of the total sales compared to 35 percent during the fiscal year 2007-08. The case details the rural marketing strategies of Hero Honda and examines the potential of Indian rural market for two wheelers.

Issues

Discuss the growth strategies of Hero Honda over the years.

Analyze the rural marketing strategy of Hero Honda.

Examine the challenges faced by Hero Honda in the rural markets.

Study the potential of Indian rural market for two wheelers.

Reference Numbers

ICMR MKTG 219
 ECCH 509-061-1
 Organization(s) *Hero Honda Countries* *India / Japan*

Industry *Auto and Ancillaries*
 Pub/Rev Date 2009
 Case Length 15 Pages
 TN Length 4 Pages

American Airlines' Rainbow TeAAm and its Strategy to Target the LGBT Segment

Abstract

American Airlines (AA), one of the world's leading airline carriers, attracted the attention of industry observers for its target marketing strategy for diverse segments. In particular, it was widely recognized for its initiatives at targeting the LGBT (lesbian, gay, bisexual, and transgender) segment. It was one of the first major companies to make a concerted effort to tap this segment. It started a dedicated Marketing and Sales team focused on the LGBT segment as far back as 1994. The team was later renamed 'Rainbow TeAAm'. The Rainbow TeAAm had over the years done some pioneering work in this area and firmly established AA as the preferred airline for the LGBT consumer. In addition to developing travel packages that would appeal to the segment and other outreach initiatives, the Rainbow TeAAm also helped develop web pages focused on the LGBT segment. The case discusses the initiatives taken by AA and its Rainbow TeAAm to tap the fast growing LGBT travel market. It also discusses the various issues and challenges in targeting the market. The case ends with the challenges faced by the company in maintaining and enhancing its brand position as the most popular airline of LGBT-choice at a time when more and more companies are trying to target this lucrative segment.

Issues

Understand the issues and challenges in market segmentation and targeting.

Understand the dynamics of the LGBT market with special emphasis on the LGBT travel market.

Analyze the strategies adopted by AA in tapping the LGBT segment.

Understand the critical success factors in effectively targeting the LGBT segment.

Explore strategies that AA could adopt in the future to tap the segment.

Reference Numbers

ICMR MKTG 218
 ECCH 509-038-1
 Organization(s) *American Airlines Countries* *United States of America Industry* *Aviation*
 Pub/Rev Date 2009
 Case Length 24 Pages
 TN Length 5 Pages

IBM Corporation: Targeting the LGBT Segment

Abstract

This case discusses about the target marketing strategies of New York-based information technology major IBM Corporation (IBM), directed toward the LGBT community. The company pitched its products to the LGBT customers by using advertisements targeted at them. The target marketing strategies included advertising in gay publications, online marketing, sponsoring events and conferences supporting LGBT people, etc. It also set up an LGBT sales team dedicated to serve the LGBT customers. The company extended its LGBT diversity initiatives to its suppliers by choosing to do business with vendors belonging to the LGBT community. Experts felt that with the increasing competition, mainstream marketers like IBM were targeting this niche segment since LGBT customers were affluent, educated, and had more disposable income than other customers. Moreover, they felt that the risk of alienating the existing mainstream customers outweighed since LGBT customers were more loyal toward a brand.

Issues

Analyze the marketing strategies of IBM for targeting the LGBT segment.

Discuss the benefits in targeting a niche segment.

Examine the risks involved in targeting a niche segment.

Appreciate IBM's diversity initiatives directed toward its employees and its suppliers.

Reference Numbers

ICMR	MKTG 217
ECCH	509-064-1
Organization(s)	IBM
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2009
Case Length	26 Pages
TN Length	4 Pages

Amylin Pharmaceuticals, Inc.'s Sales Force Strategy

Abstract

The case study is about the sales force strategy of Amylin Pharmaceuticals, Inc., a San Diego, California-based biopharmaceutical company, that had developed and marketed two first-in-class drugs for diabetes - Symlin and Byetta - in the US. The company initially organized its sales force into a primary care sales force focused on primary care physicians, and a

comparatively smaller specialty sales force focused on endocrinologists and other physicians with predominant diabetes practices. One of the leading pharmaceutical companies, Eli Lilly and Company (Lilly), too co-promoted Byetta in the US, and had its own sales force to promote Byetta. In May 2009, Amylin merged the primary care and specialty sales force of the company into a single organization. The company hoped that the new sales force strategy with a leaner sales force would help reduce costs and also increase the effectiveness of its sales force effort. This decision came at a time when Amylin's board members were under considerable pressure to step down following the indifferent performance of the company. The company had come under severe criticism from activist investors who wanted their own nominees to be incorporated on Amylin's board. Amylin's sales force strategy was flayed as critics felt that it was flawed and that it was as a result of this that the company had not been able to realize the true potential of its first-in-class drugs, particularly Byetta.

Issues

Understand the issues and challenges in managing an in-house sales force.

Understand issues and challenges related to different sales force organizations, sales force optimization, and sales force productivity.

Analyze the sales force strategy adopted by Amylin.

Discuss and debate whether the initial sales force strategy adopted by Amylin was flawed as claimed by its detractors.

Analyze the new sales force strategy and discuss whether the new strategy would help Amylin tap the potential of its products.

Explore strategies that Amylin could adopt to further improve its sales force effort.

Reference Numbers

ICMR	MKTG 216
ECCH	509-065-1
Organization(s)	Amylin Pharmaceuticals, Inc.
Countries	United States of America
Industry	Pharma and Biotech
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	4 Pages

McDonald's Advertising Strategy - The 'Lost Ring' Campaign

Abstract

The case focuses on the alternate reality game (ARG) named 'The Lost Ring' sponsored by the US-based fast food company McDonald's. McDonald's, as a part of its multi-pronged marketing campaign to

commemorate four decades of association with the Olympic Games, decided to be a part of the ARG, The Lost Ring. The ARG that began in March 2008 attracted gamers from all over the world. The game started with a series of clues that led to hidden artifacts across the world, and finally to solving the mystery that involved finding the sixth Olympic ring. The story was woven around amnesiac athletes from parallel worlds, lost Olympic sport, Greek mythology, labyrinths, Esperanto language etc. To solve the mysteries, the participants had to search for clues both online and offline. Over three million people from 100 countries across the world participated actively in solving the mysteries. The associated websites received millions of blog and media impressions. Though McDonald's was involved in the game right from the beginning, the fact that it was sponsoring the ARG was revealed much later. All through the ARG, no reference was made either to McDonald's or its products, which left analysts wondering how McDonald's could have benefited from its involvement in the whole event. Some of analysts termed it as 'Dark Marketing,' as the presence of McDonald's was barely felt through the entire event.

Issues

Understand the emerging trends in advertising in a web-enabled world.

Evaluate using ARG as a promotion and advertising tool.

Analyze the pros and cons of using ARG for marketing.

Examine how ARGs can be used as an audience engagement tool.

Reference Numbers

ICMR	MKTG 215
ECCH	509-060-1
Organization(s)	McDonald's
Countries	United States of America
Industry	Food and Beverage
Pub/Rev Date	2009
Case Length	15 Pages
TN Length	4 Pages

L'Oréal in China

Abstract

France based L'Oréal entered China in 1996 after the government relaxed the norms for foreign investment in the country. It formed a subsidiary named L'Oréal China and began its operations in 1997. The case details how the products of L'Oréal China gained popularity in the country. Encouraged with its early success, the company introduced more international brands in China in order to gain market share. The case also highlights other strategies adopted by L'Oréal China to increase market share like investing in

research to develop new products that suited the Chinese hair and skin type, recruiting local employees and capturing the mass market segment through acquisition of local brands etc. The case also includes a note on the cosmetics market in China and presents the challenges faced by the company in the country.

Issues

Analyze the opportunities and challenges presented by an emerging, fast growing market for cosmetic products like China.

Understand the entry and expansion strategies of L'Oréal in China.

Study the unique characteristics of a rapidly growing cosmetics market like China.

Examine the benefits and challenges of managing a multi-branded cosmetics business in a developing country.

Reference Numbers

<i>ICMR</i>	<i>MKTG 214</i>
<i>ECCH</i>	309-191-1
<i>Organization(s)</i>	<i>L'Oréal</i>
<i>Countries</i>	<i>China</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	16 Pages
<i>TN Length</i>	4 Pages

Marketing Ghajini: Bollywood's Biggest Blockbuster

Abstract

On December 25, 2008, the much-awaited Hindi film, 'Ghajini' (a revenge drama) was released and it went on to become an instant hit. It opened to packed houses and grossed Rs. 320 million in one day worldwide. Its first week collections amounted to Rs. 1 billion in India. According to trade observers, it had broken all records set by earlier Bollywood films. The success of the film was widely attributed to aggressive promotional strategies adopted by the film maker (Geetha Arts) in conjunction with the lead actor of the film, Aamir Khan (Aamir), one of the top actors in the Hindi film industry, who played a vital role in the promotion of the film. The promotional strategies included viral marketing, ambush marketing, television advertising, multiplex promotion, tie-ups with several well-known brands, and merchandising. In addition to this, a 3D PC game based on the film was also launched. The distribution strategy was also unique. Experts felt that the makers of Ghajini had raised the bar for film promotion in India.

They felt that the rules of film promotion have changed as film makers were becoming more and more aggressive in their marketing strategies in their bid to ensure that the movie was viewed by the maximum number of people.

Issues

Analyze the promotional campaign for Ghajini and understand the factors that led to its success.

Understand how the company managed to get huge publicity for the film.

Study how the promotions of films had changed with the emergence of new media channels such as the Internet.

Study the Indian film industry and explore strategies that film promoters could adopt to ensure good openings and longer shelf life for their films.

Reference Numbers

<i>ICMR</i>	<i>MKTG 213</i>
<i>ECCH</i>	509-063-1
<i>Organization(s)</i>	<i>Geetha Arts</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Media, Entertainment, and Gaming</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	25 Pages
<i>TN Length</i>	5 Pages

Catch-22 for Kellogg's?

Abstract

This case is about the celebrity endorsement controversy cereal and snack manufacturer Kellogg Company (Kellogg) got embroiled in early 2009. The case discusses the fallout of an endorsement deal between Kellogg Company and 2008 Olympic swimming champion Michael Fred Phelps (Phelps) after the latter was photographed smoking marijuana from a bong. In August 2008, Kellogg entered into a deal with Phelps to endorse its Corn Flakes and Frosted Flakes. As part of the deal, Phelps became the spokesperson of the company and his images appeared on boxes of Kellogg's Corn Flakes and Frosted Flakes. In February 2009, a British newspaper News of the World published a photograph of Phelps smoking marijuana at a private party. The day after the photograph was published, Kellogg announced that it would not renew its advertising contract with the ace swimmer as his 'most recent behavior is not consistent with the image of Kellogg'. The case discusses the consequences of Kellogg's decision to drop Phelps and how Kellogg, which had earned a name for itself in recent years as a company with high ethical standards, faced a major backlash and calls for boycott of its products. While some consumers felt that Kellogg's decision to drop Phelps was right, there were others who were unhappy with the judgmental approach adopted by the company. They felt that Phelps, who had won laurels to the US, did not deserve such treatment. Moreover, the sizable number of people who supported the use of marijuana

and were fighting for a change in the marijuana law in the country, too criticized the company. Critics felt that Kellogg had no right to judge Phelps when its own products, which were marketed as a complete breakfast foods for children, were laden with high sugar and were detrimental to health. The case talks about how the entire episode affected the brand image of Kellogg as analysts felt that by breaking its relationship with Phelps and by being harsh and judgmental in its approach, Kellogg had risked its own reputation. The case concludes by discussing Kellogg's predicament as an example of how the roles of PR had changed with the emergence of the new media channels.

Issues

Analyze the advantages and disadvantages of celebrity endorsement deals.

Understand the effects of celebrity endorsements on the image of a company.

Examine the role of Public Relations (PR) in the era of the Internet and social media.

Study the ethical issues underlying celebrity endorsement deals.

Reference Numbers

<i>ICMR</i>	<i>MKTG 212</i>
<i>ECCH</i>	509-062-1
<i>Organization(s)</i>	<i>Kellogg Company</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Food and Beverage</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	24 Pages
<i>TN Length</i>	4 Pages

Barack Obama's Integrated Marketing Communications Strategy

Abstract

This case is about Barack Obama, the 44th President of the US, and how he used integrated marketing communications (IMC) to win the 2008 US Presidential elections. For the first time in the history of the US Presidential Elections, the Internet was used widely and effectively for both campaigning and fund raising purposes. Obama also used the traditional methods of marketing which accounted for 50% of his fund raising.

The case shows how Obama carefully tailored his campaign by targeting people of different age groups, communities, and professionals systematically to achieve success in the elections. Obama tapped the growing community of people who preferred the Internet and mobile phones to television. Other G7 countries had in the past tried to use the Internet as a tool for campaigning but it was not used as effectively and consistently in the past, according to experts.

Issues

Analyze how Barack Obama used the new media effectively in his election campaign

Understand how integrated marketing communications can be used effectively

Appreciate how new media such as the Internet and social media can be used effectively and economically

Understand the issues and challenges in segmenting the market and targeting them effectively

Reference Numbers

<i>ICMR</i>	<i>MKTG 211</i>
<i>ECCH</i>	509-048-1
<i>Organization(s)</i>	<i>N/A</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>N/A</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	19 Pages
<i>TN Length</i>	5 Pages

Marriott International Inc.'s 'Sales Force One': New Sales Force Strategy for Competitive Advantage

Abstract

This case is about Marriott International, Inc., the leading lodging development, management, and franchising company based in Bethesda, Maryland, USA. In 2007, the company was faced with tough market conditions and a need to improve its sales force effectiveness. David Marriott, who was then the Sr. Vice President Global Sales, decided to launch a new sales force strategy. The initiative, named Sales Force One (SFO), was an effort to centralize its sales organization structure - it aimed at placing the sales associate where the customer was, rather than at individual Marriott properties.

The case describes the challenges before Marriott which led to the conceptualization of SFO. It gives an account of the implementation of the SFO strategy and describes the basic structure of the SFO organization. The case goes on to examine the responses that SFO received from various quarters in the hospitality industry. It ends with a look at Marriott's position in early 2009 and the challenges faced by Stephanie Coleman Linnartz, who succeeded David Marriott as the Sr. Vice President Global Sales, in carrying forward the initiative and rolling it out through out US and later globally.

Issues

Understand the various issues and challenges in revamping a sales force strategy.

Understand the issues which led to the implementation of the Sales Force One strategy by Marriott in 2007.

Appraise the SFO strategy and its significance in increasing sales force effectiveness.

Critically analyze the various facets of the SFO strategy and the effects it had on the various stakeholders

Assess the challenge that Marriott faced in 2009 given the prevailing declining economic scenario and the scope which SFO had in helping Marriott keep abreast of the situation.

Explore how the SFO initiative can be rolled out effectively at more locations.

Reference Numbers

<i>ICMR</i>	<i>MKTG 210</i>
<i>ECCH</i>	509-052-1
<i>Organization(s)</i>	<i>Marriott International</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Hotels and Hospitality</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	14 Pages
<i>TN Length</i>	3 Pages

Complan Vs Horlicks: Comparative Advertising and the Question of Ethics

Abstract

This case is about the advertising war between two popular health drink brands Horlicks and Complan in India. The war for supremacy between these two brands started as early as in 1960s and had continued ever since. Over the years, the brands were involved in aggressive comparative advertising in print and television over attributes such as ingredients, protein content, growth, and flavors. However, in late 2008, the makers of Horlicks, GlaxoSmithKline Consumer Healthcare (GSK), and the makers of Complan, Heinz India (Heinz), came out with advertisements that directly compared the brands using the competitor brand's trademarks. Industry observers felt that in their bid to outdo each other, the two companies had ended up denigrating the competitor brand. Usually issues related to disparaging ads by rival companies were resolved by the Advertising Standards Council of India (ASCI). But with constant mudslinging at each other, the two companies decided to solve the issue in courts. In September 2008, Heinz moved the Bombay High Court objecting to the Horlicks ad, while in December 2008, GSK approached the Delhi High Court against the Complan ad. Experts felt that the latest tiff between GSK and Heinz had brought to the fore the issues and challenges involved in comparative advertising and the legal/ethical issues involved in such kind of advertising.

Issues

Analyze the advertising strategies adopted by Complan and Horlicks over the years.

Understand the issues and challenges faced by companies while using comparative advertising.

Examine the efficacy of comparative advertising in enhancing brand image and sales.

Study the implications of the advertising war between Complan and Horlicks.

Discuss and debate the legal/ethical issues involved in the case.

Reference Numbers

<i>ICMR</i>	<i>MKTG 209</i>
<i>ECCH</i>	509-051-1
<i>Organization(s)</i>	<i>GlaxoSmithKline / Heinz India</i>
<i>Countries</i>	<i>India / UK / USA</i>
<i>Industry</i>	<i>Food and Beverage</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	18 Pages
<i>TN Length</i>	3 Pages

Rolls-Royce: A Manufacturer at Your Service

Abstract

The case discusses how, over the years, after-sales service has grown to be an important component of the business portfolio of Rolls-Royce plc (Rolls-Royce), a leading manufacturer of aero engines. It begins with the early history of the company and describes its foray into automobiles and aerospace. The case also discusses the company's bankruptcy in the early 1970s and its subsequent turnaround. It describes the various after-sales services offered by the company, and mentions the benefits and disadvantages of giving so much importance to after-sales service, as a source of revenues as well as a differentiator for its products. The case concludes with a brief discussion on the challenges faced by the company and its future outlook.

Issues

Understand the importance of after-sales service, both as a source of differentiation, and as a steady source of revenue.

Identify the advantages and pitfalls of being heavily dependant on after-sales service to drive sales and earn additional revenues.

Reference Numbers

<i>ICMR</i>	<i>MKTG 208</i>
<i>ECCH</i>	509-055-1
<i>Organization(s)</i>	<i>Rolls-Royce plc.</i>
<i>Countries</i>	<i>United Kingdom</i>
<i>Industry</i>	<i>Aviation</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	21 Pages
<i>TN Length</i>	4 Pages

Zappos.Com: Focus on Customer Service

Abstract

The case discusses of the growth of Zappos.com (Zappos) into a major online shoe company, with particular focus on the steps the company took to integrate customer service into its culture. It also details the various initiatives which Zappos took to improve its customer service. The case also describes Zappos' use of employee generated media and social media to increase brand awareness and customer advocacy. The case ends with a discussion on some of the challenges facing the company, as the economic situation in the United States deteriorates.

Issues

Understand the importance of customer service in building a brand.

Recognize the importance of culture in providing exceptional customer service.

Understand the role that social media tools like blogs can play in marketing.

Reference Numbers

ICMR	MKTG 207
ECCH	509-046-1
Organization(s)	Zappos.com, Inc.
Countries	United States of America
Industry	Retail
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	3 Pages

iRobot's Roomba: Bringing Robots into Homes

Abstract

The case describes the efforts of iRobot Corp. (iRobot) to develop and market an innovative product – the iRobot Roomba, a floor-cleaning robot. The case begins with the efforts undertaken by the founders of the company to develop robots for use in research, military and commercial environments. Later, the focus shifted to developing a commercial robot that was eventually named the Roomba. The case describes how the company marketed the product, and its decision to release a later version of the Roomba as an open hardware platform for further robotic development. The case also discusses the factors that prevented the Roomba from becoming a mainstream product.

Issues

Understand the challenges faced by companies in new product development.

Study the marketing strategies that can be adopted by companies when introducing a new product in the market.

Appreciate the need for innovation in developing and growing new markets and industries.

Appreciate the difficulties in transforming a niche product into a mainstream product.

Reference Numbers

ICMR	MKTG 206
ECCH	509-044-1
Organization(s)	iRobot Corporation
Countries	United States of America
Industry	Consumer Electronics / Robotics
Pub/Rev Date	2009
Case Length	18 Pages
TN Length	6 Pages

Google and its TV Ads Program

Abstract

This case deals with the efforts made by Google Inc. (Google) to enter a new media domain - TV advertising - with its Google TV Ads program. The case describes the tools and other services, which Google provided to advertisers to help them deliver better-targeted ads on TV. The case also talks about the benefits, which Google claimed were derived by both advertisers and TV networks through this program, and discusses the various challenges faced by Google, including the competitive scenario in the TV Ad market.

Issues

Evaluate the efforts of a market leader in one media domain, to use its expertise to replicate the business model in another media domain.

Understand the challenges that are faced by companies, which enter well-established markets with new services/products.

Reference Numbers

ICMR	MKTG 205
ECCH	509-045-1
Organization(s)	Google
Countries	United States of America
Industry	Internet and e-Commerce
Pub/Rev Date	2009
Case Length	15 Pages
TN Length	4 Pages

Marketing Sunsilk: How Unilever Launched its Global Hair Care Brand in the US

Abstract

This case is about the promotional strategies adopted by Unilever to promote one of its leading hair care brand, Sunsilk in US. Sunsilk debuted in the US market in 2006. The goal of

Unilever was to position Sunsilk as a brand that provides solutions to hair problems faced by women. The brand was advertised through different media including television, print and online. The case provides a detailed description of innovative campaigns such as 'Hairapy' and 'Life Can't Wait' launched by Unilever to attract women towards the brand. The case concludes with a brief account of the steps to be taken by Unilever to sustain Sunsilk's presence in the US market.

Issues

Understand the issues and challenges in launching a brand in an international market.

Study the hair care market in the US and examine how Unilever launched Sunsilk in the country.

Analyze the promotional strategies adopted by Unilever to promote the Sunsilk brand in US, particularly the 'Hairapy' and the global 'Life Can't Wait' campaign.

Analyze the future prospects of Sunsilk brand in US and explore strategies that the company can adopt.

Reference Numbers

ICMR	MKTG 204
ECCH	509-043-1
Organization(s)	Unilever
Countries	United Kingdom / United States of America / The Netherlands
Industry	FMCG
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	3 Pages

Alcohol Advisory Council of New Zealand: Social Marketing to Change Binge Drinking Culture

Abstract

This case is about the various initiatives adopted by the Alcohol Advisory Council of New Zealand (ALAC) to initiate a behavior change in the binge drinking culture of New Zealand. Binge drinking was a huge problem in New Zealand and its harmful consequences led to the country incurring costs to the tune of around NZ\$ 4 billion a year. ALAC's several marketing communications initiatives coupled with various community outreach initiatives aimed at influencing the people to adopt a healthy lifestyle and curb their excessive drinking habits. Realizing that its 'It's not the drinking. It's how we're drinking' marketing communication campaign (March 2005-March 2008) -- though successful in creating awareness about the harmful consequences excessive alcohol consumption - had largely failed to initiate a behavior change among the people, ALAC launched the 'brutally honest' campaign in April 2008. In contrast to ALAC's earlier campaign, the 'brutally honest'

campaign was hard-hitting and focused on stark realities associated with binge drinking. While the initial response to the campaign was somewhat positive with the target audience recalling the message and a significant section considering curbing their alcohol consumption, the campaign also attracted a lot of criticism for its graphic content. Some viewers found the advertisements disturbing, especially for children.

Issues

Appreciate the initiatives taken by ALAC to bring about a change in the prevalent drinking culture of New Zealand.

Understand the evolution of ALAC's marketing campaign to change the behavior of New Zealanders to prevent binge drinking.

Analyze the 'It's not the drinking. It's how we're drinking' campaign and the reasons for its failure in curbing excessive levels of alcohol consumption in New Zealand.

Analyze the 'brutally honest' campaign and its success in initiating a behavior change in the drinking habits of New Zealanders.

Understand the issues and challenges faced in bringing about a change in binge drinking behavior in New Zealand.

Reference Numbers

ICMR	MKTG 203
ECCH	509-042-1
Organization(s) .	Alcohol Advisory Council of New Zealand
Countries	New Zealand
Industry	Social Sector
Pub/Rev Date	2009
Case Length	16 Pages
TN Length	4 Pages

UGG Boots: Australian Generic Product to Global Luxury Brand

Abstract

The case discusses how Deckers Outdoor Corporation (Deckers) made Ugg boots a global luxury footwear brand. It also details the promotion and distribution strategies adopted by Deckers to make the Ugg brand popular in the US and Europe. The popularity of Uggs, which were in existence for several years and was a generic term for sheepskin boots in Australia, grew after Deckers acquired Ugg Holdings, Inc. (which was set up in the US by an Australian surfer in the 1990s) in the 1990s. Ugg product line successfully evolved from just being sheepskin boots to a diverse collection of luxury and comfort styles, mainly due to some unique marketing strategies adopted by Deckers to popularize Uggs. Uggs were patronized by several celebrities, which helped in raising their popularity further. Though some experts had dismissed the success of the brand as a fad

that would pass, the brand has experienced steady growth over the years with the introduction of new designs and the luxury/fashion element associated with it. The case also discusses some of the challenges Deckers could face in maintaining the popularity of Uggs.

Issues

Study how Deckers made Ugg boots a global luxury brand.

Analyze the marketing strategies Deckers used to popularize Ugg boots in the US and Europe.

Study celebrity seeding as a marketing strategy.

Understand the issues and challenges in growing a luxury brand.

Explore ways in which Deckers can protect the sales of Ugg boots from the onslaught of cheap me-too products.

Reference Numbers

ICMR	MKTG 202
ECCH	508-118-1
Organization(s)	Deckers Outdoor Corporation
Countries	Australia / Worldwide
Industry	Textile, Apparel, and Accessories
Pub/Rev Date	2008
Case Length	14 Pages
TN Length	4 Pages

Apple Inc.'s iPhone: Can iPhone Maintain its Initial Momentum?

Abstract

This case is about Apple Inc.'s (Apple) entry into the mobile phone market by launching the iPhone. The launch of the much hyped iPhone was hailed as the most successful launch of a brand ever by some analysts. The case also discusses the various challenges faced by Apple shortly after its launch including the pricing controversy in the US and the challenges in marketing the iPhone in Europe. Apple raised many eyebrows by reducing the price of its much hyped iPhone by one-third within 10 weeks of the launch. While some analysts felt that adoption of such market skimming strategies and subsequent price cuts by companies selling technological devices was nothing new, others felt that Apple's decision to reduce the price so drastically just a few weeks after the launch was nothing short of a public relations fiasco. In November, 2007, Apple launched the iPhone in three European markets, Germany, France, and the UK. Analysts opined that despite Apple being a late entrant in the highly competitive mobile

phone market, it emerged as a successful player. However, a few analysts were of the view that it remained to be seen whether iPhone would be able to maintain its initial momentum considering that the challenges in marketing the iPhone in the European countries were stiffer. Then there was the challenge of cracking the Asian market. In August 2008, Apple launched the iPhone in India. The company planned to launch its iPhone in other Asian markets like Japan, South Korea, and China by the end of 2008.

Issues

Understand the rationale behind Apple's entry into the intensely competitive mobile phone market.

Understand the challenges faced by Apple while entering a new market with a new product like the iPhone.

Understand the issues and challenges faced by Apple while launching the iPhone in Europe and Asia.

Analyze Apple's strategy of slashing the price of its iPhone so soon after the launch.

Understand the issues and challenges in pricing a product or service (pricing decisions, premium pricing, market skimming, etc).

Understand how pricing could affect product adoption and diffusion.

Reference Numbers

ICMR	MKTG 201
ECCH	508-117-1
Organization(s)	Apple Inc.
Countries	United States of America
Industry	Consumer Electronics
Pub/Rev Date	2008
Case Length	18 Pages
TN Length	4 Pages

Improving Sales Force Effectiveness: Bayer's Experiment with New Technology

Abstract

This case is about Bayer HealthCare Pharmaceuticals Inc. (Bayer HealthCare), the US-based pharmaceutical unit of one of the world's leading pharmaceutical companies, the Germany-based Bayer AG. It discusses the initiatives taken by the marketing and sales team to increase the sales of Multiple Sclerosis (MS) drug Betaseron in 2007. Betaseron, which was marketed as Betaferon in markets such as Europe and Japan, was a mature brand for the company. However, since the mid-1990s it had been unable to capture market share in the US. With the drug getting approval for marketing in a new indication, the company geared up to take advantage of the situation. New marketing communication was created and the sales force was trained through an

online data-driven simulation video game sales tool, Rep Race - The Battle for Office Supremacy (Rep Race). In addition to its educational and motivating value, various metrics related to individual and collective performance of the sales reps on the game could be captured through this gaming platform. The subsequent success of the brand was largely attributed to the Rep Race gaming platform which also won the coveted 2007 Rx Club Gold award for the 'best use of interactive media'. According to the company, Rep Race helped improve sales force effectiveness of the Betaseron sales team at a time when the industry was struggling to increase sales force productivity due to various constraints in the pharma selling environment.

Issues

Understand issues and challenges in improving sales force effectiveness.

Understand issues and challenges in training and motivating the sales force.

Analyze the pharma selling environment in the 21st century and the implications for the sales force and the organization.

Understand how the role of the pharma sales force had changed in the 21st century.

Understand how new technologies could be used to improve sales force effectiveness

Reference Numbers

<i>ICMR</i>	<i>MKTG 200</i>
<i>ECCH</i>	508-114-1
<i>Organization(s)</i>	<i>Bayer HealthCare Pharmaceuticals Inc.</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Pharma and Biotech</i>
<i>Pub/Rev Date</i>	2008
<i>Case Length</i>	16 Pages
<i>TN Length</i>	3 Pages

Exubera Fiasco: What Went Wrong?

Abstract

In late 2007, the world's leading pharmaceutical company, Pfizer, Inc. (Pfizer), announced that it was withdrawing its inhaled insulin brand Exubera. Exubera was a powdered form of recombinant human insulin (insulin human [rDNA origin]) delivered through an inhaler directly into the patients' lungs where it would be absorbed. Touted as a major innovation in the treatment of diabetes when it was launched in 2006, the brand was expected to become a blockbuster in the coming years. However with very few patients taking it and its sales were abysmally low compared to initial forecasts the company decided the pull it off its product portfolio. The case discusses the strategy followed by Pfizer for Exubera and the events leading up to its withdrawal. Some analysts felt that Exubera's

withdrawal coming as it did within such a short time of its introduction, had dented Pfizer's reputation as the company was well known for its marketing prowess. However, others were of the view that it made sense for Pfizer to withdraw the drug and so cut its losses as it had become clear to the company that Exubera was a 'dog' in its product portfolio.

Issues

Analyze the strategy adopted by Pfizer of Exubera and the reasons for the product not being readily accepted by the target population.

Explore marketing strategies that can be adopted at various stages of the product life cycle (question mark, star, cash cow, dog).

In particular, explore the strategies for 'dog' products.

Analyze the implications of the Exubera debacle for Pfizer and the industry.

Reference Numbers

<i>ICMR</i>	<i>MKTG 199</i>
<i>ECCH</i>	508-115-1
<i>Organization(s)</i>	<i>Pfizer</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Pharma and Biotech</i>
<i>Pub/Rev Date</i>	2008
<i>Case Length</i>	18 Pages
<i>TN Length</i>	4 Pages

Kleenex: The Saga of a Super Brand

Abstract

Consumer packaged goods major, Kimberly-Clark Corporation (Kimberly), had, over the years, made Kleenex a super brand. The brand identity was so strong that it had become a generic term for tissue paper, requiring the company to use 'Kleenex brand' to refer to its product. With the sales for the category shrinking since 2001, Kimberly decided in 2006 to rejuvenate the Kleenex brand. In late 2006, the 'Let it Out' campaign was launched. The case discusses the 'Let it Out' campaign in detail. It also discusses the criticisms against Kimberly by environmental activist organizations who accuse it of greenwashing. Greenpeace spoofed the 'Let It Out' campaign and in 2007, some Greenpeace activists also highjacked an advertising shoot of the campaign.

Issues

Understand how Kimberly succeeded in establishing Kleenex as a super brand and made it synonymous for facial tissue products.

Understand the challenges faced by brands whose brand names have become synonymous with the generic term for the product.

Analyze the 'Let It Out' advertising campaign that sought to rejuvenate the Kleenex brand.

Understand the criticism faced by Kimberly regarding the environmental impact of its products such as Kleenex and the dilemma faced by Kimberly in balancing the product quality and minimizing environmental impact.

Reference Numbers

<i>ICMR</i>	<i>MKTG 198</i>
<i>ECCH</i>	508-091-1
<i>Organization(s)</i>	<i>Kimberly-Clark Corporation</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	2008
<i>Case Length</i>	17 Pages
<i>TN Length</i>	3 Pages

Destination Marketing: Tourism Australia's Controversial Campaign

Abstract

This case is about an advertising campaign started by Tourism Australia in 2006, the controversies it created, and its eventual withdrawal. The case revolves around the 'So Where the Bloody Hell are You?' campaign that was withdrawn in early 2008. Australian tourism had been facing the unique problem where the interest shown by the people in visiting the country was not translating into actual tourist inflows. The campaign was intended to solve this problem by translating the huge interest shown by the people to visit Australia into actual tourist inflows. The theme of the campaign was to invite the people to visit Australia and enjoy the diverse range of experiences available there. The campaign was launched through multiple media channels and Australian model Lara Bingle was the face of the campaign. The campaign was developed after extensive marketing research and strove to target 'Experience Seekers' -- early adopters who played a major role in influencing the purchasing behavior of other people. The campaign became controversial right from the time it was launched and was even initially banned in some countries such as UK and Canada. The campaign attracted the wrath of the regulators in these countries because of the use of swear words such as 'Bloody' and 'Hell'. These words were part of the Australian slang but their use in the ad campaign was perceived as offensive in some of the target markets. Tourism Australia was criticized for not taking the cultural aspects into account before developing an advertising campaign for the international markets. In addition to being controversial, the campaign failed to show any significant results though the experts were divided on the effectiveness of the

campaign. Faced with increased criticism from various quarters, Tourism Australia withdrew the campaign in February 2008. Tourism Australia said that a new advertising campaign would be released in the place of the withdrawn campaign and all precautions would be taken to avoid any controversies in its future campaigns.

Issues

Understand the issues in Tourism (destination) development and marketing and how Tourism Australia addressed these issues

Understand the issues and challenges in destination branding

Understand how Tourism Australia planned an implemented a bold advertising campaign to promote Australia as a destination brand

Appreciate the importance of taking into account cultural issues in target markets while developing a global marketing communication

Understand the challenges faced by a public sector organization/governmental organization in sustaining an innovative program

Reference Numbers

ICMR	MKTG 197
ECCH	508-089-1
Organization(s)	Tourism Australia
Countries	Australia
Industry	Travel and Tourism
Pub/Rev Date	2008
Case Length	21 Pages
TN Length	5 Pages

Johnson & Johnson's 'Camp Baby': Great Customer Relationship Management or Public Relations Fiasco?

Abstract

The case discusses in detail, 'Camp Baby,' an event organized by Johnson & Johnson (J&J), one of the largest healthcare companies in the world that has over the years built up a reputation as a marketing-savvy company. The company organized the event in order to build relationships with mommy bloggers by interacting with them on a common platform. The three day event, held at J&J's headquarters in News Brunswick, New Jersey was not used as a platform to hard sell any of the J&J products but to connect to a core group of customers, i.e. mothers. The case details the organization of the camp, the events held during the camp and the benefits the participants and the company derived from it. It also discusses the criticism the company received for organizing the event. While some analysts appreciated J&J's initiative to build better relationships with its target segment by harnessing new media channels, others felt that it was nothing short of a public relations

fiasco for the company and that the case highlighted the challenge in building relationships with customers in the digital age.

Issues

Study the promotional strategies of Johnson & Johnson and the reasons for organizing the 'Camp Baby' event.

Analyze whether Camp Baby was able to achieve its objectives.

Understand the issues and challenges in trying to build relationships with customers in the digital age.

Understand the changing media preferences in the digital age.

Reference Numbers

ICMR	MKTG 196
ECCH	508-088-1
Organization(s)	Johnson & Johnson
Countries	United States of America
Industry	FMCG
Pub/Rev Date	2008
Case Length	13 Pages
TN Length	3 Pages

Qube: Market Development for Digital Cinema

Abstract

Real Image Media Technologies, a company based in Chennai, India, launched its Qube Hi-definition (HD) Digital Cinema System (Qube) in 2003. Qube provided an end-to-end solution, from digital mastering of films to their exhibition.

The case discusses Real Image's effort to develop the market for Qube in India and abroad. The case also describes some of the advantages of Qube. Qube was expected to reduce the cost of film prints for producers, and help reduce piracy. Qube also incorporated features such as multiple digital surround sound tracks and multi-lingual subtitling.

However, even with these advantages, the company faced some challenges. The case discusses some of these challenges in brief. It ends with a short discussion on the future prospects for the company and its product

Issues

The teaching objectives of this case are to:

Learn about digital cinema technology

Understand the efforts made by a company to develop the market for digital cinema

Analyze the challenges associated with marketing digital cinema technology in India

Assess the market prospects for digital cinema

This case is meant for MBA/PGDBM students and is designed to be a part of their Marketing Management curriculum.

Reference Numbers

ICMR	MKTG 195
ECCH	308-280-1
Organization(s)	Real Image Media Technologies
Countries	India
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2008
Case Length	12 Pages
TN Length	4 Pages

Public Relations at Microsoft

Abstract

Microsoft Corporation is widely regarded as a highly PR-savvy company, consistently topping the Cision Index that ranks companies on the basis of positive coverage in the media. The case discusses Microsoft's approach to public relations (PR) over the years and describes some of the successful and unsuccessful PR campaigns that the company carried out in the past. The case ends with a discussion on Microsoft's new PR campaign for one of its latest products, Windows Vista Ultimate.

Issues

The teaching objectives of this case are to:

Appreciate the importance of PR in marketing
Learn about some PR campaigns carried out by Microsoft

Assess how a company can use PR to strengthen its competitive position

This case is meant for MBA/PGDBM students and is designed to be a part of their Marketing Management curriculum.

Reference Numbers

ICMR	MKTG 194
ECCH	508-090-1
Organization(s)	Microsoft
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2008
Case Length	12 Pages
TN Length	3 Pages

'The Computer is Personal Again': A Global Integrated Marketing Communications Campaign

Abstract

The case discusses Hewlett-Packard Company's (HP's) innovative advertisement campaign, 'The Computer is Personal Again.' It describes the reasons why HP decided to go in for a global advertising campaign of this

nature, and details the components of the campaign. Some of the criticisms against the campaign and the impact of the campaign are also touched upon briefly.

Issues

The teaching objectives of this case are to:

Appreciate the importance of branding and advertising in the PC market

Learn about the components of a marketing communications campaign

Assess the impact of an integrated marketing communications campaign

This case is meant for MBA/PGDBM students and is designed to be a part of their Marketing Management curriculum.

Reference Numbers

ICMR	MKTG 193
ECCH	508-068-1
Organization(s)	Hewlett-Packard
Countries	United States of America / Worldwide
Industry	Information Technology and Related Services
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	4 Pages

Coaching A Sales Team

Abstract

This case (based on generalized experience) is about a mid-sized pharmaceutical company in India, DrugPharmz. Barun Sinha (Barun), was a successful first-line manager in the company who had developed a very good team that was high on team spirit and also very productive. But success brought along with it complacency. A discussion that Barun had with one of the senior members of his team made him realize that, of late, he had done precious little to take care of the developmental needs of his team members. Barun now had to develop individual development plans for each of his team members and also work out how he would go about providing coaching to them on an ongoing basis.

Issues

The case will help the students to:

Understand the issues and challenges in training the sales force

Understand the concepts, of On-the-job training, particularly coaching, and how it could be used to develop the sales force

Understand the issues and challenges in preparing individual development plans and explore ways in which sales coaching can be made more effective

Understand the issues and challenges in keeping a sales force motivated and also

explore control mechanisms that can be put in place to ensure that the sales force get optimum results out of the coaching program

This case is intended for use in MBA/MS level programs as part of a course on Sales Force Management/Human Resource Development/Organizational Behavior.

Reference Numbers

ICMR	MKTG 192
ECCH	508-069-1
Organization(s)	N/A
Countries	General
Industry	Fictitious
Pub/Rev Date	2008
Case Length	6 Pages
TN Length	3 Pages

Pfizer Inc.'s Lipitor: The Celebrity Endorsement Controversy

Abstract

In 2006, Pfizer, Inc., the world's largest pharmaceutical company, was facing a big challenge in sustaining the sales of its cash cow Lipitor. Though the marketing of Lipitor had attracted criticism and many lawsuits, Pfizer's marketing muscle had ensured that Lipitor was the highest selling drug in history with sales of US\$12.19 in 2005. However, the problem for Lipitor in 2006 was sustaining the high sales of the brand and fuel further growth as it faced intensified generic competition as two of its main competitor drugs went off patent. Among other initiatives, Pfizer banked heavily on its strategic move of getting Robert Jarvik (a medical scientist who is better known as the inventor of the artificial heart) as its brand ambassador.

Issues

Understand the issues and challenges in sustaining the sales of a cash cow

Understand the pros and cons of using celebrities to endorse a brand in general, and specifically with regard to prescription drug

Understand the challenges in ethical marketing and promotional practices for pharmaceutical companies, and explore ways in which pharmaceutical companies could achieve a balance between commercial interests and ethical considerations

Understand the reasons behind the controversy over the Lipitor ad campaign involving Jarvik and the reasons that prompted Pfizer to pull back the campaign

This case is meant for MBA/MS students as a part of the Product Management/ Marketing Management curriculum.

Reference Numbers

ICMR	MKTG 191
ECCH	508-067-1

Organization(s)	Pfizer
Countries	United States of America
Industry	Pharma and Biotech
Pub/Rev Date	2008
Case Length	23 Pages
TN Length	4 Pages

Perfetti Van Melle: Marketing Mentos in India

Abstract

When Perfetti Van Melle (India) Pvt. Ltd. (PVM), the wholly-owned subsidiary of the world's third largest confectionery company Perfetti Van Melle S.p.A. (PVM), launched Mentos in India it realized that the global positioning of the brand was not cutting much ice with the Indian audience. Globally, Mentos was PVM's biggest brand and the world's second largest confectionery brand. It was marketed on the 'freshness' platform with the pay-off line 'The Freshmaker'. In India, after initially extending the global positioning of the brand, the company adapted the communication strategy to position Mentos as a fun brand with advertisements (ads) created by Ogilvy & Mather India Ltd. (O&M) in 2003.

Some very creative ad campaigns followed, which, along with other online initiatives such as the award-winning Mentos Helpline, helped make Mentos a strong brand in the low-value, low-margin, fragmented sugar confectionery market in India.

Issues

Understand how the European confectionery major Perfetti Van Melle made Mentos a big brand in the Indian sugar confectionery market.

Understand the pros and cons of extending the global communication strategy of a brand to new markets vis-à-vis adapting the communication strategy to suit local preferences.

Understand the issues and challenges in devising a communication strategy for a low involvement product.

Understand the pros and cons of using different appeals in advertising and in using different ad formats.

Appreciate the importance of advertising in influencing consumer behavior especially in products that are bought on impulse.

Reference Numbers

ICMR	MKTG 190
ECCH	508-066-1
Organization(s)	Perfetti Van Melle
Countries	India
Industry	Food and Beverage
Pub/Rev Date	2008
Case Length	19 Pages
TN Length	4 Pages

Pabst Brewing Company: The Classic Revival of the 'Pabst Blue Ribbon' Brand

Abstract

This case is about the dramatic brand revival of Pabst Blue Ribbon (PBR), one of the classic American beer brands marketed by Pabst Brewing Company's (PBC). The case revolves around how the sales of PBR increased despite any high-decibel promotional efforts from PBC's marketing team after declining consistently for more than two decades (from 1978 to 2001). The sales of PBR suddenly increased from the year 2001 onwards and continued to grow at a healthy pace till 2007. The revival of the brand was attributed to the marketing team who adopted unique strategies to create buzz around the brand. While other beer brands concentrated on positioning and repositioning their brands through multi-million dollar promotional campaigns, PBC concentrated on enhancing their relationships with the sub-cultures that were driving the sales of PBR. According to experts, the brand appealed to a section of the consumers who were distrustful of any kind of marketing communication and did not want to be manipulated by advertising campaigns. As of 2008, the challenge before PBC's marketing team was to drive growth further without compromising its cultural positioning.

Issues

Study the factors that had led to the revival of the PBR brand.

Understand the issues and challenges in reviving an old brand like PBR.

Understand how PBR was revived by gaining vital insights into consumer behavior and working with the sub-cultures that were driving the sales of PBR.

Understand how to market a product to the section of the consumers who distrust marketing communication.

Understand the importance of word of mouth marketing in promoting a product.

Reference Numbers

ICMR MKTG 189
ECCH 508-030-1
Organization(s) Pabst Brewing Company
Countries United States of America
Industry Food and Beverage
Pub/Rev Date 2008
Case Length 15 Pages
TN Length 14 Pages

www.icmr.icfai.org

Nokia Corporation: Reversing the Decline in Brand Value

Abstract

This case is about Nokia Corporation's (Nokia) strategies to revive the 'Nokia' brand. Despite being the market leader in the mobile phone market since 1998, the company saw a decline in its brand value since the early 2000s. The year 2004, in particular, saw major erosion in Nokia's brand value as well as its market share.

Since 2005, the company started taking various initiatives that went a long way in reviving the 'Nokia' brand. In addition to focusing on innovative products, it decided to move beyond umbrella branding and introduced sub brands. The 'Nseries' sub brand was used for the high end multimedia phones which had features such as high powered digital cameras and portable digital music players. Nseries was targeted at the young and tech-savvy customers. Another sub brand, Eseries, was targeted at business users. In 2007, Nokia entered the Internet services market with the launch of another sub brand 'Ovi'. Ovi was an umbrella brand for a range of Internet services such as online music store, a navigation system, and a gaming service called 'N-Gage Arena'. Analysts felt that the company did this in order to compete with Apple Inc. that had entered the mobile phone market with the launch of the iPhone.

Analysts felt that the sub brands, Nseries in particular, went a long way in reviving the mother brand and also brought back the younger buyers who were moving away from 'Nokia' in favour of its rivals such as Samsung and Sony Ericsson.

Issues

Understand the issues and challenges faced by a mature brand.

Understand the reasons for the decline in Nokia's brand value in the early 2000s and how Nokia revived the brand.

Understand the advantage and disadvantages of umbrella branding.

Understand the importance of branding for a consumer electronics company.

Understand the issues and challenges faced by companies to defend their market leadership position.

Reference Numbers

ICMR MKTG 188
ECCH 508-031-1
Organization(s) Nokia
Countries Finland
Industry Consumer Electronics
Pub/Rev Date 2008
Case Length 23 Pages
TN Length 4 Pages

Pricing it Right: Three Caselets in Pricing

Abstract

This is a collection of three caselets that would help highlight the issues involved in pricing a product or service. The first caselet is about Priceline.com (Priceline) and its revolutionary 'Name Your Own Price' pricing system. Some analysts had raised concerns that a business model based on the path-breaking NYOP system might not be sustainable. Priceline had since moved beyond the NYOP system by providing customers with the option of choosing from a list of published prices for its travel products and services as well. In a bold move in end2007, the company permanently eliminated all booking fees on published airfares taking the analysts and competitors by surprise. The second caselet is about Apple Inc.'s (Apple) pricing of iPhone in the US. In 2007, Apple raised many eyebrows by reducing the price of its much hyped iPhone by one-third within 10 weeks of the launch. While some analysts felt that adoption of such market skimming strategies and subsequent price cuts by companies selling technological devices was nothing new, others felt that Apple's decision to reduce the price so drastically just a few weeks after the launch was a public relations fiasco. The third caselet is about F. Hoffman-La Roche's (Roche) pricing strategy for its path-breaking anti-AIDS drug, Fuzeon. Despite being a major innovation Fuzeon has consistently failed to match up to the initial sales expectation since it was launched in 2003. Some analysts felt that Roche's strategy of launching Fuzeon at a premium price, almost twice the price of the next high priced anti-AIDS drug, was partly responsible for the company's woes. The company had also faced a lot of social criticism for setting such a high price for the drug, taking it out of reach of people who needed it the most.

Issues

Understand the issues and challenges in Pricing a product or service (pricing decisions, premium pricing, market skimming, etc).

Analyze dynamic pricing systems such as the Name Your Own Price (NYOP) pricing system.

Understand how pricing could affect product adoption and diffusion.

Reference Numbers

ICMR MKTG 187
ECCH 508-032-1
Organization(s) N/A
Countries Switzerland / United States of America
Industry Miscellaneous
Pub/Rev Date 2008
Case Length 13 Pages
TN Length 6 Pages

Treading on that Fine Line?: Caselets in Marketing Ethics

Abstract

This is a series of three caselets featuring some specific incidents in three companies that had led to some ethical concerns being raised against them. While in the case of Emami Ltd. (Emami) and Pfizer Inc. (Pfizer) ethical concerns were raised regarding the marketing of their products 'Fair and Handsome' and Lipitor respectively, Facebook was in the eye of the storm due to its new ad revenue model that provided other online advertisers with a new social media to market their products to Facebook users. The first caselet discusses the long standing debate on the ethics of marketing and promoting skin-lightening products with reference to the launch and advertising of Emami's 'Fair and Handsome', a fairness cream for men, and the decision of the company to rope in Bollywood actor Shahrukh Khan to endorse the product. Both the company and the actor were heavily criticized for promoting a product that allegedly strengthened harmful stereotypes and age-old prejudices that equated fair skin with good looks. The second caselet is regarding the world's largest pharmaceutical company's marketing of the world's largest selling drug Lipitor. Critics contended that Pfizer resorted to off-label promotion (which was illegal and unethical) to drive up the sales of Lipitor to such gigantic levels. The third caselet discusses the ethical and privacy concerns pertaining to Facebook's new ad system.

Issues

Understand the ethical issues involved in marketing, advertising and promotion of products and services.

Identify the need for establishing standards in marketing and promoting products and services.

Understand the growing social criticisms and the need for awareness in promoting/ advertising a product.

Understand the ethical issues in using celebrity endorsements to promote a product and commercializing of social networking sites.

Reference Numbers

ICMR	MKTG 186
ECCH	508-016-1
Organization(s)	N/A
Countries	India / United States of America
Industry	Miscellaneous
Pub/Rev Date	2008
Case Length	13 Pages
TN Length	5 Pages

Launching iPhone: Apple's Entry into the Mobile Phone Market

Abstract

This case is about one of the leading consumer electronics company, Apple Inc.'s (Apple) entry into the mobile phone market. The case discusses the launch of the much hyped iPhone, which was hailed by some analysts as the most successful launch of a brand ever. While many analysts hailed the innovative marketing strategy followed by Apple and also considered the iPhone to be a category-defying product, others felt that iPhone was over hyped and said that it was never good to over hype any products. Some analysts felt that Apple had a long way to go to realize its ambition of becoming a major player in the mobile phone market considering that the market had some very dominant competitors who had decades of experience behind them. Some analysts also viewed Apple's foray into this market as a defensive strategy necessitated by the introduction of music phones by some well-known mobile phone companies.

Issues

The case will help the students to:

Understand the reasons behind Apple's entry into the highly competitive mobile phone market

Understand the issues and constraints in entering a new market with a new product, and in this context understand how Apple successfully launched iPhone

Understand how the companies can adopt word-of-mouth marketing to launch a product

Understand the importance of product innovations in the marketing of technological products.

Reference Numbers

ICMR	MKTG 185
ECCH	508-014-1
Organization(s)	Apple Inc.
Countries	United States of America
Industry	Consumer Electronics
Pub/Rev Date	2008
Case Length	19 Pages
TN Length	5 Pages

What's in a Name? Lessons from Three Rebranding Exercises in India

Abstract

This is a series of three caselets that would help highlight the issues involved in rebranding, especially a corporate rebranding exercise. The first caselet is about the

rebranding of India's leading fast moving consumer goods company Hindustan Lever Ltd. (HLL) to Hindustan Unilever Ltd. (HUL) in an effort to benefit from the global brand positioning of its parent Unilever Plc. without compromising on its local heritage. The second caselet is about the rebranding of one of India's top private sector banks, UTI Bank, to Axis Bank. Rather than paying royalty for the use of the brand name 'UTI' that was also used by some unrelated entities, the company decided to go for a brand name that was culture neutral and had a global appeal. The third caselet is about the rebranding of the popular Indian telecom brand 'Hutch' to 'Vodafone' after the world's leading telecom company by revenue Vodafone Plc. (Vodafone) acquired a controlling stake in one of the top telecom companies in India Hutchison Essar Ltd.

While HUL's marketing communication campaign was comparatively low-key with the company just showing the name and logo of HLL morphing into the new name and logo after each product ad, Axis Bank and Vodafone launched two of the most memorable and high-decibel campaigns to communicate their respective name changes. Axis Bank's campaign sought to reassure the bank's customers that nothing had really changed in the bank except its name, while Vodafone campaigns tried to leverage on some of the most popular earlier ads of Hutch to introduce the relatively unknown Vodafone brand (in India).

Issues

Understand the issues and challenges in rebranding a well established brand, especially in the banking sector in India.

Understand the rationale behind the marketing communication campaign and how the campaign was executed by the ad agency.

Understand the issues that could lead to the decision of a company to rebrand.

Understand how a rebranding exercise for a company in a particular industry differ from that in another industry

Reference Numbers

ICMR	MKTG 184
ECCH	508-015-1
Organization(s)	N/A
Countries	India
Industry	Miscellaneous
Pub/Rev Date	2008
Case Length	14 Pages
TN Length	4 Pages

www.icmr.icfai.org

UTI Bank to AXIS Bank: A Corporate Rebranding Exercise

Abstract

The case is about the corporate rebranding of the erstwhile UTI Bank, a leading private sector bank in India, to Axis Bank. It discusses the circumstances which led to the decision of the bank to forego its well known brand name that ranked among the top 50 brands in India, in favor of a new name. The case further discusses how the company arrived at the new name, and how the company launched a mass media campaign to communicate the new corporate identity. The simple but high-decibel integrated marketing communication campaign, created by Ogilvy & Mather, sought to reassure the bank's customers that nothing had really changed in the bank except its name. And the customers could expect the same level of service from the bank as earlier. In addition to this, the bank also had to prevent its customers from falling victim to phishers who could take the advantage of any confusion arising out of the rebranding.

Issues

Understand the issues and challenges in rebranding a well established brand, especially in the banking sector in India.

Understand the issues that led to the decision of UTI Bank to rebrand as Axis Bank.

Understand the rationale behind the marketing communication campaign and how the campaign was executed by the ad agency.

Reference Numbers

ICMR	MKTG 183
ECCH	508-003-1
Organization(s)	Axis Bank
Countries	India
Industry	Banking and Financial Services
Pub/Rev Date	2008
Case Length	19 Pages
TN Length	4 Pages

Crisis Management: Dealing with a Product Crisis

Abstract

This is a collection of three caselets discussing the product crises faced by Nokia, Baush & Lomb (B&L) and Mattel, and how these companies responded in the respective crisis situation. In 2007, some concerns regarding the safety of Nokia's BL-5C batteries arose. Though the company was quick to issue a product advisory, the situation flared up in India due to what some critics said was a 'communication gap' on Nokia's part. In the

case of B&L the company did not seem to have recovered from a product crisis related to its brand ReNu with MoistureLoc. The brand was linked to a fungal infection of the eye and was later withdrawn from the market. While some analysts felt that B&L's handling of the crisis situation left a lot to be desired others felt that the situation faced by B&L was trickier than what pharmaceutical company, Johnson & Johnson, faced during the infamous Tylenol crisis in 1982. In the case of Mattel, the company had to win back the trust of its customers after the massive recall of toys in 2007 due to safety-related issues. Here too, the industry watchers are divided over whether the leading toy maker was able to handle the crisis situation in an effective manner.

Issues

Understand the issues and challenges faced by companies in managing a product crisis

Understand the importance of clear and effective communication with customers in the event of a controversy/crisis

Understand short term and long term implication for a well known brand if the crisis is not managed properly

Reference Numbers

ICMR	MKTG 182
ECCH	508-002-1
Organization(s)	N/A
Countries	Finland / United States of America
Industry	Miscellaneous
Pub/Rev Date	2008
Case Length	11 Pages
TN Length	4 Pages

Body Shop Brand: Repositioning to Target the 'Masstige' Segment and Impact of its Acquisition by L'Oréal

Abstract

The case discusses the evolution of 'The Body Shop' brand since its inception - its rapid growth in the 1980s; decline in the 1990s; repositioning to target the 'masstige' segment; acquisition by L'Oréal; and, impact of the acquisition. Since its inception in 1976, The Body Shop International Plc (TBS) had caught the imagination of its customers as well as the world through its ethical stance and social activism of its founder Dame Anita Roddick (Roddick). The brand, considered an example of the societal marketing concept, grew rapidly for more than a decade till it faced some serious problems in the 1990s and the early 2000s. It suffered due to a combination of factors - quality issues related to its products; emergence of many other 'me-too' brands; and, targeted by critics who alleged that TBS

was not as ethical as it projected itself. This was the time the management of TBS decided to reposition the brand to target the 'masstige' segment. It took various initiatives to reinforce the positioning and by the mid2000s, TBS was well on its path to recovery. In 2006, TBS's management agreed to be acquired by multinational cosmetics giant L'Oréal. This decision led to a spate of criticisms against TBS and Roddick as the critics alleged that L'Oréal did not share the values of TBS. Some felt that the 'The Body Shop' brand was irrevocably damaged through its association with L'Oréal. However, TBS sales seemed to be unaffected by the criticisms and consumer backlash that followed the acquisition, at least in the short term.

Issues

Understand the issues and challenges in building up a brand through the societal marketing concept

Understand the issues and challenges in repositioning a brand, particularly to the 'masstige' segment of the consumers

Understand the reasons for the consumer backlash against TBS after it agreed to be acquired by L'Oréal and the effect social criticism/consumer backlash has on a brand

Reference Numbers

ICMR	MKTG 181
ECCH	508-001-1
Organization(s)	The Body Shop International Plc
Countries	United Kingdom / France
Industry	FMCG
Pub/Rev Date	2008
Case Length	25 Pages
TN Length	4 Pages

'Atithi Devo Bhavah': Indian Tourism Ministry's Social Awareness Program to Boost Tourism

Abstract

This case study discusses the innovative Atithi Devo Bhavah (ADB) program initiated by the Ministry of Tourism (MoT) in India. This program was launched in 2005 with the objective of developing tourism in India as part of MoT's 'Incredible India!' campaign. Though the 'Incredible India!' campaign was successful in increasing the number of tourists, the experience of tourists in India left much to be desired due to the inconvenience caused by various touts, guides, and tour operators. The ADB program was targeted at various stakeholders such as taxi drivers, tourist guides, small tourist operators, and the general public. It aimed to change their attitude and behavior toward foreign tourists by stressing on the aspect that a guest has been held in

high esteem in India since ancient times. This case study discusses the key components of the ADB program and the steps taken by the MoT to roll out the ADB program. The case study also covers the mass media social awareness campaigns that were initiated by the MoT as part of the ADB program.

Issues

This case will help the learner to:

Understand the issues and constraints faced by a public sector organization/governmental organization in planning and implementing an innovative program

Understand the issues in Tourism (destination) development and marketing and how the Indian Tourism ministry addressed these issues

Understand the issues in social marketing and how the Indian Tourism ministry formulated and implemented an innovative social awareness program

Understand the challenges faced by a public sector organization/governmental organization in sustaining an innovative program

This case is intended for use in Master in Public Sector Management (MPSM) level programs as part of the Public Sector Innovation course. This case can also be effectively used as part of the Services Marketing, Tourism Marketing and Social Marketing, Marketing Communication courses. The case can also be effectively used in Faculty Development Programs and 'Train the Trainer' programs.

Reference Numbers

ICMR	MKTG 180
ECCH	507-148-1
Organization(s)	Ministry of Tourism
Countries	India
Industry	Travel and Tourism
Pub/Rev Date	2007
Case Length	16 Pages
TN Length	18 Pages

Apple iPod's Promotional and Positioning Strategies

Abstract

The case discusses the promotional and positioning strategies of iPod by the US based Apple Inc. In January 2001, Apple introduced its 'Digital Hub' strategy where it decided to make its computers, a hub for commonly used digital commodities like digital cameras; camcorders etc. iPod was a product of this strategy. Since iPod was launched just a month after the 9/11 terrorist attacks, the launch was kept a low key affair. However, just to launch it as a surprise product, it was not pre-announced. This strategy was used by Apple for launching all the generations of iPod. Extensive advertising and marketing was

undertaken for the iPod. A series of innovative advertising campaigns via television commercials, print ads, posters in public places, wrap advertising etc were used. The case also describes how Apple created an iconic image for iPod that attracted the young and the old alike. It was positioned as a 'cool' product for the present generation.

Issues

Understand how iPod was promoted by Apple using partnership, podcasting and co-branding strategies.

Study various forms of advertising used by Apple including wrap advertising, lifestyle advertising and other traditional advertising methods.

Critically examine how iPod was positioned as a 'cool' product.

Reference Numbers

ICMR	MKTG 179
ECCH	507-152-1
Organization(s)	Apple Inc.
Countries	United States of America
Industry	Consumer Electronics
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	4 Pages

Tourism Malaysia: Creating 'Brand Malaysia'

Abstract

This case discusses the efforts of the Malaysian government in positioning Malaysia as a favored tourist destination. It talks about the successful 'Truly Asia' campaign launched in 1999, as well as the other promotional initiatives taken by the government, including the Visit Malaysia Year 2007 which coincided with the country's 50th year of independence and statehood. The case also discusses the government's efforts towards promoting alternative avenues of tourism, such as MICE activities. The case concludes with a discussion of the successes and shortcomings of Malaysia as a tourism brand and the outlook for the tourism sector of the country

Issues

Understand the importance of tourism as a source of revenue for a country and to examine the efforts that go into making a country a sought after tourist destination

Analyze the factors that promote and hinder a country's tourism potential, and to study how the country in focus rates on these parameters

Study the creation and implementation of a successful marketing campaign that has helped a country create a unique image and distinct identity for itself in the global tourism market

Analyze the scope of alternative avenues of tourism, and whether governments would be justified in increasing their investments in promoting these avenues in future

Reference Numbers

ICMR	MKTG 178
ECCH	507-149-1
Organization(s)	Malaysia Tourism Promotion Board
Countries	Malaysia
Industry	Travel and Tourism
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	4 Pages

Tata Indica V2 Xeta: Competing in the Indian Small Car Market

Abstract

This case is about the marketing strategy undertaken by Tata Motors Limited, (the market leader in commercial vehicles in India, and one of the major players in the passenger vehicles segment), in 2006 to sustain and enhance its market share in the burgeoning passenger car market. In January 2006 the company launched the Indica V2 Xeta Petrol (Xeta) car as a refurbished version of its existing petrol car Indica V2 Petrol MPFI. According to the company, Xeta was to benefit the customer by better meeting their needs compared to existing options in the market - specifically by rendering better fuel efficiency at a competitive price. Indica was an umbrella brand under which Tata Motors had developed both diesel and petrol cars. Though the diesel driven Indica was performing well, its petrol counterpart - Indica V2 Petrol MPFI, had not reaped the intended results. Through Xeta, the company intended to create a unique brand identity in the customer's mind for the petrol variant of Indica. Immediately after the launch of Xeta in January 2006, the passenger car business unit of Tata Motors reported a growth of 15 percent over January 2005 by selling the highest number of passenger cars till then. The Indica brand grew by 18.7 percent which was attributed mainly to the launch of Xeta. This success also coincided with the growing attractiveness of India as a global hub for small cars. The entry of Tata Motors' immediate rivals like Maruti Udyog Limited and Hyundai Motor India Limited into the diesel segment of the small car market was also expected to pose a strong challenge for the company. This case discusses the rationale behind the development and launch of the Xeta. It also examines the product, pricing, distribution, and promotional strategies undertaken in this regard and the challenges faced by the company in sustaining its market share in the Indian passenger car market.

Issues

Understand the strategy adopted by Tata Motors to sustain the Indica brand in the highly competitive small car market in India

Understand the rationale behind the launch of Indica V2 Xeta as an extension of the Indica umbrella brand

Analyze the various marketing aspects that Tata Motors had to focus on in order to establish the Xeta in the Indian small car market

Reference Numbers

<i>ICMR</i>	<i>MKTG 177</i>
<i>ECCH</i>	<i>507-136-1</i>
<i>Organization(s)</i>	<i>Tata Motors</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	<i>2007</i>
<i>Case Length</i>	<i>27 Pages</i>
<i>TN Length</i>	<i>9 Pages</i>

Merck's New Product Development and Launch Strategy for Januvia

Abstract

This case is about how Merck & Co, Inc. (Merck) successfully developed and launched Januvia, its drug for Type 2 diabetes. Merck was in urgent need of a new blockbuster drug as it had been reeling under the numerous product liability lawsuits related to its pain relief drug Vioxx, the expiry of its blockbuster cholesterol drug, Zocor, and the imminent expiry of three more blockbuster drugs. The success of Januvia in the market was significant in the sense that if Merck had adopted the traditional drug development timeline, the drug would not have reached the market before 2010. Merck was a late starter and had joined the race for the new class of diabetic drug (DPP-4 inhibitors) almost five years after the pharmaceutical giant Novartis had initiated its own research and development efforts. However, Merck managed to reach the market first. This was done by shaving off time from the traditional drug development timeline by conducting some phases of its clinical trials in parallel rather than sequentially. Even in the launch of Januvia, Merck showed a lot of urgency and was able to take the brand to the market almost immediately after gaining approval for marketing the drug. As part of its new commercial model (that moved away from the traditional commercial model in the pharmaceutical industry), Merck focused on more targeted communication to doctors through its reps, e-detailing and video detailing. It made extensive use of new media such as the Internet. Experts hailed Merck's marketing acumen and said that more companies were expected to follow a similar model in the future.

Issues

Appreciate the issues, challenges and opportunities in new product development, particularly in the pharmaceutical industry

Understand how Merck successfully launched Januvia using a new commercial model as part of its new corporate strategy

Appreciate the importance of another 'P', 'Pace', in the marketing mix in addition to the 4Ps (product, price, place and promotion)

Reference Numbers

<i>ICMR</i>	<i>MKTG 176</i>
<i>ECCH</i>	<i>507-135-1</i>
<i>Organization(s)</i>	<i>Merck</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Pharma and Biotech</i>
<i>Pub/Rev Date</i>	<i>2007</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

'Sunsilk Gang of Girls': Hindustan Lever Limited's Online Social Networking Initiative in India

Abstract

This case discusses the online community-building initiatives of Indian FMCG major Hindustan Lever Ltd (HLL, now, Hindustan Unilever Ltd) for its beauty shampoo brand, Sunsilk. HLL was one of the largest spenders in the traditional advertising media. With the growing popularity of new and emerging media like the Internet, especially among the Indian youth, HLL identified new marketing communication programs that could capitalize on this trend. To keep the Sunsilk brand relevant to its target group (young girls), HLL started an online social network and community called the Sunsilk Gang of Girls (GoG). It was the first all-girl online community in India and quickly caught the attention of the target group (TG) as it was promoted by HLL with a 360-degree media communication blitz. HLL continuously updated the content and added new features to GoG to keep it relevant to the TG. It also took this online initiative to the ground with mall activation programs and participation in college youth festival events. Experts felt that HLL was rewarded for taking the risk of starting an online social networking site as it got good brand recognition and could connect with the target group. The case also discusses the issues and constraints faced by companies and marketers who want to target the youth in a rapidly changing market environment like India. It also highlights the various opportunities and challenges for media planners and advertisers in this changing environment.

Issues

Appreciate the importance of new and emerging media in view of the change in

environment, and media consumption behavior of the target audience

Understand the issues and constraints in targeting the youth population in India in view of the changing marketing dynamics

Understand the significance of using online communities in brand building and market development

Understand how online communities around a brand can be built and sustained over time

Reference Numbers

<i>ICMR</i>	<i>MKTG 175</i>
<i>ECCH</i>	<i>507-092-1</i>
<i>Organization(s)</i>	<i>Hindustan Lever Limited</i>
<i>Countries</i>	<i>India / United Kingdom / The Netherlands</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	<i>2007</i>
<i>Case Length</i>	<i>24 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Marketing Strategies of Harley-Davidson

Abstract

The case discusses the marketing strategies of the US-based motorcycle manufacturer Harley-Davidson Motor Company (H-D). It details the marketing mix elements of H-D including product, price, distribution and promotion strategies of the company. Notwithstanding the success of H-D's marketing strategies, some critics were of the opinion that H-D was not focusing on its core competency, i.e. motorcycles, and said that by putting its logo on several products, the company was diluting its brand. Analysts also criticized H-D's dealers, saying they still had a long way to go in maintaining good relationships with the company's customers.

Issues

Understand the various marketing mix elements of H-D

Critically analyze H-D's move to license several of its products and whether this will lead to its brand dilution or not

Appreciate the importance of channel partners in maintaining good relationship with the customers

Reference Numbers

<i>ICMR</i>	<i>MKTG 174</i>
<i>ECCH</i>	<i>507-083-1</i>
<i>Organization(s)</i>	<i>Harley-Davidson</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	<i>2007</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Glaxosmithkline's Marketing Strategy for Requip: A Case Study in Product Lifecycle Management

Abstract

This case is about the innovative marketing strategy adopted by GlaxoSmithKline Plc. (GSK) for Requip, its drug for Parkinson's disease (PD). The case discusses how GSK created a new market for Requip by targetting the drug at a previously lesser known disorder, the 'restless legs syndrome' (RLS). GSK, the world's second largest pharmaceutical company, made good use of public relations and its marketing muscle to make promote awareness among doctors and patients about 'restless legs syndrome'. After gaining approval for marketing the drug as a treatment for RLS, the brand experienced strong growth. In the process, the company created a 'blue ocean' that it was expected to own for a long time. However, GSK's effort at marketing Requip for RLS had drawn criticism from various quarters. Critics felt that RLS was a "concocted" disorder, and that GSK had resorted to disease mongering to promote the sales of the drug. They also contended that GSK's marketing of RLS had many conflicts of interests as it was allegedly using patient advocacy groups and key opinion leaders to further its marketing agenda.

Issues

Understand the issues and challenges faced by companies in managing the product lifecycle of a drug

Understand how GSK created a new market for its drug Requip

Understand the ethical issues related to marketing of Requip

Reference Numbers

ICMR	MKTG 173
ECCH	507-093-1
Organization(s)	GlaxoSmithKline
Countries	United Kingdom
Industry	Pharma and Biotech
Pub/Rev Date	2007
Case Length	23 Pages
TN Length	5 Pages

Pfizer's Torcetrapib Failure: The Risks of New Drug Development

Abstract

This case is about the failure of Torcetrapib, a high profile drug for lowering cholesterol that was being developed by Pfizer Inc. (Pfizer). Pfizer, the world's largest pharmaceutical company, was the leader in the cholesterol drug market due to its blockbuster drug, Lipitor.

Its dependence on Lipitor was high as the brand accounted for around 25 percent of the total revenues of Pfizer. There were great expectations from Torcetrapib as Pfizer hoped that it would compensate for the potential decrease in Lipitor's revenues when its patent expired in 2010. Because of its novel mechanism of action, experts believed that Torcetrapib would become a bestselling drug within a few years of its launch. Pfizer planned for one of the biggest ever clinical trials (in terms of the number of patients under trial) for Torcetrapib, ignoring warnings about some safety related issues with the drug. It had also planned to launch the drug only in combination with Lipitor in an effort to protect the sales of Lipitor post 2010. Due to intense criticism from doctors and patient groups, Pfizer later decided to offer Torcetrapib as a stand alone pill that could be used in combination with any cholesterol lowering drug. But Torcetrapib's development had to be stopped as it was linked to some deaths in the test population. This unfortunate development had left Pfizer with no key developmental drug in its pipeline that could compensate for the drop in Lipitor's sales post 2010. This case discusses the impact of the failure of Torcetrapib on Pfizer and the reactions of various stakeholders (doctors, investors, etc.). It also outlines the risks of new drug development in the pharmaceutical industry.

Issues

Understand the issues and challenges faced by large pharmaceutical companies with regard to new product (drug) development

Appreciate the need for better decision making in drug research and development in the pharmaceutical industry

Reference Numbers

ICMR	MKTG 172
ECCH	507-091-1
Organization(s)	Pfizer
Countries	United States of America
Pub/Rev Date	Pharma and Biotech
Case Length	2007
TN Length	26 Pages
	6 Pages

Crisis Management at Bausch & Lomb (B): The 'Renu with Moistureloc' Debacle

Abstract

This case discusses how Bausch & Lomb (B&L), a leading eye care company, dealt with a product crisis related to its brand, ReNu with MoistureLoc (MoistureLoc). In May 2006, B&L withdrew its MoistureLoc brand globally after the product was linked to a rare but potentially blinding fungal infection of the eye, Fusarium keratitis. There was a controversy

regarding the company's handling of the situation. B&L had initially desisted from withdrawing the brand as there was no scientific evidence to prove that MoistureLoc was responsible for the infections. However, some experts felt that by not being proactive, B&L had put its whole lens care business in jeopardy. Even though B&L recalled the MoistureLoc brand, despite there being no conclusive evidence, the damage to its sales had already been done. The company had lost its market leadership in the lens care business in the US market and its contact lens business also suffered. The company also had to deal with numerous product liability lawsuits. B&L believed that the marketing efforts it had initiated after the crisis would help it to revive its business post 2007. An unrelated product scare, this time with ReNu MultiPlus, in early 2007 also made the company's efforts to rebuild the 'ReNu' brand even more difficult. This case discusses the reactions of analysts and crisis management experts to B&L's handling of the MoistureLoc crisis. It also highlights the issues and challenges faced by large companies in dealing effectively with a product crisis.

Issues

Understand the issues and challenges faced by companies in managing a product crisis

Understand the importance of clear and effective communication with customers in the event of a controversy/crisis

Understand the short term and long term implications for a well known product/brand affected by a safety crisis

Reference Numbers

ICMR	MKTG 171
ECCH	507-090-1
Organization(s)	Bausch & Lomb
Countries	United States of America
Industry	FMCG
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	6 Pages

Bud.TV: Logging Troubles

Abstract

The case discusses the launch of Bud.TV and the reasons behind its inability to retain the initial number of unique online visitors on its site. Bud.TV promoted by Anheuser-Busch, was launched with fanfare after the Super Bowl and was eagerly awaited for its direct-to-consumer approach to marketing. Bud.TV had seven online channels each featuring a different genre of programs. The content was provided by some of the well known media companies and companies owned by Hollywood celebrities. In the first month of its launch, Comscore Media Metrix

reported that Bud.TV was able to attract only around 253,000 visitors. Industry experts felt that Bud.TV's cumbersome registration process and excessive product placement were said to be the cause of low turnout at its site.

Issues

Critically analyze Anheuser-Busch's direct-to-consumer approach

Understand Bud.TV's pre-launch marketing strategies

Examine the reasons for the low turnout of unique online visitors on Bud.TV site

Reference Numbers

ICMR MKTG 170
 ECCH
 Organization(s) *Anheuser-Busch / Bud.TV*
 Countries *United States of America*
 Industry *Internet and e-Commerce*
 Pub/Rev Date 2007
 Case Length 16 Pages
 TN Length 3 Pages

Natureworks: Market Development for Bioplastics

Abstract

NatureWorks is a major producer of PLA (polylactic acid), a bioplastic made from corn. The case describes the origin and growth of NatureWorks. It recounts the initial obstacles that the company encountered, the efforts made to promote the product, the criticisms and challenges faced, and the solutions that the company came up with. The case ends with a discussion on some recent developments concerning bioplastics and the future prospects for the company as well as for the product.

Issues

Gain insights into the market expansion and development activities that can be undertaken by a company introducing an unconventional, new product

Understand the factors that affect the demand for such a product

Know more about the challenges facing a manufacturer of eco-friendly products and the measures that the company took to address these challenges

Analyze the future prospects of PLA and NatureWorks

Reference Numbers

ICMR MKTG 169
 ECCH 507-084-1
 Organization(s) *NatureWorks*
 Countries *United States of America / Japan*

Industry *Petroleum and Petrochemicals*
 Pub/Rev Date 2007
 Case Length 23 Pages
 TN Length 4 Pages

Microsoft's Strategy for Small Businesses (B): Marketing MS Office Live

Abstract

This case is about the marketing and promotional strategy adopted by Microsoft Corporation (Microsoft) to support the launch of its Internet-based services package, Microsoft Office Live (Office Live). With Office Live, Microsoft sought to help small and medium businesses (SMBs) harness the power of the Internet to grow their business. Microsoft used Rovion Inc.'s proprietary and patent-pending InPerson technology for the online advertisement campaign of Office Live. The case discusses the reactions of analysts and marketing experts to the advertisement campaign and the pros and cons regarding the use of InPerson technology. The case also looks at the market for Web-based services and Internet-enabled software for SMBs as well as the competitive landscape in this segment. The case also looks at the reasons for Microsoft's strategic shift toward providing Internet-based software and services and its growing competition with Internet-based firms such as Google, Inc., and Yahoo!, Inc.

Issues

Understand the issues and challenges faced by IT companies in targeting the small and medium businesses market

Understand the need for innovative marketing strategies to attract the attention of customers spread across different industry verticals and geographic regions

Discuss the pros and cons regarding the use of Rovion's InPerson technology for the online marketing campaign of Office Live

Understand the issues and challenges faced by a mature business organization to keep itself abreast of the changes in a dynamic and competitive business environment

Reference Numbers

ICMR MKTG 168
 ECCH 507-088-1
 Organization(s) *Microsoft*
 Countries *United States of America*
 Industry *Information Technology and Related Services*
 Pub/Rev Date 2007
 Case Length 18 Pages
 TN Length 4 Pages

Microsoft's Strategy for Small Businesses (A): The Innovative PR Campaign for MS Office Accounting 2007

Abstract

This case is about the innovative public relations campaign initiated by Microsoft Corporation (Microsoft) for its MS Office Accounting Express software - MS Office Accounting Express 2007 (OAE 2007) and MS Office Accounting Professional 2007 (OAP 2007), which were targeted at small and medium businesses (SMBs). As part of its pull strategy, Microsoft organized a contest called 'IdeaWins - The Ultimate Challenge' targeted at entrepreneurs and small business owners in the US. Microsoft attracted its target customers to the contest website IdeaWins.com, where in the contestants could submit their innovative business idea. The winner of the campaign would receive a US\$100,000 cash prize as start-up capital and other related support from Microsoft and its partners to implement the winning business idea. Microsoft also gave away OAE 2007 as a free download on the IdeaWins.com website. The campaign generated a lot of buzz among the target audience and succeeded in the publicity of OAE 2007 and OAP 2007. The case discusses the accounting software market for SMBs as well as the competitive landscape in this segment. The case also looks at the reasons for Microsoft's strategic shift toward providing Internet-based software and services and its growing competition with Internet-based firms such as Google, Inc., and Yahoo!, Inc.

Issues

Understand the issues and challenges faced by IT companies in targeting the small and medium businesses market

Understand the need for innovative marketing strategies to attract the attention of customers spread across different industry verticals and geographic regions

Appreciate the role of PR campaigns in creating credibility for the launch of a new product

Understand the issues and challenges faced by a mature business organization to keep itself abreast of the changes in a dynamic and competitive business environment

Reference Numbers

ICMR MKTG 167
 ECCH 507-087-1
 Organization(s) *Microsoft*
 Countries *United States of America*
 Industry *Information Technology and Related Services*
 Pub/Rev Date 2007
 Case Length 20 Pages
 TN Length 5 Pages

Glacéau: Marketing Vitaminwater

Abstract

The case highlights the marketing strategies of US based Energy Brands Inc., maker of the Glacéau range of 'enhanced water' products. Glacéau's Vitaminwater was highly successful and in some markets in the US, it outsold Dasani and Aquafina. Vitaminwater was different from other products, in several aspects including packaging, appearance, labels and ingredients; it was a category creator. Vitaminwater was promoted through Vehicle Marketing Program, Retail Sampling Program, banners & posters, and 'Campus Ambassadors,' a college outreach program. By 2006, several famous celebrities from sports and entertainment arena endorsed Glacéau products. The case also describes Glacéau's unique distribution strategies. Notwithstanding the success of Vitaminwater, industry experts felt that the product may face stiff competition from the established players in the industry like Coca-Cola and Pepsi, which were launching their own line of 'enhanced water' products owing to their growing popularity.

Issues

Understand the marketing mix adopted by Glacéau for Vitaminwater

Critically examine the promotion and distribution strategies for Vitaminwater

Analyze the factors that helped Glacéau carve a niche for itself in a saturated beverages market in the US

Examine the challenges Glacéau may face from established players

Reference Numbers

ICMR	MKTG 166
ECCH	507-082-1
Organization(s)	Energy Brands Inc.
Countries	United States of America
Industry	Food and Beverage
Pub/Rev Date	2007
Case Length	18 Pages
TN Length	4 Pages

Rovion's InPerson Technology: Changing the Face of Online Advertising

Abstract

This case is about Rovion Inc. (Rovion), a technology firm based in the US and its proprietary InPerson technology. InPerson technology enabled streaming videos of spokespersons who could pop up seamlessly on top of the contents of a web page and directly interact with the customer. Unlike other streaming videos, the characters in the

InPerson ad format were not inside a box. In the process, this technology had the potential to cut through the growing clutter of online advertising, attract the interest of the target audience, and generate higher-than-average click through rates (CTR). This technology had also been used by over 100 companies. The case discusses the experiences of some companies such as Microsoft Corporation's use of this technology for the launch of its Office Live platform. While most of Rovion's customers were satisfied with the effectiveness of this new online ad format, some analysts were concerned that the technology could be considered intrusive once the novelty had worn off. But, by and large, analysts felt that Rovion had literally changed the face of online advertising with its InPerson technology.

Issues

Understand the issues and challenges faced by companies and advertisers with regard to online advertising

Understand how online advertisers can attract the attention, generate interest, create desire, and prompt the target audience to take action by using new technologies and advertisement formats

Analyze the pros and cons of using new online ad formats such as Rovion's InPerson ads

Reference Numbers

ICMR	MKTG 165
ECCH	507-086-1
Organization(s)	Rovion, Inc.
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2007
Case Length	16 Pages
TN Length	4 Pages

Harnessing the Power of Online Social Communities for Branding and Market Development

Abstract

This is a collection of three caselets that explore how three well-known companies (across three different industries) harnessed the power of online communities in brand building and market development. The first caselet deals with athletic footwear giant Nike Inc., which created an online community as part of its Joga Bonita campaign for the FIFA World Cup 2006. This campaign helped it to ambush market its products in the high profile sporting event even though it was shut out of most of the traditional media by the official sponsor Adidas. The second caselet deals with the two online word-of-mouth (WOM)

marketing programs of consumer goods giant P&G. While Tremors was an online community for teenagers, Vocalpoint was an online community for moms. Though these were controversial, both the online communities were very effective in increasing the sales of P&G's products. The third caselet deals with broadcaster ABC's integrated marketing campaign (IMC) for its TV drama series, *Lost*. The IMC comprised of traditional and emerging medias, such as, mobile marketing, web-based alternative reality games, etc. The buzz generated due to *Lost* helped to create a number of online communities which brought in a wider audience for the series.

Issues

Appreciate the importance of new and emerging media in view of the change in environment, and media consumption behavior of the target audience

Understand the pros and cons of using online communities in brand building and market development

Understand how online communities can be built and sustained over time

Reference Numbers

ICMR	MKTG 164
ECCH	507-089-1
Organization(s) Kaiser Family Foundation	
Countries	United States of America
Industry	Miscellaneous
Pub/Rev Date	2007
Case Length	20 Pages
TN Length	4 Pages

Philips: Making Sense of Simplicity

Abstract

Royal Philips N.V was a major Dutch company with a significant presence in the lighting, healthcare, and consumer electronics markets worldwide. The case describes the company's 'Sense and Simplicity' initiative. It discusses the rationale behind the initiative and provides details on how the company incorporated the essence of simplicity in its processes and products. It then talks about the novel ways in which the company attempted to communicate its new brand promise to potential customers. The case ends with a brief discussion on whether the new initiative would strengthen the company's competitiveness and its future prospects.

Issues

Understand a company's brand positioning and communication initiatives

Gain insights into the concept of simplicity and its significance in the design of consumer electronics products

Analyze a company's efforts to gain a competitive advantage using design as a differentiator

Reference Numbers

<i>ICMR</i>	<i>MKTG 163</i>
<i>ECCH</i>	507-085-1
<i>Organization(s)</i>	<i>Phillips</i>
<i>Countries</i>	<i>The Netherlands</i>
<i>Industry</i>	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i>	2007
<i>Case Length</i>	19 Pages
<i>TN Length</i>	3 Pages

Sony's Battery Recall Fiasco

Abstract

This case is about the worldwide recall of lithium-ion batteries manufactured by Sony Energy Devices Corporation, a subsidiary of Sony Corporation (Sony). In September 2006, Sony had announced a recall of its notebook batteries after leading notebook manufacturers like Apple, Inc. and Dell Computers had recalled a large number of the Sony-manufactured batteries used in their notebooks due to reports that some of these batteries had caught fire. The case discusses the impact of this recall on the company's image and the criticism leveled by analysts that Sony was slow to respond to the problem.

Issues

Analyze the issues and challenges faced by large multinational corporations with regard to handling a product safety crisis

Understand the importance of clear and effective communication with customers in the event of a controversy/crisis

Reference Numbers

<i>ICMR</i>	<i>MKTG 162</i>
<i>ECCH</i>	507-073-1
<i>Organization(s)</i>	<i>Sony Corporation</i>
<i>Countries</i>	<i>Japan</i>
<i>Industry</i>	<i>Conglomerate</i>
<i>Pub/Rev Date</i>	2007
<i>Case Length</i>	11 Pages
<i>TN Length</i>	5 Pages

Bose Corp.: Better Sound through Research or Better Sales through Marketing?

Abstract

Bose Inc. is a privately-owned company that manufactures and markets home audio products. The case describes the company's unique marketing strategies including its product, pricing, distribution and promotion strategies. It attempts to understand the

reasons for the company's success, and also details some of the criticisms leveled against the company. The case ends with a brief discussion on the company's prospects.

Issues

Understand the unique features of a company's marketing strategy; Analyze the reasons for the company's success, especially in an intensely competitive market

Gain insights into the US home audio market.

Reference Numbers

<i>ICMR</i>	<i>MKTG 161</i>
<i>ECCH</i>	507-074-1
<i>Organization(s)</i>	<i>Bose Corp.</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i>	2007
<i>Case Length</i>	16 Pages
<i>TN Length</i>	3 Pages

Innovative Marketing Strategies of Lush Fresh Handmade Cosmetics

Abstract

This case is about the innovative marketing strategies and product development approach adopted by Lush Fresh Handmade Cosmetics (Lush), a UK-based producer and marketer of ethical beauty products. Lush was co-founded by Mark Constantine (Constantine) in 1995. The company had a flat management structure with the directors, including Constantine himself, actively involved in the operations of the firm right from new product development to personally training the employees. The company also did not have a traditional marketing department and relied more on unconventional products, wacky product names, in-store advertising, word-of-mouth advocacy, and public relations. Constantine was also one of the pioneers who championed the cause against animal testing in the cosmetics and beauty care industry. Lush had developed an evangelical customer base, which included many celebrities. Experts felt that Lush was a cult brand that differentiated itself from other retailers of beauty products due to its innovative products, superior customer service, and unconventional marketing approach. The case also discusses the views of some analysts who felt that the absence of a regular marketing department might prove counterproductive for the company. With the competition in the ethical cosmetics market expected to increase, some experts also felt that Lush, which had thus far remained an independent, private firm, could find it tough to stay competitive in the long run if it did not go public.

Issues

Understand the innovative marketing strategies and new product development

approach adopted by Lush Fresh Handmade Cosmetics

Identify the benefits and challenges faced by a privately held company with regard to managing its business growth and sustaining its values.

Reference Numbers

<i>ICMR</i>	<i>MKTG 160</i>
<i>ECCH</i>	507-072-1
<i>Organization(s)</i>	<i>Lush Fresh Handmade Cosmetics</i>
<i>Countries</i>	<i>United Kingdom</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	2007
<i>Case Length</i>	21 Pages
<i>TN Length</i>	3 Pages

The loveLife Brand (B): Evolving the Campaign's Communication Strategy for HIV Prevention in South African Youth

Abstract

This case is the second part of a two-case series about loveLife, a multi-million dollar HIV prevention program that was launched in South Africa in 1999 with the stated aim of reducing the rate of HIV infection among youth by 50 percent within five years. loveLife's integrated marketing communications initiatives and various community outreach initiatives aimed at influencing the South African youth to adopt a healthy lifestyle and perceive safe sex as 'cool' and 'hip'. In 2004, loveLife changed its communication strategy to reposition its image and keep it relevant to the target audience. The use of sexual imagery that was the hallmark of the previous campaigns was not visible anymore; instead the messages appealed to the aspirations of the target audience to make them focused on their future. However, many critics maintained that the campaigns were still incomprehensible. The most serious debate was regarding the effectiveness of the program as loveLife had failed to achieve its original target of reducing the number of HIV infected youths to half by 2004. In December 2006, this argument gained greater credence when the Global Fund to Fight AIDS, Tuberculosis & Malaria (Global Fund), a major provider of funds to loveLife, decided to discontinue funding for the program as it felt that it was becoming difficult to ascertain the effectiveness of the program. The case further discusses the strategies adopted by loveLife to reposition itself and some of the criticisms leveled against the campaign.

Issues

Understand the evolution of loveLife's marketing campaign to change the behavior of South African youth to prevent HIV

Appreciate the steps taken by loveLife to reposition itself among the target audience

Understand the issues and challenges faced in bringing about a change in sexual behavior among the South African youth

Reference Numbers

ICMR MKTG 159
 ECCH 507-048-1
 Organization(s) Kaiser Family Foundation
 Countries South Africa / United States of America
 Industry N/A
 Pub/Rev Date 2007
 Case Length 37 Pages
 TN Length 3 Pages

Eurail Group GIE: Marketing Rail Travel in Europe

Abstract

Eurail was incorporated in 2001 to promote travel on the networks of its constituent national railways. The case describes the various products introduced by Eurail and its predecessor the Eurail Community. It also discusses the marketing, distribution, and promotion activities of Eurail. The case ends with a brief discussion on the growth of Eurail over the years and its future prospects.

Issues

Understand the nuances of promoting a service to an international audience

Discuss the benefits of adopting a pan-national, consortium approach to promoting a service

Assess the marketing activities undertake

Reference Numbers

ICMR MKTG 158
 ECCH
 Organization(s) Eurail Group GIE
 Countries Europe / The Netherlands
 Industry Travel and Tourism
 Pub/Rev Date 2007
 Case Length 14 Pages
 TN Length 3 Pages

The loveLife Brand (A): Initiating a Behavior Change in South African Youth to Prevent HIV

Abstract

This case is the first part of a two-case series about loveLife was a multi-million dollar HIV prevention program that was launched in South Africa in 1999 with the stated aim of reducing the rate of HIV infection among youth by 50 percent within five years. loveLife launched an innovative marketing campaign that was

different from the existing HIV prevention programs. It used various branding techniques to position loveLife as a lifestyle brand. Its initial teaser campaigns in outdoor media and promotion of healthy lifestyle values in later campaigns were aimed at influencing the South African youth to adopt a healthy lifestyle and perceive safe sex as 'cool' and 'hip'. loveLife's integrated marketing initiative also consisted of a media campaign and various community outreach initiatives. The case discusses the strategies adopted by loveLife and some of the criticisms leveled against the campaign.

Issues

Understand the marketing campaign adopted by loveLife to change the behavior of South African youth to prevent HIV

Appreciate the steps taken by loveLife to position itself as a lifestyle brand

Understand the issues and challenges faced in bringing about a change in sexual behavior among South African youth

Reference Numbers

ICMR MKTG 157
 ECCH 507-047-1
 Organization(s) N/A
 Countries South Africa
 Industry N/A
 Pub/Rev Date 2006
 Case Length 27 Pages
 TN Length 6 Pages

Marketing the 'Lost' TV Drama Series: ABC's Integrated Marketing Strategy

Abstract

This case is about the integrated marketing strategy adopted by ABC Entertainment for its hit TV drama series 'Lost', which went on to develop a cult-like following. ABC developed a campaign that included various media channels - official and unofficial websites, fan message boards, online communities, websites that provided details about the characters, podcasts, text-message updates, print magazines, newsletters, Video-on-demand, etc. ABC also resorted to publicity stunts and TV and print ads that gave a real feel to the show. A key component of ABC's strategy was the launch of 'The Lost Experience', a web-based alternative reality game. ABC's marketing efforts further provided ample incentive to the viewers not to skip through the ads, as vital clues to the game were provided in the commercial breaks or during the show. However, despite being appreciated by many media experts for raising the bar with regard to marketing TV shows, ABC was criticized by some for blurring the line between reality and fiction through the use of fictitious ads in different media.

Issues

Understand the integrated marketing campaign adopted by ABC Entertainment for its hit TV drama series 'Lost'

Understand the impact of technological advancements and change in consumer behavior with regard to the TV broadcasting and entertainment industry in the US

Reference Numbers

ICMR MKTG 156
 ECCH 507-045-1
 Organization(s) ABC Entertainment
 Countries United States of America
 Industry Media, Entertainment, and Gaming
 Pub/Rev Date 2006
 Case Length 15 Pages
 TN Length 5 Pages

Unilever's "Real Beauty" Campaign for Dove

Abstract

This case is about Unilever's "Campaign for Real Beauty" (CFRB) marketing campaign for its leading personal care brand 'Dove'. CFRB was a multi-faceted campaign that sought to challenge the stereotypes set by the beauty industry.

This campaign featured regular women (non-models) who were beautiful in their own way and did not fit in with the idealized images of models, super-models, and celebrities. Unilever developed the CFRB campaign based on a global study on the perceptions and attitudes of women with regard to their personal beauty and well-being.

This campaign was a huge success as it was appreciated by many consumers and resulted in increased sales of Dove products. It also generated plenty of buzz and wide media coverage for the Dove brand.

However, critics felt that this campaign could prove counter-productive as marketing messages in the beauty industry were largely aspirational and Dove could be perceived as a brand for fat and ugly girls.

Some critics also felt that CFRB was a contradictory as it strived to sell Dove Firming Range of products in the guise of debunking beauty stereotypes.

Issues

Understand the factors that contributed to the success of Unilever's "Campaign for Real Beauty" for Dove

Appreciate the importance of market research and application of consumer behavior insights in the development of a marketing strategy

Understand the issues and challenges faced in the implementation of a cause-related (Societal) marketing campaign

Reference Numbers

<i>ICMR</i>	<i>MKTG 155</i>
<i>ECCH</i>	507-044-1
<i>Organization(s)</i>	<i>Unilever</i>
<i>Countries</i>	<i>United Kingdom</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	2006
<i>Case Length</i>	27 Pages
<i>TN Length</i>	8 Pages

Race-Specific Drug 'BiDil': NitroMed's Marketing Challenge

Abstract

This case is about BiDil, the first race-specific drug approved by the US Food and Drug Administration for the treatment of heart failure in self-identified African Americans in the US. BiDil was marketed by NitroMed Inc., a small pharmaceutical company in the US. The decision to approve BiDil as a race-specific drug was a controversial one. While some experts hailed this as the first step toward personalized medicines, critics felt that marketing a race-specific drug could promote racial stereotyping and create a misconception that people of different races differed on a biological level. There were also many others who felt that marketing BiDil as a race-specific drug was motivated by commercial interests alone as NitroMed could extend the patent for BiDil. Marketing the drug posed a tougher challenge as despite a grassroots marketing effort, strategic partnership with African American organizations, and various rounds of sales force optimizations, the sales of BiDil were below expectations. Many experts felt that NitroMed did not have the desired marketing and financial strength to sustain a highly targeted marketing effort in a multicultural setting. Others felt that NitroMed was on the learning curve and that its new direct-to-consumer (DTC) advertising effort could help change things for the better.

Issues

Understand the issues and challenges faced by a US-based pharmaceutical company in marketing a race-specific drug in a multicultural environment

Understand the scientific, commercial, and ethical issues with regard to personalized medicine and race-specific drugs in particular

Reference Numbers

<i>ICMR</i>	<i>MKTG 154</i>
<i>ECCH</i>	507-046-1
<i>Organization(s)</i>	<i>NitroMed Inc.</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Pharma and Biotech</i>
<i>Pub/Rev Date</i>	2006
<i>Case Length</i>	29 Pages
<i>TN Length</i>	11 Pages

Volkswagen's Iroc Concept: Reviving the Scirocco to Target A Niche Market

Abstract

In August 2006, Europe's largest automaker Volkswagen AG (Volkswagen), unveiled the Iroc concept (Iroc) at a special event in Berlin, Germany. The Iroc was a prototype of the third generation model of the Scirocco, a sports coupé launched by Volkswagen in the 1970s that became a cult car in the US and Europe. The Iroc, which was expected to hit the market in 2008, was seen as an attempt by Volkswagen to fill the gap in its product line and target a niche market of Scirocco enthusiasts. Analysts opined that the Iroc would help bolster the image of Volkswagen, which had of late been catering predominantly to the mass market, and had few niche products. They also felt that Volkswagen had few emotional brands targeted at customers in the US, and the new Scirocco would help fill that void.

Issues

Understand the rationale behind the development of the Iroc by Volkswagen

Appreciate the importance of niche markets and emotional brands for automobile manufacturers in the US and Europe

Reference Numbers

<i>ICMR</i>	<i>MKTG 153</i>
<i>ECCH</i>
<i>Organization(s)</i>	<i>Volkswagen</i>
<i>Countries</i>	<i>Germany</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	2006
<i>Case Length</i>	16 Pages
<i>TN Length</i>	3 Pages

Dell's Customer Contact Center Operations in India

Abstract

The case describes the customer contact center operations of Dell India; a subsidiary of the US based Dell Inc., the leading PC retailer in the world. It examines how Dell Inc. offshored its global customer service operations to Dell India. The case highlights the problems faced by Dell India during expansion of its customer contact center operations and explains the corrective measures taken by the company to solve these problems. The case also discusses the present challenges faced by Dell India and its future growth and expansion plans in the country.

Issues

Examine the need for outsourcing/offshoring customer service operations

Provide insights into the operating processes of Dell India's customer contact centers

Study the problems experienced by customer contact centers and examine the possible solutions

Reference Numbers

<i>ICMR</i>	<i>MKTG 152</i>
<i>ECCH</i>
<i>Organization(s)</i>	<i>Dell</i>
<i>Countries</i>	<i>India / United States of America</i>
<i>Industry</i>	<i>Information Technology and Related Services</i>
<i>Pub/Rev Date</i>	2006
<i>Case Length</i>	12 Pages
<i>TN Length</i>	3 Pages

Vertu Mobile Phones: Luxury Redefined

Abstract

Vertu, a subsidiary of Nokia, is a maker of luxury mobile phones. The case traces the beginnings of the company and its growth. It describes the new product launches of the company, its target markets, and the threats that the company faces. The case ends with a brief discussion on the future prospects of the company.

Issues

Understand the importance of identifying or creating new niches in a mature market

Understand different approaches to product differentiation

Analyze the prospects for highly priced phones in global markets

Gain insights into the nature of the market for luxury products

Reference Numbers

<i>ICMR</i>	<i>MKTG 151</i>
<i>ECCH</i>
<i>Organization(s)</i>	<i>Vertu</i>
<i>Countries</i>	<i>United Kingdom</i>
<i>Industry</i>	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i>	2006
<i>Case Length</i>	11 Pages
<i>TN Length</i>	3 Pages

Nike's "Joga Bonito" Marketing Campaign

Abstract

This case is about Nike's "Joga Bonito" campaign for the 2006 FIFA World Cup that was held in Germany from June 09, 2006 to July 09, 2006. Through its Joga Bonito (Play Beautiful) campaign, Nike sought to promote

the beautiful aspects of the game of football such as creative play, professionalism, courage, and team spirit. It was a multi-pronged campaign, which comprised of a series of advertisements (ads) that featured a number of football superstars, an online TV channel dedicated to football called Joga TV, a social-networking website, Joga.com, and a Joga3 futsal tournament. The case discusses the reasons that made Nike develop and launch this campaign and the competition it faced from Adidas. The case also discusses the reactions of fans and media analysts to the campaign.

Issues

Understand the advertising and marketing strategies adopted by global athletic footwear giants like Nike and Adidas to cash in on the popularity of the FIFA World Cup

Critically analyze the pros and cons of Nike's Joga Bonito campaign for the 2006 FIFA World Cup

Understand the increasing importance of online social communities and digital media as a cost effective tool for marketing communication

Reference Numbers

ICMR	MKTG 150
ECCH	
Organization(s)	Nike
Countries	United States of America
Industry	Sports and Sporting Goods Equipment
Pub/Rev Date	2006
Case Length	27 Pages
TN Length	3 Pages

Naming a Pharmaceutical Brand: A Product Manager's Dilemma

Abstract

The case is about the dilemma faced by Ramesh Nayar (Ramesh), a product manager of a medium sized pharmaceutical company in India. X-Neuro, a vitamin supplement used in the treatment of certain neurological disorders as an adjunct to standard therapy was a key brand in his portfolio. The drug was popular with its target segment comprising of neurologists and physicians. However, when the company launched a brand extension of the drug, called as X-Neuro Plus, by adding two more vitamins to the existing composition, the new product did not make any headway with its target segment, the gynecologists. The case describes the issues with regard to the name of the brand extension of the drug, which led to the product's failure in the market. The case also looks at the various options before Ramesh and the likely pros and cons of each course of action. This case is based on generalized experience of the authors.

Issues

Understand the issues and constraints faced by marketers with regard to deciding on a suitable brand name or any brand extension for a pharmaceutical drug.

Appreciate the importance of customer interaction and understanding the behavior of the target customer segment.

Understand the issues and constraints faced by a product manager in re-naming or withdrawing a pharmaceutical product from the market.

Reference Numbers

ICMR	MKTG 149
ECCH	
Organization(s)	N/A
Countries	General
Industry	Pharma and Biotech
Pub/Rev Date	2006
Case Length	5 Pages
TN Length	3 Pages

Snapple's Marketing - An Unconventional Brand's Claim to Fame

Abstract

Snapple was a popular beverage brand in the USA and several other parts of the world. The brand was launched by the Unadulterated Food Company in New York, in 1972. Over the years, Snapple came to be known for its unconventional promotional efforts which earned the brand a substantial fan following. The Snapple Beverage Corporation became one of the first companies to enter the 'New Age Beverages' market, which included non-carbonated drinks like tea and juices in the late 1980s. Snapple changed hands several times over the years. However, barring a few bad years, the brand remained very popular among consumers. This case discusses the growth of the Snapple brand under the management of the various companies that owned it at different times. It also talks about Snapple's sales decline under the management of Quaker Oats, and how Triarc, which took over the brand subsequently, managed to revive Snapple's image before selling it to Cadbury Schweppes. The case concludes with a commentary on Snapple's inability to become a leading beverage brand despite its strong fan following.

Issues

Understand how unconventional marketing can transform an ordinary product to a popular brand.

Examine how an unconventional brand managed to tackle competition from brands from other corporate entities that followed more professional (and conventional) marketing practices.

Reference Numbers

ICMR	MKTG 148
ECCH	
Organization(s)	Snapple Beverage Corporation / Cadbury Schweppes Plc.
Countries	United States of America
Industry	Food and Beverage
Pub/Rev Date	2006
Case Length	23 Pages
TN Length	3 Pages

Lifebuoy "Swasthya Chetna": Unilever's Social Marketing Campaign

Abstract

Lifebuoy's "Swasthya Chetna" (LSC) was a five-year health and hygiene education program initiated by Hindustan Lever Limited (HLL), the Indian arm of the fast moving consumer goods (FMCG) major, Unilever. The program was formally launched in 2002, in eight states across India. The objective of this program was to educate around 200 million people in rural and urban areas about the importance of adopting good 'health and hygiene' practices. The program spread awareness about germs and their adverse effects on health, and how proper 'health and hygiene' practices, such as bathing and washing hands with soap could prevent diseases like diarrhea. According to HLL, LSC was not a philanthropic activity, but a marketing program with a social benefit. HLL sought to grow the Lifebuoy brand in India by attracting those consumers who never used soap. In the process, the company sought to bring about a behavioral change by convincing people to use soaps more frequently, thus creating more users for its brand. This program was also seen as a successful case for public-private partnership.

Issues

Understand the rationale behind the Lifebuoy "Swasthya Chetna" initiative by Hindustan Lever Limited (HLL) in India.

Understand the issues related to brand management and repositioning in the personal wash soap segment in the fast moving consumer goods (FMCG) industry in India.

Appreciate the role of public-private partnerships as a win-win situation for private entities, governments, and individual consumers.

Reference Numbers

ICMR	MKTG 147
ECCH	
Organization(s)	Hindustan Lever Limited / Unilever
Countries	India / United Kingdom
Industry	FMCG

Pub/Rev Date 2006
Case Length 21 Pages
TN Length 3 Pages

Hidesign: Marketing Leather Products

Abstract

Hidesign is an Indian high fashion leather house. It started operations in the late 1970s as a small workshop in Auroville. The case study traces Hidesign's journey from an export house to a firm operating exclusive brand outlets (EBO), and also compares the firm's distribution strategies in foreign markets and in India. It describes the partnerships and tie-ups that Hidesign entered into in order to expand its market presence in foreign countries, and briefly discusses the challenges facing the firm. The case study ends with a discussion on the firm's future prospects.

Issues

Gain insights into the distribution strategies adopted by a firm.

Learn more about the branded leather industry.

Compare a firm's distribution strategies in India with its strategies in developed markets.

Describe the challenges and future prospects for a leather marketer.

Reference Numbers

ICMR MKTG 146
ECCH 506-203-1
Organization(s) Hidesign
Countries India
Industry Textile, Apparel, and Accessories
Pub/Rev Date 2006
Case Length 17 Pages
TN Length 3 Pages

Haagen-Dazs: Repositioning a Cult Brand

Abstract

Haagen-Dazs is a super-premium ice cream brand from the US. The case discusses the marketing communications of the brand from its initial days. It analyzes how the company positioned the brand as an object of desire through its sensuous ad campaigns. It also examines how the company used the product and packaging, pricing, and distribution to establish the image of a premium brand. The case describes some of the challenges that the brand faced in its communication efforts, and also provides an insight into how the brand modified its image in tune with changing market trends. It ends with a brief discussion on the future prospects for the brand.

Issues

Understand the positioning of a brand.

Analyze the communication strategy of a brand over a period of time.

Understand the challenges faced in the marketing of premium products.

Realize the importance of pricing, product & packaging, and distribution in the marketing of luxury products.

Reference Numbers

ICMR MKTG 145
ECCH 506-202-1
Organization(s) Haagen-Dazs
Countries United States of America
Industry Food and Beverage
Pub/Rev Date 2006
Case Length 17 Pages
TN Length 3 Pages

The Maggi Brand in India: Brand Extension and Repositioning

Abstract

Nestlé India Ltd. (NIL), the Indian subsidiary of the global FMCG major, Nestlé SA, introduced the Maggi brand in India in 1982, with its launch of Maggi 2 Minute Noodles, an instant noodles product. With the launch of Maggi noodles, NIL created an entirely new food category - instant noodles - in the Indian packaged food market. Because of its first-mover advantage, NIL successfully managed to retain its leadership in the instant noodles category even until the early 2000s. Over the years, NIL extended the Maggi brand to a variety of culinary products like soups, sauces and ketchups, and cooking aids among others. However, these product extensions were not as successful as the instant noodles. In 2005, NIL started offering a range of new 'healthy' products under the Maggi brand, in a bid to attract health-conscious consumers. This case looks at the various phases in the product life cycle of Maggi noodles in India. It talks about the various measures taken by NIL to keep the Maggi brand fresh in the minds of Indian consumers. The case also talks about the various extensions of the Maggi brand and tries to analyze why only the sauces and ketchups category, among all the other product extensions, managed to succeed. It further discusses the measures taken by NIL to reposition Maggi as a 'health product'. The case ends with a discussion whether NIL would be successful in sustaining this new image for Maggi in the market.

Issues

Understand the strategies undertaken by a major FMCG company to create and establish a new product category.

Understand the issues involved in sustaining the image of a popular brand.

Study the issues involved in brand extensions

Understand the strategies adopted by an FMCG major in repositioning a popular brand.

Reference Numbers

ICMR MKTG 144
ECCH 506-206-1
Organization(s) Nestlé
Countries Switzerland / India
Industry Food and Beverage
Pub/Rev Date 2006
Case Length 16 Pages
TN Length 3 Pages

Hello Kitty: A Japanese Superbrand

Abstract

Hello Kitty was the name of a cartoon cat developed in 1974 by Sanrio Co. Ltd. (Sanrio), a Japanese company that sold character-branded goods in Japan and other parts of the world. Sanrio initially used the character to adorn petty merchandise like coin purses and pencil boxes targeted at small girls. However, after Hello Kitty became hugely popular, Sanrio extended the brand to a variety of other products. By the early 2000s, Hello Kitty featured on products ranging from vacuum cleaners to DVD players, toilet paper to cars, and computers to candy, and was thought to be one of the most powerful brands in the world. This case discusses the reasons for the popularity of Hello Kitty, and tries to analyze the unique features of the brand. It also talks about the various steps Sanrio took over the years to revive and reinvent Hello Kitty when sales showed signs of flagging. The role of celebrity endorsements in creating brand value is also discussed. The case concludes with a commentary on Sanrio's efforts to convert Hello Kitty into a luxury brand.

Issues

Trace the evolution and growth of a hugely popular global brand.

Understand the strategies companies adopt to revive and reinvent brands.

Examine the role of celebrity endorsements in creating brand value.

Analyze the role of licensing in extending a brand; Study the role of co-branding in branded-goods market.

Examine the pitfalls involved in over-extending a brand, and to analyze whether a brand with a primarily juvenile image can be extended successfully to luxury products.

Reference Numbers

ICMR MKTG 143
ECCH 506-192-1
Organization(s) Sanrio Co. Ltd.

Countries Japan
Industry Media, Entertainment,
 and Gaming
Pub/Rev Date 2006
Case Length 18 Pages
TN Length 3 Pages

Lakme Fashion Week and Wills Lifestyle India Fashion Week: Fission in Indian Fashion

Abstract

The case discusses the beginnings and growth of the India Fashion Week, an event organized to showcase the best of Indian fashion. It then describes the break-up between the proprietor and the title sponsor of the fashion event and the after-effects of the split. The case then goes on to describe the two new fashion events that were launched by the two parties to represent Indian fashion. The case ends with a brief discussion on the future of the Indian fashion industry.

Issues

Understand the importance of events like fashion weeks in promoting the growth of the fashion industry.

Examine the reasons behind the split between the proprietors and the title sponsors of the India Fashion Week and the fallout of the split.

Evaluate the future prospects for Indian fashion, in view of the trends towards corporatization in the industry.

Reference Numbers

ICMR MKTG 142
ECCH 506-193-1
Organization(s) FDCI / Lakme Ltd /
 ITC / Hindustan Lever Limited
Countries India
Industry Textile, Apparel, and
 Accessories
Pub/Rev Date 2006
Case Length 17 Pages
TN Length 3 Pages

Red Bull's Innovative Marketing-Transforming a Humdrum Product into a Happening Brand

Abstract

The Red Bull energy drink was launched in Austria in 1987, by Dietrich Mateschitz. He claimed to have experienced the invigorating properties of a popular Thai energy drink, Krating Daeng, on a trip to Thailand. Realizing that a similar product could have good potential in Western markets, Mateschitz obtained the license to manufacture a carbonated version

of Krating Daeng from its Thai owners. Obtaining permission to sell Red Bull in Europe was not easy, as it contained several ingredients whose effects on the human body were untested. However, permissions were eventually obtained, and Red Bull became exceptionally successful in all the markets in which it was launched. It was generally acknowledged that Red Bull's success was the product of the company's innovative marketing efforts. This case study discusses the marketing strategy adopted by Red Bull GmbH, including the company's effective employment of buzz marketing in new markets, and its sponsorship of sporting activities, especially extreme alternative sports, to enhance its image. The case also talks about Red Bull's target markets, and its pricing and differentiation strategies. It includes a section on the various controversies surrounding Red Bull, and the effects of these on its brand image. The competitive situation in the energy drinks market and Red Bull's position vis-à-vis competitors, is also discussed. The case concludes with a commentary on Red Bull's attempts at brand extension, and the company's future prospects in the light of its excessive dependence on a single product.

Issues

Understand how savvy marketing can transform an ordinary product into a powerful brand.

Study the use of buzz marketing in establishing a product in new markets.

Appreciate the importance of identifying suitable target markets, and designing marketing activities to reach them effectively.

Examine the role of sports sponsorships in establishing brand image.

Study the effect of controversies on brands and how, in certain circumstances, controversies can actually help in the growth of a brand.

Analyze the potential effects of a large number of competitors on a powerful brand and the sources of differentiation in a crowded market.

Understand the importance of brand extension and the pitfalls of being associated with a single product.

Reference Numbers

ICMR MKTG 141
ECCH 506-190-1
Organization(s) Red Bull GmbH
Countries Austria
Industry Food and Beverage
Pub/Rev Date 2006
Case Length 21 Pages
TN Length 3 Pages

www.icmr.icfai.org

Lipitor: How far should Pfizer push the Pill?

Abstract

The case is about Pfizer's blockbuster anti-cholesterol reducing drug, Lipitor, the largest selling pharmaceutical brand in the world. Despite Lipitor being a late entrant in the statin market, it managed to become the market leader due to the aggressive marketing strategy adopted by Pfizer. However, Pfizer's marketing of Lipitor came under intense scrutiny, when in March 2006 some labor unions in the US sued Pfizer for alleged off-label marketing of Lipitor. Pfizer also faced a class action lawsuit from some consumer advocacy groups regarding its promotional activities that were targeted at women and the elderly. Pfizer was also accused of withholding information about the potential side-effects of Lipitor. Lipitor was also the subject of controversy regarding its allegedly over-zealous direct-to-consumer (DTC) advertising. In addition to this, the case also discusses the concerns regarding the slowing down of Lipitor sales, the delay in launch of the Torcetrapib/Lipitor combination, the ongoing patent litigations with generic manufacturers like Ranbaxy Laboratories Ltd. over Lipitor, and the expected generic competition from substitutes like Pravachol and Zocor, which had gone off-patent.

Issues

Understand the nature of the global market for statin drugs and the major players.

Understand the issues and concerns with regard to Pfizer's marketing of Lipitor.

Understand the legal and business challenges faced by research based global pharmaceutical companies.

Reference Numbers

ICMR MKTG 140
ECCH 506-204-1
Organization(s) Pfizer
Countries United States of America
Industry Pharma and Biotech
Pub/Rev Date 2006
Case Length 28 Pages
TN Length 3 Pages

Tata Motors: Serving an 'Ace' for Success

Abstract

This case is about the development of 'Tata Ace (Ace)', a mini truck introduced by Tata Motors Ltd. (Tata Motors), India's largest automobile company, in 2005. The case describes how Tata Motors developed this vehicle using their in-house expertise. Tata Motors decided to develop Ace, after a market

study it conducted found that customers wanted a last mile distribution vehicle that had low maintenance costs, higher driver safety, and better driving comfort. Ace created a completely new market segment and became a huge success in the Indian market. The case also discusses about the nature of competition in the Light Commercial Vehicle and the three-wheeler cargo vehicle segment in India and the impact of the success of Ace on the players operating in these segments.

Issues

Understand the aspects related to the new product development process in the Indian Light Commercial Vehicles (LCV) segment of the Indian automobile industry.

Understand the impact of Tata Ace on the three wheeler cargo vehicle/ very light commercial vehicle market segment in India.

Reference Numbers

ICMR	MKTG 139
ECCH	506-205-1
Organization(s)	Tata Motors
Countries	India
Industry	Auto and Ancillaries
Pub/Rev Date	2006
Case Length	21 Pages
TN Length	3 Pages



dBrowser Wars: The Release of IE 7 (Beta 2)

Abstract

This case is about Microsoft Corporation's (Microsoft) release of a new version of its Internet Explorer (IE) web browser, IE 7 Beta 2 (IE 7) in April 2006. Though Microsoft was a late entrant in the web browser market, it used its dominance in the Operating System (OS) market to gain a 96% market share in the web browser market by June 2004. However, the release of Firefox, an open-source browser, and the security concerns regarding the IE6 browser led to a decline in IE's market share. The case examines the rationale behind Microsoft's release of the new version IE browser. The case also highlights the competition between Microsoft and Google Inc. for the search-based online advertising market.

Issues

Understand the nature of competition in the global web browser market; Understand the challenges faced by a market leader with regard to the threat of new entrants.

Reference Numbers

ICMR	MKTG 138
ECCH
Organization(s)	Microsoft Corporation
Countries	Global
Industry	Computers, IT & ITeS
Pub/Rev Date	2006
Case Length	15 Pages
TN Length	N/A

BMW's "Company of Ideas" Campaign

Abstract

The case discusses about the "company of ideas" advertising campaign of BMW of North America LLC (BMW LLC). The communication in these ads were different from its communications in the past as the new ads downplayed BMW's performance and strived to project its design prowess and independence of ideas - promoting BMW as a "company of ideas." The case highlights the rationale behind the company's new advertising campaign and the initial reactions it received from analysts, marketing experts, and consumers.

Issues

Understand the rationale behind the "company of ideas" advertising campaign of BMW of North America LLC; Understand the marketing communication strategies adopted by a car manufacturer when targeting a new customer segment.

Reference Numbers

ICMR	MKTG 137
ECCH
Organization(s)	BMW of North America LLC
Countries	USA
Industry	Auto and Ancillaries
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	N/A

P&G's Vocalpoint: Using Moms for Mom

Abstract

The case discusses about the word-of-mouth marketing initiatives of Procter & Gamble Company (P&G), a leading manufacturer and marketer of consumer products. In 2001, P&G had recruited many teenagers to create buzz about new products through its division Tremor. Subsequently, in December 2005, large scale recruitment for influential moms, also called as Tremor Moms, was started under the new name Vocalpoint. By May 2006, P&G had enlisted 225,000 teenagers in Tremor and another 600,000 moms in Vocalpoint. Analysts opined that this strategy proved to be effective as research showed an increase in sale of products promoted through this network of people. The case also highlights the ethical aspects of using people to market products through word-of-mouth recommendations.

Issues

Understand the importance of word-of-mouth marketing in the promotion of consumer products; Understand the ethical aspects of using people to market products through word-of-mouth recommendations.

Reference Numbers

ICMR	MKTG 136
ECCH
Organization(s)	Procter & Gamble Company
Countries	USA
Industry	FMCG
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	N/A

ITC Foods' Growth and Future Prospects

Abstract

ITC Foods, a division of ITC Ltd., a major Indian conglomerate, started operations in 2001. The case traces ITC Foods' entry into

several categories like ready-to-eat, confectionary, staples, and biscuits in the branded and packaged food business. It examines the synergies that ITC Foods derived from the other businesses of the group. The case also describes some of the marketing and promotional campaigns employed by the company, and discusses the challenges that the division faces and its future prospects.

Issues

To gain insights into the Indian branded and packaged foods industry; To understand the possible sources of synergy between a company's various businesses; To understand the challenges of developing a nascent market, and the possible marketing and promotional strategies, challenges, and outcomes.

Reference Numbers

ICMR	MKTG 135
ECCH	
Organization(s) ..	Foods division, ITC Ltd.
Countries	India
Industry	Food
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	N/A

Marketing 'The Da Vinci Code'

Abstract

The case is about the marketing of 'The Da Vinci Code', the international bestselling novel by Dan Brown. The novel was later made into a motion picture, which generated a lot of controversy with various Christian groups protesting against it. The case describes how word of mouth publicity resulted in the huge success of both the book and the movie. It also discusses the ethical issue of using controversy as a promotional tool.

Issues

Understand the importance of word of mouth / viral marketing in the promotion of a book or a motion picture; Appreciate the increased use of viral marketing as an effective promotional tool with the advent of the communications revolution

Reference Numbers

ICMR	MKTG 134
ECCH	
Organization(s)	
Countries	USA, Europe
Industry	Media and Entertainment
Pub/Rev Date	2006
Case Length	11 Pages
TN Length	4 Pages

Rebuilding the 'Martha Stewart' Brand

Abstract

Martha Stewart was the founder of Martha Stewart Living Omnimedia (MSO), a diversified media conglomerate with interests in publishing, radio, television and merchandise. MSO's main brand was 'Martha Stewart' and all the businesses were centered around Stewart. Therefore, when Stewart became embroiled in controversy for the suspicious sale of her Imclone Systems Incorporated shares in 2000, her image took a beating, thus adversely affecting her business.

The case discusses Stewart's and MSO's efforts to revive the "Martha Stewart" brand after Stewart was released from jail in 2005. It talks about the steps taken by the company to improve Stewart's image in public, thus having a positive impact on the brand. The case concludes with a commentary on how Stewart's hits and misses were affecting MSO's business and whether the brand could be restored to its past glory by the company.

Issues

To study the rise and fall of a major lifestyle brand in the US; To understand the inherent dangers in closely associating a business or brand with its founder; To analyze the issues involved in reviving a brand, especially one associated with a controversial person; To highlight the importance of goodwill and brand equity

Reference Numbers

ICMR	MKTG 133
ECCH	
Organization(s)	Martha Stewart Living Omnimedia
Countries	USA
Industry	Media and Entertainment
Pub/Rev Date	2006
Case Length	16 Pages
TN Length	N/A

Lacoste's Marketing Strategies in the US

Abstract

The case study discusses the marketing strategies undertaken by Lacoste SA (Lacoste), a French clothing company to enhance its image in the US market. It shows how Lacoste which was a premium menswear brand in the US in the early 1950s lost its appeal in the market after it was taken over by General Mills, a popular FMCG company in the US. It then talks how Lacoste bought back the US rights to the Lacoste brand

with a view to restoring the brands image in that market. The case shows how under the management of Robert Siegel, who joined as Lacoste USA's CEO in 2001, revived the brand and re-established it as a high-end fashion label in the US.

Issues

The importance of brand image for the success of apparel companies; The marketing strategies of an apparel company to revive the image of its clothing brand

Reference Numbers

ICMR	MKTG 132
ECCH	
Organization(s)	Lacoste SA
Countries	USA
Industry	Apparel
Pub/Rev Date	2006
Case Length	12 Pages
TN Length	N/A

Kingfisher Airlines: The 'Funliner Experience'

Abstract

The case discusses the strategy of Kingfisher Airlines (KFA), which launched its domestic air service operations in May 2005. KFA was promoted by the UB Group and positioned as a budget carrier that offered a single class- "Kingfisher Class". KFA successfully leveraged the youthful and vibrant image of its Kingfisher Beer brand and called its airlines as 'Funliners' to emphasize the fun-filled experience. Within the first six months of its launch, KFA managed to corner a 6% market share in the domestic air travel market. KFA also had plans to operate on international routes. However, the increasing popularity of low cost airlines like Air Deccan, launch of new low cost carriers like SpiceJet and GoAir, and Jet Airways' acquisition of Air Sahara, further intensified the competition in the Indian aviation sector. In an effort to make KFA profitable at the earliest, KFA modified its 'single class' approach and began to offer an upgraded business class service- 'Kingfisher First'.

Issues

Understand the marketing and branding strategies adopted by Kingfisher Airlines; Understand the opportunities and challenges for a newly established airline in the Indian aviation industry.

Reference Numbers

ICMR	MKTG 131
ECCH	
Organization(s)	Kingfisher Airlines
Countries	India

Industry Aviation
 Pub/Rev Date 2006
 Case Length 15 Pages
 TN Length N/A

Marketing Viagra in India

Abstract

This case is about Pfizer's launch of its popular drug, Viagra, in India. Viagra was first launched in the US, in 1998, with an extensive public relations campaign. Pfizer's promotional efforts also included celebrity endorsements and Direct-to-Consumer (DTC) advertisements. Though Viagra was a huge success for Pfizer initially, after seven years since its launch, the worldwide sales of Viagra had become stagnant. Pfizer introduced Viagra in India with a view to improve the sales of the drug. The market dynamics in India were very different from that of the US. Viagra had to face competition from other low-priced generic versions of the drug. Moreover, brand-specific DTC advertisements were not allowed in India. The case discusses Pfizer's marketing strategy when it launched Viagra in India.

Issues

Understand the critical success factors for a pharmaceutical company to make a successful entry in a new therapeutic segment; Understand the issues and constraints faced by pharmaceutical company in launching a globally successful brand in a new market; Understand the challenges faced by a company when launching its product in a price competitive environment.

Reference Numbers

ICMR MKTG 130
 ECCH
 Organization(s) Pfizer Inc.
 Countries India, USA
 Industry Pharmaceutical and
 Healthcare
 Pub/Rev Date 2006
 Case Length 26 Pages
 TN Length 6 Pages

"Authentic marketing is not the art of selling what you make but knowing what to make. It is the art of identifying and understanding customer needs and creating solutions that deliver satisfaction to the customers, profits to the producers and benefits for the stakeholders."

– Philip Kotler

Crisis Management at Bausch & Lomb: The 'ReNu Moistureloc' Controversy

Abstract

This case is about the crisis faced by Bausch & Lomb (B&L), a leading eye care company, in the wake of reports linking its contact lens cleaner, ReNu with MoistureLoc (ReNu MoistureLoc), to a fungal infection of the eye called Fusarium keratitis. B&L decided to suspend the US shipments of this product and asked US retailers to temporarily remove ReNu MoistureLoc from their shelves. The case discusses the views of some marketing and branding experts who highlighted the inadequate action taken by B&L when the initial reports of the infection came out in Asia. The company's critics felt that B&L had not handled the crisis well and was likely to pay the price for it in terms of loss of sales, loss of image, and lawsuits. However, there were others who pointed out that B&L was not all to blame because there was no clear link established between B&L's product and the infection.

Issues

Understand the challenges faced by a company in managing a product crisis; Understand the importance of clear and effective communication with customers in the event of a controversy/crisis.

Reference Numbers

ICMR MKTG 129
 ECCH
 Organization(s) Bausch & Lomb
 Countries USA, Asia
 Industry Eye Care
 Pub/Rev Date 2006
 Case Length 21 Pages
 TN Length N/A

Grove Fresh Ltd.: Marketing Organic Juices

Abstract

Grove Fresh Ltd is a major player in the UK organic juice market. The case describes the origin and growth of the company. The case also describes the product, pricing, distribution, and promotion policies of the company. It ends with a brief discussion on the challenges and future prospects for the company.

Issues

To gain insights into the organic juice market in the UK; To understand the product, pricing, distribution, and promotion policies of a company; To analyze the opportunities and challenges in the organic juice market.

Reference Numbers

ICMR MKTG 128
 ECCH
 Organization(s) Grove Fresh Ltd
 Countries UK
 Industry Organic Foods
 (Fruit Juices)
 Pub/Rev Date 2006
 Case Length 11 Pages
 TN Length N/A

PVR Ltd.'s Growth and Future Prospects

Abstract

PVR Ltd. was the first to introduce the concept of multiplexes in India. With 51 screens as of February 2006, it was also the largest multiplex operator in India. The case delineates the origin of PVR and its growth into a leader in the Indian film exhibition industry. It throws light on the company's innovative marketing and promotional strategies and its new business initiatives. The case discusses the threats that the company faces in the form of increasing competition. It ends with a discussion on the future prospects of PVR in the entertainment business.

Issues

To appreciate the innovative marketing strategies adopted by the company in the film exhibition industry; To understand the market dynamics and unique characteristics of the Indian exhibition industry; To understand the effect of government policies on the company; To analyze the challenges and future prospects of the company.

Reference Numbers

ICMR MKTG 127
 ECCH 506-051-1
 Organization(s)
 Countries India
 Industry Film Exhibition
 Pub/Rev Date 2006
 Case Length 20 Pages
 TN Length N/A

Real Madrid: The Galacticos Era

Abstract

The case discusses the 'Galactico recruitment strategy' introduced by Florentino Perez (Perez), former president of Real Madrid club de Football (Real Madrid). The case highlights the impact this strategy had on Real Madrid's revenues and brand popularity. The case also discusses the factors that led to the choice of word and resignation of Perez.

Issues

Understand the marketing and branding strategies adopted by the Real Madrid football club; Understand the issue of commercialization of the game of football in Europe.

Reference Numbers

ICMR	MKTG 126
ECCH	
Organization(s)	Real Madrid club de Football
Countries	Spain
Industry	Sports and Entertainment
Pub/Rev Date	2006
Case Length	18 Pages
TN Length	N/A

Segway: Still Off-balance?

Abstract

The case deals with the Segway HT (Human Transporter), the hype surrounding its launch, and the criticisms and the obstacles the company faced in selling the product. It also discusses the strategies followed by the company in marketing the product and its failure so far to achieve widespread acceptance and usage. The case ends with a brief discussion on the future prospects of the device.

Issues

To analyze the launch of a new product; To highlight the significance of media/publicity with respect to new launches; To appreciate the importance of segmentation, targeting and pricing in marketing unique/high-tech products; To understand the impact of legal/social issues vis-à-vis new products.

Reference Numbers

ICMR	MKTG 125
ECCH	506-053-1
Organization(s)	
Countries	US
Industry	Automobile
Pub/Rev Date	2006
Case Length	17 Pages
TN Length	N/A

Radio Mirchi: Spicing up the Indian Air Waves

Abstract

Radio Mirchi was the most popular private FM radio channel in India with the largest operating network and a presence in seven cities. The case traces the emergence of Radio Mirchi as a leader in the Indian FM radio industry. The case talks about the company's innovative marketing and

promotional campaigns. It also describes the Government policies, vis-à-vis FM radio, and their impact on Radio Mirchi and other FM broadcasters. The case finally talks about the new challenges that Radio Mirchi might have to face in the changed environment and the future outlook for the company.

Issues

To understand the marketing strategies adopted by the company in the FM radio industry; To understand the market dynamics and unique characteristics of the Indian FM radio industry; To explain the impact of government policies on the company; To analyze the challenges and future prospects of the company.

Reference Numbers

ICMR	MKTG 124
ECCH	506-052-1
Organization(s)	
Countries	India
Industry	FM Radio
Pub/Rev Date	2006
Case Length	17 Pages
TN Length	N/A

The New 'Indian' Airlines

Abstract

The case discusses how Indian Airlines Limited (IA), a public sector undertaking (PSU) in India, lost its grip on the market as a result of the increasing competition from the private air carriers. It shows how IA, once a monopoly in the airline industry, was reduced to a mere competitor by the early 2000s, as it was unable to match its service levels with those of private airline companies. The case also looks at the increasing competition being faced by IA from low-cost carriers and other major full-service airline companies in India since the early 2000s. It explains the various measures taken up by IA with a view to fighting the fierce competition from private carriers especially the low-cost carriers. The case further discusses whether these measures are sufficient to take on the increasing competition from private players.

Issues

Gain an understanding of marketing communication campaigns and their components; Gain insights into the factors that contribute to the success of a communication campaign; Appreciate the complexities of tourism marketing; Understand the unique challenges in conducting a worldwide campaign to promote a country as a tourist destination, particularly with regard to the number and variety of stakeholders involved, and their possible responses; Understand the current status of the Indian tourism industry and to analyze its future prospects.

Reference Numbers

ICMR	MKTG 123
ECCH	506-050-1
Organization(s)	Indian Airlines Ltd
Countries	India
Industry	Airline
Pub/Rev Date	2006
Case Length	19 Pages
TN Length	N/A

The 'Incredible India' Campaign: Marketing India to the World

Abstract

The 'Incredible India' campaign, launched in 2002, was a major initiative by the Government of India, to promote India as a tourist destination. The case discusses various aspects of the campaign. It also gives a brief account of the impact of the campaign on the Indian tourism industry. It describes some of the criticisms against the campaign, and elaborates on the opportunities and challenges for tourism in the country. The case ends with a discussion on the future prospects of the tourism industry in India.

Issues

Gain an understanding of marketing communication campaigns and their components; Gain insights into the factors that contribute to the success of a communication campaign; Appreciate the complexities of tourism marketing; Understand the unique challenges in conducting a worldwide campaign to promote a country as a tourist destination, particularly with regard to the number and variety of stakeholders involved, and their possible responses; Understand the current status of the Indian tourism industry and to analyze its future prospects.

Reference Numbers

ICMR	MKTG 122
ECCH	
Organization(s)	Ministry of Tourism, India
Countries	India
Industry	Tourism
Pub/Rev Date	2006
Case Length	28 Pages
TN Length	N/A

Pricing Fuzeon: Cost of Innovation?

Abstract

This case is about Fuzeon, an innovative 'first of its kind' drug used for the treatment of HIV/AIDS. The drug was developed by Trimeris and marketed by Roche. Though Fuzeon was considered a 'breakthrough' drug,

its price was very high. The case discusses the reasons as to why the company had decided to price the drug at a premium. Fuzeon's pricing also raised ethical concerns as it was priced out of the reach of people who needed it the most. The case also discusses the challenges faced by Trimeris and Roche in marketing this drug.

Issues

Understand the issues in drug pricing, particularly for anti-AIDS drugs; Understand the risks that pharmaceutical companies face in developing and launching a new product in the market; Understand the challenges faced by companies in marketing a new product at a premium price.

Reference Numbers

ICMR	MKTG 121
ECCH	
Organization(s) ..	Trimeris Inc. and Roche
Countries	USA, Europe
Industry	Pharmaceutical and Healthcare
Pub/Rev Date	2006
Case Length	28 Pages
TN Length	N/A

Google and the 'Click Fraud' Menace

Abstract

This case discusses the problem of click fraud being faced by online advertisers and leading search engine companies like Google Inc. and Yahoo! Inc. The case highlights the types of click fraud and the steps taken by advertisers and search engine firms to deal with this problem. The case also highlights the absence of clear standards in quantifying click fraud and the conflict of interest that exists between advertisers and search engine firms.

Issues

Understand the impact of click fraud on the online advertising industry; Understand the measures being taken by advertisers and search engine companies to deal with the problem of click fraud.

Reference Numbers

ICMR	MKTG 120
ECCH	
Organization(s)	Google Inc
Countries	USA
Industry	Online Advertising
Pub/Rev Date	2006
Case Length	9 Pages
TN Length	N/A

IKEA's Global Marketing Strategy

Abstract

The case discusses the global marketing strategies of Sweden based furniture retailer IKEA. It illustrates how IKEA built a global brand and its localization strategies in markets including the US and China. The case also details the relationship IKEA had with its customers and details the company's promotional strategies in global markets. It ends with the challenges faced by IKEA in foreign markets.

Issues

Understand the role of branding for the success of a company; Understand the factors that are responsible for creating a global brand image; Strategies adopted by IKEA to become successful globally.

Reference Numbers

ICMR	MKTG 119
ECCH	506-045-1
Organization(s)	IKEA
Countries	Sweden, US and China
Industry	Furniture Retail
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	N/A

Toyota Prius: A Case in New Product Development

Abstract

The case focuses on the world's first mass produced hybrid passenger car - Prius - manufactured by the world's second largest automaker Toyota Motors. The case explains



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the new hybrid technology used in the car. It also looks for the reasons for the success of the original Prius in the Japanese market and of the subsequent models of the Prius launched in the US and other markets. The strategies for marketing the product in the US are also analyzed.

Issues

History of hybrid vehicles; Working and usefulness of hybrid vehicles; The growing need for clean and green cars in the 21st century; The system Toyota put in place for the manufacture of the original Prius; The technology and other aspects and features of the original Prius and its subsequent versions; Toyota's marketing strategies in the US; The role of buzz marketing in the marketing of new and innovative products like the Prius.

Reference Numbers

ICMR	MKTG 118
ECCH	506-040-1
Organization(s)	Toyota Motor Corporation
Countries	USA
Industry	Automobile
Pub/Rev Date	2006
Case Length	28 Pages
TN Length	N/A

The Marlboro Story

Abstract

The case discusses the marketing strategies of Philip Morris USA (Philip Morris), a leading tobacco company in the US, for its popular cigarette brand, Marlboro. It shows how the company used the image of a cowboy to successfully establish the brand Marlboro in the minds of consumers. The case also discusses the various marketing strategies adopted by Philip Morris before and after the implementation of the Master Settlement Agreement (MSA) which imposed severe restrictions on marketing of tobacco products in the US. It shows how the marketing strategies adopted by Philip Morris over the years have helped it in retaining Marlboro as a top selling brand since its re-launch in the early 1950s.

Issues

Brand Personality; Role of Regulatory Bodies in Marketing of Harmful Products; Role of Promotional Tools in Building Customer Loyalty; Importance of 'Integrated Marketing Communication'; Role of Advertising and Promotion in Customer Retention; Developing a Cult Brand; Change Management.

Reference Numbers

ICMR	MKTG 117
ECCH	506-039-1

Organization(s) Philip Morris Inc.
 Countries USA
 Industry Tobacco
 Pub/Rev Date 2006
 Case Length 17 Pages
 TN Length N/A

Multi-Branding Strategy of Videocon Industries in the Consumer Durables Sector

Abstract

Videocon Industries is a major player in the consumer durable goods industry. The case traces the growth of the company and its efforts in fighting competition. The case focuses primarily on the multi-branding strategy adopted by the company. The case throws light on VI's brands that make up the company's portfolio. It also brings out the positive and negative aspects of following a multi-branding strategy. The case ends with a discussion on the future prospects of the company.

Issues

The multi-branding strategy of a company in the consumer durables industry; The advantages and disadvantages of the multi-branding strategy; Competitive scenario in the Indian consumer durables industry.

Reference Numbers

ICMR MKTG 116
 ECCH 506-044-1
 Organization(s) Videocon Industries
 Countries India
 Industry Consumer Durables
 Pub/Rev Date 2006
 Case Length 17 Pages
 TN Length N/A

LG's Growth Strategies in India

Abstract

The case discusses the entry and expansion strategies of LG in India and describes the measures taken by the company to emerge as the market leader in the Indian consumer electronics industry. The case describes in detail of LG's including its product, distribution, pricing and promotional strategies. It also puts forth the opportunities in the near future for LG and the challenges faced by the company.

Issues

Study the marketing mix of LG in India; Understand the importance of localization of products and studying customer behavior.

Reference Numbers

ICMR MKTG 115
 ECCH 506-041-1
 Organization(s) LG
 Countries India
 Industry Consumer Electronics
 Pub/Rev Date 2006
 Case Length 18 Pages
 TN Length N/A

Organized Retail Industry in India

Abstract

This report provides detailed information about the structure of organized retailing industry in India. It examines the growing awareness and brand consciousness among people across different socio-economic classes in India and how the urban and semi-urban retail markets are witnessing significant growth. It explores the role of the Government of India in the industry's growth and the need for further reforms. The foray of four major business houses in India including Pantaloon Retail India Limited, RPG Group, Tata Group and Raheja Group into organized retailing and the strategies adopted by them are explained. The report concludes with the likely impact of the entry of global players into the Indian retailing industry. It also highlights the challenges faced by the industry.

Issues

Study the structure of organized retail industry in India; Study the leading players in the organized retail industry in India and analyze their strategies; Examine the recent trends in the organized retail industry in India.

Reference Numbers

ICMR MKTG 114
 ECCH
 Organization(s) Pantaloon Retail, Titan Industries, Foodworld, Trent, Shopper's Stop
 Countries India
 Industry Retail
 Pub/Rev Date 2006
 Case Length 24 Pages
 TN Length N/A

Market Expansion Strategies of Maruti Udyog

Abstract

The case 'Market expansion strategies of Maruti Udyog' examines the market expansion strategies adopted by Maruti Udyog Limited (MUL), India's biggest carmaker, in response to intense competition

and a decline in sales of its bread-and-butter model - the Maruti 800. MUL enjoyed a near-monopoly status, until the Government of India liberalized the economy in 1991. Liberalization led to the entry of foreign players like Hyundai, Fiat, Mitsubishi, and Toyota. Even Indian auto players like Tata Motors and Mahindra and Mahindra entered the fray to give MUL tough challenges. MUL began to introduce new models, and upgrade its existing models in response to market demand.

The case study looks into how MUL came back from the crunch to retain its place as the top carmaker in India. It also deals with the tussle between Suzuki Motor Corporation and the Government of India over ownership issues. The case highlights the MUL in its quest for market dominance and examines how the company was able to mould itself according to the market requirements, by entering new domains and reaching out to potential customers through its 'True Value' and other promotional offers.

Issues

Gain an overview of the Indian automobile industry, especially the passenger car market.; Study the rise of MUL, and its measures to tackle competition successfully; Analyze the impact of macroeconomic variables like government regulations and environmental guidelines (Euro norms) on the functioning of an automobile manufacturer in India; Show how promotional offers can work wonders for a company in expanding the market and overcoming competition; Provide an overview of the pre-owned/used car market in India.

Reference Numbers

ICMR MKTG 113
 ECCH 506-005-1
 Organization(s) Maruti Udyog
 Countries India
 Industry Automobiles
 Pub/Rev Date 2005
 Case Length 21 Pages
 TN Length 6 Pages

Haier's Marketing Strategies in India

Abstract

The case presents an overview of Haier's entry and expansion strategies into the Indian consumer durables market. Haier entered India by establishing its own subsidiary in late 2003. Contrary to its competitors, the company adopted the strategy of pricing its products at a premium and providing additional features. Haier consistently worked towards building its brand and developing a distribution network in India. Product innovation had been the core focus of Haier and the company flooded the

Indian market with several new products like bottom mounted refrigerators and detergent free washing machines. Haier also launched mobile phones and unveiled plans to bring out laptops. The case examines the marketing strategies of Haier in India and examines its expansion plans to achieve its goal of capturing 20% of the consumer durable market in India by 2010.

Issues

Entry and expansion strategies of Haier in India; Marketing mix of Haier India; Challenges faced by Haier in the Indian consumer durables market.

Reference Numbers

ICMR	MKTG 112
ECCH	506-043-1
Organization(s)	Haier India
Countries	India
Industry	Consumer Durables
Pub/Rev Date	2005
Case Length	20 Pages
TN Length	N/A

Match.com: The World's Leading Online Personals Site

Abstract

The case examines the growth of Match.com from a pioneer of the concept of online dating in 1995 to emerging as the leading online personals site in the world by early 2000s. It discusses the strategies used by Match to grow its user base and tackle issues such as competition from other online personals site. The case also illustrates the implementation of latest technologies and innovations by Match to attract more users. It ends with the challenges Match is likely to face in the future.

Issues

Business Model of Match.com; Strategies adopted by Match.com for growth of its business; Study online consumer behavior.

Reference Numbers

ICMR	MKTG 111
ECCH	506-042-1
Organization(s)	Match.com
Countries	US
Industry	Online Personals
Pub/Rev Date	2005
Case Length	16 Pages
TN Length	N/A

www.icmr.icfai.org

Marketing and Communication of Titan

Abstract

Titan Industries Limited (TIL) is a dominant player in the Indian branded watch industry. The company has a presence in most segments of the watch market. The case discusses the various brands/sub-brands of TIL's watch division and talks in detail about the marketing and communication strategies followed by the company. The case throws light on the company's decision to use celebrities to market its products. It gives an account of the evolving market dynamics in the branded watch market in India and TIL's efforts to sustain its market share. The case also discusses the challenges that the company may face in the future.

Issues

Pros and cons of using celebrity endorsements; Efforts made by TIL to evolve a communication strategy to suit the changing times; Analyze the positioning and targeting issues of multi-brand marketers; The issues concerning branding and brand management in the Indian watch industry; The efforts made by the company to expand the watch market.

Reference Numbers

ICMR	MKTG 110
ECCH	506-006-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2005
Case Length	17 Pages
TN Length	N/A

Arvind Brands' Competitive Position in the Indian Branded Apparel Market

Abstract

Arvind Brands, a subsidiary of Arvind Mills, is an important player in the Indian branded apparel industry. With an array of international brands like Lee, Arrow, Tommy Hilfiger, Wrangler and domestic brands like Newport, Flying Machine, Ruf n Tuf and Excalibur, the company was present in most of the segments of the market. But the company was facing severe competition from major brands like Louis Philippe, Park Avenue and small brands like Trigger and Blackberrys. Also, with several MNC brands poised to enter the Indian market, the company was under pressure. The case discusses the various brands of Arvind Brands and its competitors and outlines in detail, the efforts made by the company to organize its brands. The case also throws light on the future of the branded apparel industry vis-à-vis Arvind Brands.

Issues

The issues facing branded apparel companies in post-MFA scenario (2005), which are testing times for several players

The positioning and targeting issues of multi-brand marketers

The issues concerning branding and brand management in the Indian apparel industry

The efforts made by the company in expanding the apparel market.

Reference Numbers

ICMR	MKTG 109
ECCH	505-147-1
Organization(s)	Arvind Mills
Countries	India
Industry	Branded Apparel Industry
Pub/Rev Date	2005
Case Length	16 Pages
TN Length	N/A

Channel Conflict at Apple

Abstract

Apple Computer, Inc. (Apple) was the leader in the personal computer (PC) market until IBM PC and its clones gained popularity. Apple's market share slipped in spite of the popularity of its Macintosh (Mac) range of computers, which were sold through authorized resellers and large retailers. To regain its market share, Apple started selling online (1997) and through company-owned retail stores (2001). The authorized resellers alleged that Apple showed undue preference to its stores during the shipment of its products. They accused Apple of following unfair practices and channel strategies aimed at eliminating them. The case describes Apple's approach to retailing and puts forth the arguments of the resellers and details of their lawsuits.

Issues

Hybrid channel system, channel functions, and channel integration; Exercise of power by a company (channel leader) over the channel members; Channel conflict and resolution.

Reference Numbers

ICMR	MKTG 108
ECCH	505-116-1
Organization(s)	Apple Computer, Inc
Countries	USA
Industry	Computers
Pub/Rev Date	2005
Case Length	19 Pages
TN Length	N/A

Zee Telefilms' Competitive Strategies

Abstract

The case analyzes the competitive strategies adopted by Zee Telefilms in relation to rival channels and the extent to which the channel succeeded in its approach. Zee recorded unprecedented success during the initial years of its launch (1992-2000). However, in 2000, Star with its improved programming content succeeded in establishing itself as the No.1 entertainment channel. Sony also emerged as a strong competitor. The case provides an insight into how Zee managed to regain its position through effective competitive strategies.

Issues

The factors that played a key role in the establishment of Zee as a successfully integrated media company; The competition in the television media segment; The marketing strategies adopted by Star and Sony, and the reasons for their success or failure; The strategies adopted by Zee to regain its position in the Indian television media segment.

Reference Numbers

ICMR	MKTG 107
ECCH	505-148-1
Organization(s)	Zee Telefilms Limited
Countries	India
Industry	Entertainment
Pub/Rev Date	2005
Case Length	17 Pages
TN Length	4 Pages



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Promotional Strategies of Cellular Service Providers in India

Abstract

The case gives an insight into the various promotional strategies implemented by the major cellular service providers in the Indian cellular market. The Govt's decision to liberalize the telecom sector in 1994 transformed the entire telecom industry, with many private companies foraying into the sector. With the consequent grant of licenses for providing cellular services, there was a surge in the number of cellular services providers which continued till the late 1990. By the year 2000, stiff competition between players in the cellular market prompted each player to formulate more novel strategies in order to retain their market share. Most of the promotional strategies revolved around capturing the younger generation who formed a major part of the target market. Celebrity endorsements, special season offers, festival discounts, and innovative advertisement campaigns were used by the cellular service providers as tools to push back the competition and increase their market share.

Issues

The evolution of the Indian telecom industry; The factors that played a major role in the establishment of the cellular services market in India; Compare the various promotional strategies implemented by the major players in the cellular services market.

Reference Numbers

ICMR	MKTG 106
ECCH	505-146-1
Organization(s)	
Countries	India
Industry	Cellular Industry
Pub/Rev Date	2005
Case Length	12 Pages
TN Length	4 Pages

Harrah's CRM Strategy

Abstract

This case gives a detailed account of customer relationship management (CRM) initiatives pursued by Harrah's Entertainment Incorporated, a leading casino entertainment company in the US. It explains the various elements of Harrah's CRM strategy and how each element contributed to the overall success of the strategy. The case describes the Total Gold customer loyalty program and explains how it evolved into a Total Rewards program that helped Harrah's win the loyalty of its customers. The case also details the use of IT in CRM by Harrah's including data

warehousing initiatives and the use of decision science tools that allowed the company gain insights into its customers' gaming behavior and provide them with personalized services.

Issues

Understand and appreciate the Importance of customer focus and relationshipbuilding in a successful CRM program; Examine the importance of capturing and using customer information in a CRM initiative; Study and analyze the role played by loyalty programs in developing and nurturing customer relationships; Understand the role played by IT in a CRM initiative.

Reference Numbers

ICMR	MKTG 105
ECCH	505-117-1
Organization(s)	Harrah's Entertainment Incorporated
Countries	US
Industry	Casino/ Entertainment
Pub/Rev Date	2005
Case Length	12 Pages
TN Length	N/A

Cummins India: Consumer Driven Modularization Strategy

Abstract

Cummins India Limited was one of the leading diesel power generation sets (gensets) manufacturers in India catering mainly to corporate customers. In the late 1990s, the company's revenues and profits came down due to economic recession in the country. Cummins realized that relying solely on the quality and performance of its gensets and catering to companies was no longer enough in the tough economic conditions. Hence, instead of providing regular gensets models to all the customers, it modified the engine features slightly to suit the special needs of each customer like farmers, hospitals and small retailers, to name a few. Through its 'consumer driven modularization strategy,' Cummins came to be known as the provider of customized power solutions and achieved better revenues and profits in spite of the industry performing badly. The case highlights the importance of customization for industrial goods.

Issues

Study the circumstances that prompted India adopt modularization strategy; Analyze how modularization techniques can help an industrial products company serve the distinct needs of various kinds of customers and channel partners; Appreciate the benefits of modularization including reduction of total cost of ownership and higher demand of industrial products; Examine the recent trends in the Indian power gensets industry.

Reference Numbers

ICMR	MKTG 104
ECCH	505-038-1
Organization(s)	Cummins India
Countries	India
Industry	Power Gensets, Diesel Engines
Pub/Rev Date	2005
Case Length	14 Pages
TN Length	N/A

Coca-Cola's Dasani in the UK: The Public Relations Fiasco

Abstract

Coca-Cola, the world's largest carbonated beverages company, ventured into the fast growing bottled water industry. The company launched its bottled water brand - Dasani in the US in 1999. Once it became a success in the domestic market, Coca-Cola launched Dasani in the UK in February 2004. However, Dasani soon ran into controversies as the British media wrote that tap water was the source of Dasani. The media criticized Coca-Cola for misleading public by describing tap water as 'pure' and cheating them by selling it at highly inflated price.

The explanations given by the company that it adopted the most sophisticated purification process before bottling the water did not convince the critics. To further add to Coca-Cola's problems, regular inspections conducted by the company revealed that something went wrong at the Dasani's purification factory and a bad batch of minerals contaminated the bottled water containing potentially carcinogenic (capable of causing cancer) bromate. Coca-Cola had to recall the entire range of Dasani from the UK and postpone indefinitely the launch of Dasani in France and Germany.

Issues

Understand the public relation issues involved in Dasani's controversy in the UK; Appreciate the importance of developing a crisis management strategy; Appreciate the need for advance planning and preparation for managing crisis; Analyze how Coca-Cola handled the Dasani crisis and drew lessons from it.

Reference Numbers

ICMR	MKTG 103
ECCH	505-040-1
Organization(s)	Coca Cola
Countries	UK
Industry	Bottled Water, Beverages
Pub/Rev Date	2005
Case Length	15 Pages
TN Length	N/A

Casas Bahia: Marketing to the Poor

Abstract

Casas Bahia is the largest retail chain store in Brazil. It was one of the first companies to offer the highly successful credit sales schemes in Brazil mainly aimed at selling electronic and other household products to the urban poor. The case highlights the marketing strategies of Casas Bahia and explains how the company was able to unlock the enormous purchasing power of Brazil's low income working class by providing them credit finance schemes wherein the customers could purchase branded consumer goods in easy installments.

Issues

Study and analyze the unique and innovative business model of Casas Bahia; Critically examine the marketing strategy of Casas Bahia that concentrated on the bottom of the pyramid (BoP) market; Understand the importance and potential of BoP market; Analyze the reasons for Casas Bahia's success; Examine the nature of criticism against Casas Bahia's marketing strategy and in its business model.

Reference Numbers

ICMR	MKTG 102
ECCH	505-039-1
Organization(s)	Casas Bahia
Countries	Brazil
Industry	Retailing



Pub/Rev Date	2005
Case Length	13 Pages
TN Length	N/A

Maruti Udyog Limited: The Pricing Dilemma

Abstract

The case highlights the pricing strategy of Maruti Udyog Limited (MUL), the market leader in the Indian passenger car industry. MUL has launched various models catering to all market segments at various price points. The case provides a brief note on the various models of MUL, their prices and their features. It specifically focuses on the competition between two of MUL's best selling models - the M800 and Alto. MUL reduced the price difference between these two models positioning them on an almost equal platform, which resulted in confusion in the minds of consumers and industry analysts. M800 had ruled the passenger car market as the only car in the entry-level segment in the Indian automobile industry and was now facing the danger of cannibalization from one of its own family members, Alto. The case highlights the pricing dilemma faced by MUL and leads to a debate on the right pricing strategy for the company and the future of its flagship product M800.

Issues

Trends in the Indian passenger car industry, MUL's pricing strategy.

Reference Numbers

ICMR	MKTG 100
ECCH	505-024-1
Organization(s)	Maruti
Countries	India
Industry	Passenger Car
Pub/Rev Date	2005
Case Length	15 Pages
TN Length	N/A

Repositioning Dabur

Abstract

The case deals with the restructuring initiatives Dabur took in the early 2000s. In order to cater to a wider audience, Dabur decided to reposition itself as an FMCG company with a herbal plank, moving away from its earlier image of an Ayurvedic medicine manufacturer. In order to convey a new vibrancy, the company has adopted new product offerings and new packaging. Dabur's promotional campaigns includes leading Bollywood actors and sportstars. Dabur moved away from an umbrella branding

strategy and went in for individual branding. It pruned products which were not aligned with its brand architecture. It also took concerted steps towards geographical expansion to international markets, and within India, focused on regions like southern India, which it had earlier neglected.

Issues

Brand Repositioning, Umbrella Branding, Brand Management, Strategic Intent of a company, 4Ps of Marketing, FMCG Industry.

Reference Numbers

ICMR	MKTG 099
ECCH	505-023-1
Organization(s)	Dabur
Countries	India
Industry	FMCG
Pub/Rev Date	2005
Case Length	15 Pages
TN Length	5 Pages

Honda's Marketing Strategies in India

Abstract

The case discusses the marketing strategies of Japan-based Honda Motor Company Limited (HMCL) in India. Though HMCL had entered India way back in 1984 by entering into joint ventures with leading two-wheeler companies, the company established its wholly owned subsidiary - Honda Motorcycle and Scooters India Limited (HMSI) in October 1999. Within a couple of years after the launch of its successful products including Activa, Dio and Eterno, HMSI had emerged as the largest scooter company in India. The case describes in detail the product, pricing, distribution and promotional strategies of HMSI. It briefs the challenges faced by the company and its recent foray in the motorcycles business in India. The case also includes a brief note on the Indian two-wheeler industry.

Issues

Indian two-wheeler industry, marketing strategies of Honda.

Reference Numbers

ICMR	MKTG 098
ECCH	504-147-1
Organization(s)	Honda Motors
Countries	India
Industry	Automobile (Two Wheelers)
Pub/Rev Date	2004
Case Length	18 Pages
TN Length	N/A

Coca-Cola's Belgian Crisis: The Public Relations Fiasco

Abstract

The case discusses the crisis faced by Coca-Cola in Europe, particularly Belgium, in which people, mostly school children, fell ill after consuming its products in mid-1999. Coca-Cola had to recall about 30 million cans and bottles, the largest ever product recall in its 113-year history. For the first time, the entire inventory of Coca-Cola's products in Belgium was banned from sale. The case describes the crisis in detail and discusses how Coca-Cola managed it. The way Coca-Cola handled the Belgian crisis was a classic example of one of the worst public relations fiascos in the corporate history.

Issues

Crisis Management, Understanding the public relation issues involved in Coca-Cola's Belgian crisis.

Reference Numbers

ICMR	MKTG 097
ECCH	504-121-1
Organization(s)	Coca Cola
Countries	Belgium, Europe
Industry	Beverages - Carbonated Soft Drinks
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	8 Pages

Marketing Strategies of Businessworld

Abstract

The case discusses the marketing strategies of Businessworld, the largest circulated business magazine in India. In 1998, Businessworld was facing intense competition and was trailing far behind other players like Business India and Business Today. The magazine was making significant losses. The case describes how Businessworld staged a remarkable turnaround because of its marketing initiatives including aggressive brand-building efforts, pricing strategy, event sponsorship, content restructuring and other promotional activities. The case provides a detailed note on the trends in the Indian business publication industry.

Issues

Marketing strategies leading business publication company; Indian Business Publication Industry.

Reference Numbers

ICMR	MKTG 096
ECCH	504-120-1
Organization(s)	BusinessWorld
Countries	India
Industry	Business Publications
Pub/Rev Date	2004
Case Length	13 Pages
TN Length	N/A

Hyundai's Marketing Strategies in India

Abstract

The case discusses the marketing strategies of Korea based Hyundai Motor Company (HMC) in India. HMC entered India by establishing its wholly owned subsidiary Hyundai Motors India Limited (HMIL) in 1996. Within a year of launch of its first product - Santro, HMIL had emerged as the second largest car company in India. The case describes in detail the entry, product, pricing, distribution and promotional strategies of HMIL. The case briefs the challenges faced by the company and its marketing plans in future. It also includes a note on the Indian passenger car industry, the leading player and its marketing strategy.

Issues

Marketing Strategies of Multinational Car Company in India.

Reference Numbers

ICMR	MKTG 095
ECCH	504-122-1
Organization(s)	Hyundai Motors
Countries	India
Industry	Automobile, Passenger Cars
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

Pantaloons Retail (India) Limited: The Indian Retailing Giant

Abstract

The case highlights the emergence and evolution of PRIL from a small garment manufacturer to the #1 retailer in India by the early 21st century. It examines the evolution and growth of PRIL until the mid 1990s, and then traces the rationale behind the launch of its first retail format Pantaloons, a family departmental store. It discusses in detail the marketing and promotional efforts undertaken by PRIL for Pantaloons, which made the store one of the most successful lifestyle stores in

India in the early 2000s. The case then examines the reasons for PRIL's entry into discount store and food store businesses through Big Bazaars and Food Bazaars and discusses in detail the strategies and marketing efforts put in place by PRIL to promote these formats. Finally, it explores the future prospects of PRIL in the light of the huge potential for organized retailing in India.

Issues

Indian retailing industry, Successful retailing formats, Importance of brand positioning and promotion in the success of a brand.

Reference Numbers

ICMR	MKTG 094
ECCH	504-103-1
Organization(s)	Pantaloons Retail (India) Limited
Countries	India
Industry	Retail
Pub/Rev Date	2004
Case Length	16 Pages
TN Length	N/A

Hindustan Lever's Foray into Network Marketing

Abstract

The case discusses in length the structure, product portfolio, compensation plans and pricing strategies adopted by Hindustan Lever Network. In this respect, it also aims to draw comparisons with other multi-level marketing brands to study the positioning of HLN vis-à-vis its competitors. The important conclusion that can be drawn that the success of HLN in network marketing will depend on how it manages the various aspects of this distribution segment which is uncharted territory for it.

Issues

Indian Direct Marketing Industry, Multilevel marketing, Discuss the structure, model, strategies and marketing policies adopted by HLL vis-a-vis its competitors.

Reference Numbers

ICMR	MKTG 093
ECCH	504-105-1
Organization(s)	Hindustan Lever Ltd.(HLL)
Countries	India
Industry	FMCG, Retail
Pub/Rev Date	2004
Case Length	30 Pages
TN Length	N/A

CavinKare's Innovative Marketing Strategies

Abstract

The case examines the evolution of a small regional player - CavinKare Pvt. Ltd., from a one-product company to a multi-product company with nation-wide presence in the fast moving consumer goods (FMCG) industry in India. It discusses in detail the brand-building, promotion and distribution strategies adopted by CavinKare, which enabled its brands to compete directly with market leaders such as HLL, P&G, Godrej and Henkel successfully. The case traces the launch and growth of CavinKare's successful brands such as Chik, Nyle, Meera, Fairever and Spinz. It also discusses the company's brand extension efforts and takes a look at the company's entry into other segments of the Indian FMCG market in the early 21st century and critically analyses the rationale for this move. Finally, it explores the future of the company in light of increasing competition in the FMCG market and its limited resources in comparison to FMCG majors such as HLL, P&G and Henkel.

Issues

Innovation, brand-building, pricing and promotion for the success of a product.

Reference Numbers

ICMR	MKTG 092
ECCH	504-085-1
Organization(s)	CavinKare Pvt. Ltd.
Countries	India
Industry	FMCG
Pub/Rev Date	2004
Case Length	14 Pages
TN Length	N/A

Bumrungrad's Global Services Marketing Strategy

Abstract

The case discusses the healthcare services marketing strategy of Thailand-based Bumrungrad Hospital Public Company Limited (Bumrungrad), the largest privately managed hospital in Southeast Asia. From a significantly adverse financial situation in mid-1997 due to the Southeast Asian currency crisis, Bumrungrad has emerged as a market leader in the healthcare industry in Southeast Asia. The case discusses how Bumrungrad was able to overcome its problems by promoting its healthcare services globally. It covers in length the service experience provided to Bumrungrad's customers. Finally, the case describes the new initiatives taken by Bumrungrad in early 2004.

Issues

Bumrungrad's healthcare services marketing strategy.

Reference Numbers

ICMR	MKTG 091
ECCH	504-027-1
Organization(s)	Bumrungrad Hospital Public Company
Countries	Thailand
Industry	Healthcare
Pub/Rev Date	2004
Case Length	17 Pages
TN Length	9 Pages

Tommy Hilfiger: The Struggles of an American Fashion Icon

Abstract

The case discusses the growth and decline of one of the leading global fashion labels, Tommy Hilfiger, from a strategic perspective. It provides information about the initial days of the man behind the business - fashion designer Tommy Hilfiger. Thereafter, the case gives a detailed account of the reasons behind the phenomenal success of the brand during the 1990s. It focuses on the following issues: licensing, association with music celebrities (especially with hip-hop/rap artists), designing and promotion. Next, it talks about the reasons that led to the brand's downturn in the early years of the 21st century and the corrective measures undertaken. Finally, it discusses the moves being made at the company in early-2004 and comments on its future prospects.

Issues

Brand building exercise for Tommy Hilfiger.

Reference Numbers

ICMR	MKTG 090
ECCH	504-026-1
Organization(s)	Tommy Hilfiger
Countries	USA
Industry	Fashion
Pub/Rev Date	2004
Case Length	15 Pages
TN Length	N/A

"Marketing is not an event, but a process. . . It has a beginning, a middle, but never an end, for it is a process. You improve it, perfect it, change it, even pause it. But you never stop it completely."

– Jay Conrad Levinson

Samsung's Marketing Strategy in India

Abstract

The case examines the marketing strategy of Samsung in India. It provides a detailed account of Samsung's marketing strategies to garner more market share. The case examines Samsung's approach to product, pricing, distribution and promotion. The case also provides insights into the future prospects of the company in light of the increasing competition and the slowdown in the consumer electronics market.

Issues

The marketing strategies adopted by Samsung to gain market.

Reference Numbers

ICMR	MKTG 089
ECCH	504-024-1
Organization(s)	Samsung India
Countries	India
Industry	Consumer Electronics
Pub/Rev Date	2004
Case Length	10 Pages
TN Length	N/A

Nike: The 'Goddess of Marketing'

Abstract

The case discusses the elements of Nike's marketing strategy. The roots of Nike, one of the most popular brands in the world, can be traced back to the 1960s, when Phil Knight and Bill Bowerman collaborated to provide American runners with better quality running shoes. With insufficient money to indulge in formal advertising, the partners resorted to selling shoes at local track meets from the backs of trucks. Growing from such humble beginnings, Nike's marketing strategy became one of the most successful marketing stories in the world of business. The company was especially known for its well-recognized 'swoosh' logo and strong punch lines. The case also discusses the criticisms leveled at Nike on account of its marketing strategies.

Issues

Early marketing efforts of a highly successful sports-goods company.

Reference Numbers

ICMR	MKTG 088
ECCH	504-023-1
Organization(s)	NIKE Inc.
Countries	USA
Industry	Shoe Manufacturing
Pub/Rev Date	2004
Case Length	13 Pages
TN Length	5 Pages

Nivea: Managing an Umbrella Brand

Abstract

The case describes the brand management strategies of the German branded goods major Beiersdorf for its Nivea range of products. Nivea's journey from being a one-product brand to a range encompassing fourteen product categories and over 300 products by the beginning of the 21st century is explored. The case examines in detail Beiersdorf's 'twin strategy' of brand extension and globalization, which made Nivea the number one skin care brand in the world. It studies Beiersdorf's strong focus on innovation-led product development and customer-focused marketing, and examines the strategies taken by the company to ensure that brand dilution did not hamper the umbrella branding initiatives for Nivea.

Issues

Managing umbrella branding.

Reference Numbers

ICMR	MKTG 087
ECCH	503-098-1
Organization(s)	Nivea
Countries	Germany
Industry	Cosmetics
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	7 Pages

Tupperware in India

Abstract

The case focuses on the growth of the direct selling company, Tupperware, in the Indian market. It gives a background of Tupperware, its products and its unique selling method, the Party Plan. The case explains Tupperware's growth over the years to become one of the leading companies in the direct selling market. It then discusses Tupperware's entry into the Indian market in 1996 and the various strategies adopted by it to establish itself in the country. The case stresses on how the company changed its marketing methods to suit the needs of Indian consumers.

Issues

Indian direct selling market and their influence on the entry of new players.

Reference Numbers

ICMR	MKTG 086
ECCH	504-025-1
Organization(s)	Tupperware
Countries	India
Industry	Retailing

Pub/Rev Date	2004
Case Length	16 Pages
TN Length	5 Pages

Price Optimization at Northern Group Retail

Abstract

The case discusses the implementation of price optimization software at Northern Group Retail, a major clothing and accessories retailer based in Toronto, Canada. The Northern Group was experiencing a decline in performance due to its pricing strategy, which followed nation-wide pricing rather than zonal pricing. Due to this, the company was not tuned-in to local conditions and implemented the prices uniformly. This led to the company losing out on substantial revenues by implementing mark-downs in places where the goods had the potential to sell at full price.

Issues

Nature of pricing strategy in the retail sector.

Reference Numbers

ICMR	MKTG 085
ECCH	504-019-1
Organization(s)	Northern Group Retail
Countries	Canada
Industry	Retailing
Pub/Rev Date	2004
Case Length	9 Pages
TN Length	4 Pages

Calvin Klein's Scandalous Advertising: Morality vs. Money

Abstract

The case deals with the controversial advertisement campaigns launched by the US-based fashion house Calvin Klein from the late 1970s to 2003. It gives information about Calvin Klein, the designer's, evolution over the decades into a successful businessman. The company's entry and success in the jeans, underwear and fragrance businesses is examined. The case then discusses the various Calvin Klein advertisements that angered business partners, religious leaders, family welfare groups, customers and a host of other factions for their excessively sexual content.

Issues

Using excessive sexual content in mass media advertisements.

Reference Numbers

ICMR	MKTG 084
ECCH	504-018-1

Organization(s) Calvin Klein
 Countries USA
 Industry Fashion
 Pub/Rev Date 2004
 Case Length 12 Pages
 TN Length N/A

Branding a Commodity: The Tata Steel Way

Abstract

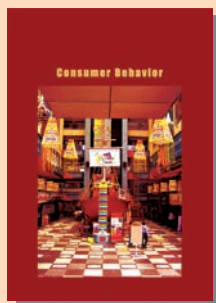
The case focuses on the marketing of steel by India's leading private sector steel manufacturer - Tata Steel. The case explains in detail the reasons for the company's decision to opt for branding, and the steps taken by the company to make its branding initiatives successful. The case also provides information about the steps taken by Tata Steel to inculcate customer orientation in its employees. The revamping exercise undertaken by Tata Steel and the different approaches adopted for its two different customer segment - B2B and B2C, are also covered. The case concludes with information on the benefits reaped by the company through branding of its steel products, and the prospects of the company in the future.

Issues

Marketing an industrial commodity.

Reference Numbers

ICMR MKTG 083
 ECCH 504-010-1
 Organization(s) Tata Steel
 Countries India
 Industry Manufacturing
 Pub/Rev Date 2004
 Case Length 13 Pages
 TN Length 4 Pages



Consumer Behavior
Paperback: 374 Pages,

New Product Development at the Schwan Food Company

Abstract

In 2003, the world's largest frozen pizza processing company, the US-based Schwan Food Company (Schwan), won a lot of recognition for one of its new products, Red Baron Stuffed Pizza Slices. In the light of this, the case discusses how new product development was carried out at this company, focusing on its unique 'innovation through communication' formula. After providing information on Schwan's history, it examines the reasons why companies in the US frozen pizza industry were forced to look at product development as a differentiating factor in the early 21st century. Thereafter, it describes in detail Schwan's new product development approach with respect to Red Baron Stuffed Pizza Slices.

Issues

The frozen pizza industry in the US and the evolution of Schwan.

Reference Numbers

ICMR MKTG 082
 ECCH 504-011-1
 Organization(s) .. Schwan Food Company
 Countries USA
 Industry Food & Beverages
 Pub/Rev Date 2004
 Case Length 18 Pages
 TN Length 8 Pages

Coca-Cola India's Thirst for the Rural Market

Abstract

The case focuses on the rural marketing initiatives undertaken by the cola major - Coca-Cola in India. The case discusses in detail the changes brought about by Coca-Cola in distribution, pricing and advertising to make inroads into rural India. The case also discusses the concept of rural marketing and its characteristics in a developing country like India. Further, it also provides details about PepsiCo's rural marketing initiatives.

Issues

Strategy adopted by Coca-Cola to penetrate the rural market in India.

Reference Numbers

ICMR MKTG 081
 ECCH 504-012-1
 Organization(s) Coca Cola India

Countries India
 Industry Food & Beverages
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length 5 Pages

Lessons in Customer Service from Wal-Mart

Abstract

The case discusses various customer-centric initiatives, which contributed to the success of Wal-Mart; the world's largest retailing company. The case elaborates on the role of Sam Walton's leadership, Wal-Mart's culture and the customer-centric policies of the company. The case also discusses in detail how Wal-Mart used IT to provide high levels of customer service.

Issues

Need for customer service.

Reference Numbers

ICMR MKTG 080
 ECCH 504-004-1
 Organization(s) Wal-Mart
 Countries USA
 Industry Retail
 Pub/Rev Date 2003
 Case Length 19 Pages
 TN Length N/A

Harry Potter: A Multi Million Dollar Business

Abstract

The case examines how the Harry Potter series of books led to the creation of a multi-billion dollar business for various companies across the world in the early 21st century. The creation, development and management of Harry Potter as a brand is examined in detail. The case then describes the various marketing and promotional activities taken up by Harry Potter's author and publishers in the UK and the US. Thereafter, the case examines how Warner Brothers (which acquired its worldwide licensing and movie rights), turned the brand into an immensely successful marketing property. The case also explains the reasons why Warner Brothers and J.K Rowling were very protective about the brand and what precautions they took to ensure that the brand's image does not get diluted.

Issues

Creating and managing strong brands.

Reference Numbers

<i>ICMR</i>	<i>MKTG 079</i>
<i>ECCH</i>	<i>504-002-1</i>
<i>Organization(s)</i>	<i>Amazon.com</i>
<i>Countries</i>	<i>UK</i>
<i>Industry</i>	<i>Books and Publishing</i>
<i>Pub/Rev Date</i>	<i>2003</i>
<i>Case Length</i>	<i>14 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Absolut Vodka: Creating Advertising History

Abstract

The case discusses in detail the advertising strategies of V&S, Sweden's leading liquor company, for promoting the world's third largest premium vodka brand, Absolut. Besides providing detailed information about the history and growth of V&S, the case also provides detailed information about how the Absolut brand was created. The history of the creation of the widely acclaimed Absolut advertising campaign, which is credited for making Absolut the largest selling premium vodka brand in the US, has been examined in detail. Absolut's decision to link its advertisements with art and fashion, and the resulting increase in the brand's popularity has been discussed.

Issues

Advertising and marketing an alcoholic beverage.

Reference Numbers

<i>ICMR</i>	<i>MKTG 078</i>
<i>ECCH</i>	<i>504-003-1</i>
<i>Organization(s)</i>	<i>Absolut Spirits Company Inc. (ASC)</i>
<i>Countries</i>	<i>Sweden</i>
<i>Industry</i>	<i>Alcoholic Beverages</i>
<i>Pub/Rev Date</i>	<i>2003</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>N/A</i>

The 'David Beckham' Brand

Abstract

Analysts estimated the value of David Beckham brand to be worth over 200 million pounds. In 2003, when Manchester United sold Beckham to Real Madrid, a Spanish club, it created a furor among advertisers as well as football fans. Analysts said that Real Madrid's purchase of Beckham was motivated more by his commercial appeal than his football skills. The move had great implications for the concerned clubs, Beckham, as well as all his sponsors.

Issues

Using celebrities to endorse products.

Reference Numbers

<i>ICMR</i>	<i>MKTG 077</i>
<i>ECCH</i>	<i>504-001-1</i>
<i>Organization(s)</i>	<i>Real Madrid, Manchester United</i>
<i>Countries</i>	<i>UK</i>
<i>Industry</i>	<i>Media & Entertainment</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>12 Pages</i>
<i>TN Length</i>	<i>6 Pages</i>

Scorpio: Marketing an Automobile Brand

Abstract

The case examines the marketing strategies adopted by Mahindra & Mahindra (M&M), leading Indian automobile manufacturer, for its newly launched sports utility vehicle 'Scorpio' in the early 21st century. It traces M & M's evolution from being just another Mahindra Group company into a leading automobile company. The reasons for the decision to develop the Scorpio are explained and details on the efforts that went into the creation of the vehicle are provided. Thereafter, the case discusses the marketing strategies (positioning, advertising, pricing and promotion) adopted by M&M for Scorpio. The case not only examines M & M's strategies for popularizing Scorpio, it also explores the increasing competition in the Indian SUV market.

Issues

Modifying product mix and entering new segments.

Reference Numbers

<i>ICMR</i>	<i>MKTG 076</i>
<i>ECCH</i>	<i>503-118-1</i>
<i>Organization(s)</i>	<i>Mahindra & Mahindra</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Automobile</i>
<i>Pub/Rev Date</i>	<i>2003</i>
<i>Case Length</i>	<i>13 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Marketing Research at P&G

Abstract

US-based FMCG major, Procter and Gamble (P&G) is believed to have pioneered the marketing research concept way back in 1924. The case gives a brief account of the evolution and growth of P&G's marketing research efforts. The various marketing

research tools used by the company are discussed in detail and several real life instances are narrated. The case also highlights the recent marketing research initiatives of P&G, including the thrust on online market research. The benefits to the company from its offline and online market research initiatives are also discussed.

Issues

The importance of marketing research for a large, global FMCG company.

Reference Numbers

<i>ICMR</i>	<i>MKTG 075</i>
<i>ECCH</i>	<i>503-121-1</i>
<i>Organization(s)</i>	<i>P & G</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	<i>2003</i>
<i>Case Length</i>	<i>12 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Baskin – Robbins' Innovative Marketing

Abstract

Baskin-Robbins was one of the best recognized brands in America. The company achieved this by emphasizing on the quality of its products and focusing on creating the 'ice cream experience' for customers. Innovative marketing strategies also helped make the brand very popular and increased brand equity. The case discusses some of the marketing strategies adopted by Baskin-Robbins in the early years of the 21st century, and shows how they helped promote the brand.

Issues

Strategies adopted by the company to heighten brand awareness.

Reference Numbers

<i>ICMR</i>	<i>MKTG 074</i>
<i>ECCH</i>	<i>503-119-1</i>
<i>Organization(s)</i>	<i>Baskin - Robbins</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>FMCG</i>
<i>Pub/Rev Date</i>	<i>2003</i>
<i>Case Length</i>	<i>14 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

P&G Brand Management System

Abstract

This case discusses the evolution and growth of the brand management system of the US based FMCG major – Procter & Gamble (P&G).

It describes in detail how the 'brand management' in the 1940s evolved into 'category management' in the 1980s, as the brand portfolio of P&G expanded. Finally, the case focuses on how category management is gradually evolving into 'cohort management' at P&G in the initial years of the new millennium. The case also examines in detail the best practices followed by P&G in managing brands.

Issues

Significance of a brand management system and category management.

Reference Numbers

ICMR	MKTG 073
ECCH	503-112-1
Organization(s)	P&G
Countries	USA
Industry	FMCG
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	7 Pages

Virgin: Brand Extension or Brand Dilution?

Abstract

The case discusses the brand extension strategies adopted by the Virgin group. Detailed information is provided about the values of the Virgin brand and the part they played in the group's foray into many different businesses. The case also discusses how the Virgin group's Chairman and CEO, Richard Branson, became an integral part of the brand itself. It then moves on to discuss the criticism leveled against the group for allegedly diluting the equity of the Virgin brand through reckless brand extensions. The views of various industry observers and analysts are provided along with the views of people employed by Virgin. Finally, the case discusses the future prospects for the brand in light of the various problems the Virgin group was facing in the early 21st century.

Issues

Brand management strategies of an umbrella brand.

Reference Numbers

ICMR	MKTG 072
ECCH	503-109-1
Organization(s)	Virgin Group
Countries	USA
Industry	Airline
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

Beetle: The Birth, Growth, Death and Revival of a Cult Brand

Abstract

The case narrates the story of the German automobile company Volkswagen and its Beetle brand of passenger cars. Beetle's emergence as a successful cult brand between the late 1950s and early 1970s is examined in detail. The case discusses the brand positioning, advertising and promotional strategies adopted for the Beetle brand in the US during the above time period. It also studies the problems faced by Beetle after the mid-1970s, which forced Volkswagen to stop the production of Beetles worldwide in 1979. The reasons for the relaunch of the Beetle in the late 1990s have also been discussed. The case critically examines the success of New Beetle in the early 21st century and discusses its future prospects.

Issues

Cult brands and role of emotional bonding in building strong brands.

Reference Numbers

ICMR	MKTG 071
ECCH	503-113-1
Organization(s)	Volkswagen
Countries	Germany
Industry	Automobiles
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

Tesco: The Customer Relationship Management Champion

Abstract

The case describes the customer relationship management (CRM) initiatives undertaken by Tesco, the number one retailing company in the United Kingdom (UK), since the mid-1990s. The company's growth and its numerous customer service efforts are discussed. The case then studies the loyalty card scheme launched by the company in 1995. It examines the role played by the scheme in making Tesco the market leader. Finally, the company's future prospects are commented on in light of changing market dynamics, the company's new strategic game plan, and criticism of loyalty card schemes.

Issues

CRM tools to modify marketing strategies, UK retailing industry.

Reference Numbers

ICMR	MKTG 070
ECCH	503-108-1
Organization(s)	Tesco
Countries	UK
Industry	Retailing
Pub/Rev Date	2003
Case Length	18 Pages
TN Length	N/A

Krispy Kreme Doughnuts: America's Most Loved Doughnut Brand

Abstract

Krispy Kreme was one of the most successful companies in the restaurant sector in America. The company started in the 1930s in the southern states of the US and started exploring other markets only in the late 1990s. Krispy Kreme was one of the best known brands in the US and although the company did not have a formal advertising budget, the brand was one of the most recognized ones in the country. Krispy Kreme achieved a high level of brand awareness by adopting a unique publicity program geared towards high media exposure. It also introduced some innovations in its stores like the 'Doughnut Theater' and the 'Hot Doughnuts Now' signs, which proved to be good marketing moves.

Issues

Components of marketing strategy and their contribution to the value of a brand.

Reference Numbers

ICMR	MKTG 068
ECCH	503-120-1
Organization(s)	Krispy Kreme
Countries	USA
Industry	Food & Beverages
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	5 Pages



Industrial Marketing
Paperback; 316 Pages,
ISBN No: 81-7881-696-2

Walt Disney: The Evolution of the Brand

Abstract

The case describes the evolution and growth of a highly successful and diversified entertainment group - The Walt Disney Group of Companies. The Walt Disney Group, which has interests in diverse fields such as media networks, studio entertainment, consumer products and resorts, initially started as a small studio which made short animated films. The studio was not very successful and often. Disney's fortunes changed after the creation of a very popular cartoon character called Mickey Mouse. Disney is credited with making the first animated film synchronized to sound.

Issues

Evolution and growth of a highly successful brand in the field of entertainment.

Reference Numbers

ICMR MKTG 067
ECCH 503-115-1
Organization(s) Walt Disney
Countries USA
Industry Media and Entertainment
Pub/Rev Date 2003
Case Length 16 Pages
TN Length 4 Pages

Customer Service at Singapore Airlines

Abstract

The case study focuses on customer service in Singapore Airlines. It discusses the emergence of SIA as the world leader in customer service in the airline industry. The case begins with the launch of SIA and its progress in becoming the most customer-friendly airline in the world. The case discusses how SIA differentiated itself from other airlines based on superior customer service, both in-flight and on the ground. The case emphasizes SIA's efforts to develop consumer perception as the world's most preferred airline.

Issues

Importance of customer service in the success of a service organization.

Reference Numbers

ICMR MKTG 066
ECCH 503-114-1
Organization(s) Singapore Airlines
Countries Singapore
Industry Airlines
Pub/Rev Date 2003
Case Length 10 Pages
TN Length 4 Pages

Madura Garments: Marketing Branded Men's Wear in India

Abstract

The case discusses in detail marketing strategies adopted by Madura Garments (MG), India's leading branded apparel manufacturer that helped it become the market leader in the men's wear market. The company's product development, promotion and distribution initiatives are studied in the backdrop of the numerous brands launched over the years. The case takes an in-depth look at one of these brands, 'Peter England,' which became one of MG's greatest successes. The case also explains how MG kept ahead of the competition by identifying new trends and market segments and launched brands accordingly. The case also attempts to understand how a market leader acts and reacts to changing market conditions and the strategies it adopts to retain its position as the market leader.

Issues

Dynamics of the Indian branded men's wear market.

Reference Numbers

ICMR MKTG 064
ECCH 503-111-1
Organization(s) Madura Garments Ltd
Countries India
Industry Apparel
Pub/Rev Date 2003
Case Length 16 Pages
TN Length 5 Pages

BBC World in India

Abstract

The case examines BBC World's entry into India during mid-1990s and its growth in the country. The reasons underlying the channel's decision India-centric programs have been discussed. In addition the case examines BBC World's decision to shift India-centric programs to the weekend after the September 11th attacks and its decision to relaunch India-centric programs on prime time. The case also provides detailed information about the channel's market research activities and its target market. BBC World's future prospects in light of growing competition are also examined.

Issues

Factors that influence a foreign channel to opt for localized programming content.

Reference Numbers

ICMR MKTG 063
ECCH 503-075-1
Organization(s) BBC
Countries India
Industry Media and Entertainment
Pub/Rev Date 2003
Case Length 15 Pages
TN Length 5 Pages

L'Oréal: Building Brand

Abstract

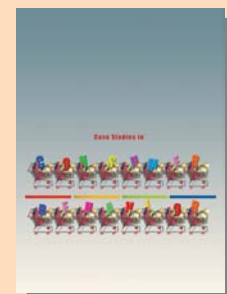
The case discusses in detail the brand management strategies of the global cosmetics industry leader, L'Oréal, over the years. L'Oréal's brand portfolio included brands from different America and Asia. The case explores L'Oréal's expansion of its business through the acquisition, makeover and worldwide marketing of relatively unknown brands from different countries. In addition, the case takes a look at the way in which the company consciously worked towards straddling all the segments of the cosmetics business and building successful brands in each of these segments.

Issues

Brand management strategies of a large global cosmetics company.

Reference Numbers

ICMR MKTG 062
ECCH 503-076-1
Organization(s) L'Oréal
Countries France
Industry Cosmetics
Pub/Rev Date 2003
Case Length 14 Pages
TN Length N/A



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30 Case Studies
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INR 2000/-

'Legend': Redefining the Rules of Marketing PCs in China

Abstract

The case discusses the marketing strategy of Legend Group Limited, the industry leader in the personal computer (PC) market in China. The company's marketing mix and its vast distribution network in China are described in detail. The case also takes a look at Legend's partnerships with MNCs entering China since Legend learned the intricacies of the PC business from them. Finally, the case discusses the company's global expansion plans.

Issues

Marketing strategies of a Chinese PC manufacturer to compete successfully against MNCs.

Reference Numbers

ICMR MKTG 061
 ECCH 503-078-1
 Organization(s) Legend Group Limited
 Countries China
 Industry IT
 Pub/Rev Date 2003
 Case Length 15 Pages
 TN Length 8 Pages

'All Out': Marketing a Mosquito Repellent

Abstract

The case, 'The All Out Story' examines the success of the All Out mosquito repellent from Karamchand Appliances Pvt. Ltd. (KAPL). KAPL was responsible for introducing 'vaporizers' in the Indian mosquito repellent market. The case examines the marketing strategy that helped the company to become a leader in the segment, even while competing against financially stronger players.

Issues

Market leadership with an innovative product and strong, unconventional marketing.

Reference Numbers

ICMR MKTG 060
 ECCH 503-061-1
 Organization(s) Karamchand Appliances Pvt. Ltd.
 Countries India
 Industry Home Appliances
 Pub/Rev Date 2003
 Case Length 13 Pages
 TN Length 4 Pages

The Indian Petroleum Industry: Towards Branded Fuels

Abstract

The case examines the changes taking place in the Indian petroleum industry since the early 1990s. After the market was deregulated, various factors led petroleum companies to focus on marketing initiatives like never before. The case examines these marketing initiatives focusing particularly on the introduction of branded fuels in the early 21st century. The concept of value-added fuels, their efficacy and the marketing support on part of the companies (in terms of product development, promotion and distribution) have been explored in detail. The case also examines the future prospects of these new brands with reference to the problems related to product usage, pricing and the intensifying competition.

Issues

Changing dynamics of the Indian petroleum industry after the deregulation.

Reference Numbers

ICMR MKTG 059
 ECCH 503-052-1
 Organization(s) HPCL, BPCL, IOC
 Countries India
 Industry Petroleum
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length N/A

Luxor Writing Instruments Private Limited: Marketing Pens in India

Abstract

The case study discusses in detail the various marketing mix elements employed by Luxor Writing Instruments Private Limited (LWIPL) to become one of the leading companies in the writing instruments industry in India. It traces the growth of the pen industry in India and examines its future trends. The case study also discusses the leading players in the pen industry in India and the strategies adopted by them to gain a larger share of the market.

Issues

Marketing strategies of luxor, writing instruments in India.

Reference Numbers

ICMR MKTG 058
 ECCH 503-059-1

Organization(s) Luxor Writing Instruments Pvt. Ltd.
 Countries India
 Industry Writing instruments
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length N/A

Barbie's Success Story

Abstract

The case examines the evolution of the Barbie doll over the years from its launch in 1959. It explores the product development strategies adopted by Mattel for Barbie and the reasons for the success of Barbie. The case also explores changes in Barbie's image along with the changes in American society. The criticism leveled against Barbie by feminists has also been described. The case also examines the challenges that Barbie could face in the future with the launch of Disney Princess.

Issues

Challenges faced by traditional toys, such as dolls, in the Internet age.

Reference Numbers

ICMR MKTG 057
 ECCH 503-097-1
 Organization(s) Mattel Co
 Countries USA
 Industry Toys
 Pub/Rev Date 2003
 Case Length 17 Pages
 TN Length 5 Pages

Social Marketing: Lessons from CRY in India

Abstract

The case examines the evolution of CRY and the reasons for its success. In addition, the case provides detailed information about the marketing strategies adopted by CRY for mobilizing resources from both individuals and corporate in India. The case explores the reasons for the corporatization of CRY and the implementation of various corporate strategies by the organization. Information about the concept of Social Marketing is also provided.

Issues

Strategies adopted by CRY for mobilizing resources, social marketing.

Reference Numbers

ICMR	MKTG 056
ECCH	503-077-1
Organization(s)	Child Relief and You (CRY)
Countries	India
Industry	NGO
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	5 Pages

Samsung: The Making of a Global Brand

Abstract

The case explores Samsung's brand-building initiatives for transforming itself into a global brand. The company's product initiatives and advertising campaigns for boosting its brand image worldwide are described in detail. The case also explains the steps taken by Samsung to consolidate its presence in global markets. The case concludes with an analysis of Samsung's position in the consumer electronics market vis-à-vis Sony.

Issues

Global brand building initiatives.

Reference Numbers

ICMR	MKTG 055
ECCH	503-055-1
Organization(s)	Samsung Electronics Corporation
Countries	India
Industry	Consumer Electronics
Pub/Rev Date	2003
Case Length	16 Pages
TN Length	N/A

LG's Marketing Strategy in India

Abstract

The case examines the marketing strategy of LG Electronics in the Indian market. It provides a detailed account of LG's strategies for gaining market share by examining its approach to product, pricing, distribution and promotion. The case also provides insights into the future prospects of the company in light of the increase in competition and the slowdown in the consumer electronics market.

Issues

Promotion and advertising strategies for companies with a broad product range.

Reference Numbers

ICMR	MKTG 054
ECCH	503-056-1
Organization(s)	LG Electronics India
Countries	India
Industry	Consumer Electronics
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

Asian Paints: Adding Colors

Abstract

The case examines the marketing strategy adopted by Asian Paints after restructuring its businesses. The case provides a detailed account of how the company initiated customer relation-building initiatives with services such as Colorworld, Helpline and Home Solutions. The case also highlights the problems faced by the company in building up brand image in an industry where consumer involvement was very low. The reasons for dropping 'Gattu' from the AP logo and the company's brand restructuring initiatives are also explained.

Issues

Change in communication with customers through advertisements.

Reference Numbers

ICMR	MKTG 053
ECCH	503-057-1
Organization(s)	Asian Paints Limited
Countries	India
Industry	Decorative Paints
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A



Case Studies in Industrial Marketing
Paperback; 246 Pages,
20 Case Studies
ISBN No: 81-89410-15-6
INR 2000/-

Discovery Channel: Discovering India

Abstract

The case explores the entry of Discovery Channel in India during the mid-1990s and its growth in the country. The reasons underlying the channel's success in India and its initial programming strategy have been discussed. The case also explores the reasons behind Discovery's decision to change its programming strategy and use time band programming. Detailed information is provided about Discovery's image in India and its efforts to change that image and portray itself as a mainstream channel instead of a niche channel. Finally, the case examines the future prospects of Discovery in light of growing competition from the National Geographic Channel.

Issues

Reasons for the success of an infotainment channel in India.

Reference Numbers

ICMR	MKTG 052
ECCH	503-100-1
Organization(s)	Discovery Channel, Sony Entertainment Network
Countries	India
Industry	Media and Entertainment
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	6 Pages

Ujala: The Supreme Whitener

Abstract

The case examines the marketing strategies adopted by a small Indian company, Jyothi Laboratories, to promote its fabric whitener brand, Ujala. The reason for launching a liquid dye based whitener in the Indian fabric whitener market as against the more prevalent powder version is discussed. The case explores in detail the various strategic initiatives undertaken by Jyothi to meet the competition and emerge as the leader in the segment. The case also takes a look at the company's entry into other segments of the Indian FMCG market in the early 21st century and critically analyses the rationale behind the move.

Issues

Importance of marketing mix for the success of a product.

Reference Numbers

ICMR	MKTG 051
ECCH	503-053-1
Organization(s)	Jyothi Laboratories
Countries	India
Industry	FMCG
Pub/Rev Date	2003
Case Length	10 Pages
TN Length	N/A

Coffee Parlors in India: Hotting Up

Abstract

The case provides an overview of the coffee parlors in India. The case starts with a background note on the three dominant players Barista, Cafe Coffee Day and Qwiky's, which marked the transition from traditional coffee houses to coffee pubs. The case highlights the strategies employed by the three prominent players to differentiate themselves on the basis of décor, service, price, quality, and customer relationships. The case concludes with a discussion on their expansion plans and the possible effect of the entry of Starbucks into India.

Issues

Strategies pursued by different players in the coffee retailing business.

Reference Numbers

ICMR	MKTG 050
ECCH	503-027-1
Organization(s)	Barista, Cafe Coffee Day, Qwiky's
Countries	India
Industry	Retail
Pub/Rev Date	2003
Case Length	19 Pages
TN Length	N/A

Reebok's Gameplan in India

Abstract

The case gives an overview of the entry of Reebok, the international sports shoe giant, into India, the entry of its global competitors, Nike and Adidas into India and the strategies adopted by the three players to build up their market shares. The case specifically deals with the strategies adopted by Reebok in India to deal with the competition from Nike and Adidas. The challenges that the company could face in India have also been discussed. The case deals with the market conditions that prevailed in India during the entry of these

players, the competition among the domestic players and the changes that the multinational companies brought about in their strategies to increase their market shares.

Issues

Understand the positioning of Reebok, Adidas and Nike in India.

Reference Numbers

ICMR	MKTG 049
ECCH	503-003-1
Organization(s)	Reebok, Adidas and Nike in India
Countries	India
Industry	Footwear and Apparel
Pub/Rev Date	2003
Case Length	10 Pages
TN Length	5 Pages

Haldiram's Group: Seeking the 'Right' Marketing Mix

Abstract

The case examines the evolution of Haldiram's from a small sweet shop in a remote part of India to a major manufacturer of ready-to-eat snack foods in India. The key elements of the Haldiram's marketing mix, which transformed the company into a leading manufacturer and marketer of namkeens and sweets, have been discussed. The case also examines the issues that Haldiram's must address to compete effectively with domestic and multinational players in the snacks food market in India.

Issues

Significance of the different elements of the marketing mix in building a leading brand.

Reference Numbers

ICMR	MKTG 048
ECCH	503-058-1
Organization(s)	Haldiram Group
Countries	India
Industry	Ready to Eat Snack Foods
Pub/Rev Date	2003
Case Length	10 Pages
TN Length	N/A

Kerala Tourism: Branding a Tourist Destination

Abstract

The case provides a detailed description of how Kerala, a small state situated in south India, built a global reputation as a tourist destination. The state's humble beginnings

and its gradual attainment of the position of the world's top 10 paradises is explored in this case. The different marketing initiatives and media mix used by the state for tourism promotion have been examined. The case also touches on the difference between the attempt to brand India as a tourist destination and Kerala's initiatives to brand itself and attract tourists.

Issues

Importance of branding for a tourist destination.

Reference Numbers

ICMR	MKTG 047
ECCH	503-036-1
Organization(s)	Ministry of Tourism, Government of Kerala
Countries	India
Industry	Tourism
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	N/A

Sports Sponsorship: The 'Cricket Ambush Marketing' Dispute

Abstract

The case examines the concept of sports sponsorship and how ambush marketing has become an integral part of such sponsorship. The reasons underlying the increasing use of ambush marketing tactics by companies during sports events are analyzed. The case discusses in detail the dispute between the International Cricket Council (ICC) and Indian cricketers in late 2002 regarding certain anti-ambush marketing clauses that restricted players from endorsing the products of companies other than the official sponsors chosen by the ICC. The case also examines the role of the Board of Control for Cricket in India (BCCI), the official sponsors as well as the ambush marketers in the dispute.

Issues

Ambush marketing in the context of the sponsorship of sports events.

Reference Numbers

ICMR	MKTG 046
ECCH	503-033-1
Organization(s)	International Cricket Council, LG Electronics, Britannia, Philips India and HPCL
Countries	India
Industry	Media and Advertising
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

Raymond: The Complete Man's Brand

Abstract

The case examines the marketing strategies (including advertising, positioning, distribution and promotion) adopted by Indian textile major Raymond Ltd., for its flagship fabric brand Raymonds and its ready-to-wear men's wear brands Park Avenue and Parx. This case provides a detailed account of the company's brand-building strategies and the role of advertising in making a brand successful. It also examines the initiatives taken by the company to retain its market position in the early 2000s in light of the declining growth in the fabric market and increased competition in the ready-to-wear men'swear segment. The case explores the results and effectiveness of the revised marketing strategies.

Issues

Raymond's strategies to become a major player in men's ready-to-wear.

Reference Numbers

ICMR	MKTG 045
ECCH	503-035-1
Organization(s)	Raymond India Ltd.
Countries	India
Industry	Textiles and Apparel
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	N/A

The Indian Kitchen Salt Market: Brand Wars

Abstract

The case describes in detail the evolution of the Indian salt market from the 1980s to 2002 and provides insights into the organized sector's increasing interest in the market. The rationale behind the marketing strategies adopted by different players in the organized sector and their positioning and promotional strategies have been examined. The reasons for the continuous re-launch and re-positioning of brands by the players in the organized sector have been examined. The case essentially tries to show how the Indian salt market evolved from the commodity stage to the branded stage.

Issues

Strategies in a market that is moving from a 'commodity' stage to a 'brand' stage.

Reference Numbers

ICMR	MKTG 044
ECCH	503-037-1
Organization(s)	Kuwar Ajay Group of Industries, HLL, Tata Group
Countries	India
Industry	FMCG
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

SMS Advertising

Abstract

The case examines the emergence of Short Messaging Service (SMS) used by cellphone subscribers as a new media mix tool for marketers across the world in the late-1990s and the early-21st century. The case explains the concept of SMS as a service offered by mobile telecommunication service providers. The reasons for its popularity have also been explored. The case explains the various ways in which SMS can be used by advertisers and describes how various companies have used SMS advertising. The case also discusses the possible problems associated with SMS advertising and the ways in which these can be overcome.

Issues

Growing popularity of SMS and its emergence as a media mix tool.

Reference Numbers

ICMR	MKTG 043
ECCH	503-032-1
Organization(s)	Various
Countries	Various
Industry	Cellular Telephony
Pub/Rev Date	2003
Case Length	9 Pages
TN Length	N/A

Allen Solly: Entering the Indian Women's Westernwear Market

Abstract

The case examines the changing dynamics of the market in India during the 1990s and early 2000s. Changes in India's cultural values and social system, and the impact of these changes on the dressing styles of Indian women are explored in detail. Madura Garments' decision to enter the readymade women's westernwear segment is examined in detail in light of the above changes. The case discusses the strategies adopted by the company in terms of marketing research, product design, retailing and promotion. The

case also provides information about other players in the women's Westernwear market in India and takes a look at the market's future prospects.

Issues

Increased activity in the branded women's westernwear market in India.

Reference Numbers

ICMR	MKTG 042
ECCH	503-014-1
Organization(s)	Madura Garments
Countries	India
Industry	Readymade Garments
Pub/Rev Date	2003
Case Length	11 Pages
TN Length	N/A

Reader's Digest: The Story of a Magazine

Abstract

The case examines the evolution of the Reader's Digest magazine since its launch in the early 1920s towards becoming the largest selling magazine in the world by the 1980s. It explores the reasons behind the subsequent reduction in profitability and fall in subscriber base during the mid 1990s. The case examines in detail the restructuring and magazine redesigning efforts undertaken by the company to increase profitability and reach during the early 21st century. It also discusses the future of the magazine in light of criticisms faced by the company on account of the redesigning initiatives and acquisition of Reiman Publications in 2002.

Issues

Reasons for the success and decline of Reader's Digest Magazine.

Reference Numbers

ICMR	MKTG 041
ECCH	503-034-1
Organization(s)	Readers Digest Association (RDA, US)
Countries	USA
Industry	Books and Magazines
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	6 Pages

"Marketing takes a day to learn. Unfortunately it takes a lifetime to master."

– Philip Kotler

Airtel Magic: Selling a Prepaid Cell Phone Service

Abstract

The case provides a detailed account of how Bharti Cellular Ltd., one of the leading players in the Indian cellular telephony market built up its pre-paid cellular service brand, Magic. Besides examining the circumstances that necessitated revamping of the marketing strategy for the brand in early 2002, the reactions of Bharti's competitors to these initiatives have also been described. The case also discusses its future prospects in the pre-paid cellular market in India, in light of the intensifying competitive pressures.

Issues

Dynamics of pre-paid cellular card market in India.

Reference Numbers

ICMR MKTG 040
 ECCH 503-002-1
 Organization(s) Bharti Cellular Limited,
 Spice Telecom
 Countries India
 Industry Cellular
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length 6 Pages

Nestlé's Brand Management Strategies

Abstract

The case discusses Nestlé's brand management strategies in detail. Nestlé's brand portfolio consisted of worldwide corporate strategic brands, strategic worldwide product brands, regional strategic brands and local brands. The case also explains how Nestlé was successful in developing Kit Kat from a local brand to an European brand and finally a global brand.

Issues

Global and local brand management strategies of a large company.

Reference Numbers

ICMR MKTG 039
 ECCH 503-060-1
 Organization(s) Nestlé SA (Nestlé)
 Countries Switzerland
 Industry FMCG
 Pub/Rev Date 2003
 Case Length 10 Pages
 TN Length 5 Pages

Intel: The Component Branding Saga

Abstract

The case discusses the marketing initiatives undertaken by the global microprocessor industry leader, Intel. The company's decision to brand what was essentially 'just another component' in a PC is examined in detail. The case explores the component branding gameplan of Intel and describes the marketing activities undertaken by the company, with special reference to the Intel Inside campaign. In addition, the case discusses the growing criticism against Intel and the increase in competition in the microprocessor market.

Issues

The microprocessor market and the need for component branding.

Reference Numbers

ICMR MKTG 038
 ECCH 502-079-1
 Organization(s) Intel
 Countries USA
 Industry Microprocessors
 Pub/Rev Date 2002
 Case Length 12 Pages
 TN Length 5 Pages

Airtel Positioning (And Repositioning)

Abstract

The case examines the brand repositioning exercises undertaken by Bharti Cellular Ltd., a leading cellular service provider in India. It also provides an insight into the trends in the cellular market. The case discusses how Bharti constantly repositioned its Airtel brand to expand its market and meet the challenges posed by the changing trends in the Indian cellular market during the late 1990s and early 2000s. It also critically discusses the rationale behind Bharti's repositioning and restructuring efforts and the effectiveness of these initiatives.

Issues

Brand repositioning and restructuring strategies adopted by Bharti Cellular Ltd.

Reference Numbers

ICMR MKTG 037
 ECCH 503-001-1
 Organization(s) Bharti Cellular Limited
 Countries India
 Industry Cellular

Pub/Rev Date 2003
 Case Length 13 Pages
 TN Length 5 Pages

The Teleshopping Business in India

Abstract

The case examines the concept of television shopping, its emergence, success factors and the benefits it offers. The case discusses in detail the teleshopping business in India with reference to the product, price, promotion and distribution strategies of various teleshopping networks. The case also explores the reasons for the limited growth of teleshopping in the country and discusses the future prospects of the businesses.

Issues

Direct marketing and teleshopping as channels of direct marketing.

Reference Numbers

ICMR MKTG 036
 ECCH 502-078-1
 Organization(s) Various
 Countries India
 Industry Media and Advertising
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 5 Pages

Satyam iWay: Changing the Internet Browsing Experience in India

Abstract

The case discusses the marketing initiatives undertaken by leading Indian Internet Services Provider (ISP) Satyam Infoway (Sify) to promote iWay, the first-ever nation-wide branded chain of cyber cafes (Internet browsing centers) in India. The case describes Sify's business model for running iWay centers and the company's marketing activities for promoting them. The case also explains the differences between the unorganized and organized sectors of the cyber cafe market in India.

Issues

Evolution of the Internet browsing industry in India and its unique characteristics.

Reference Numbers

ICMR MKTG 035
 ECCH 502-067-1
 Organization(s) Satyam Infoway Ltd.,
 Satyam Computers

Countries India
 Industry –
 Pub/Rev Date 2002
 Case Length 14 Pages
 TN Length 6 Pages

The Launch of New Coke

Abstract

This case examines the launch of New Coke by Coca-Cola in 1985 in an attempt to capture the market share from its closest competitor, Pepsi. It discusses the reasons why Coca-Cola changed its formula, the financial and marketing implications of introducing a new product that did not appeal to consumers and how this experiment backfired. The case explores the deep feelings of Coca-Cola lovers for the company, its product and brand. The case also provides information on how the launch of New Coke benefited Coca-Cola and how according to analysts, a marketing blunder turned out to be a marketing ploy.

Issues

Reformulating an established and successful product and its implications.

Reference Numbers

ICMR MKTG 034
 ECCH 502-068-1
 Organization(s) Coca-Cola Company
 Countries USA
 Industry Food & Beverages
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 6 Pages



Sales and Distribution Management

Paperback: 514 Pages,
 (Workbook also available)

MusicWorld: Redefining Indian Music Marketing

Abstract

The case examines the strategies adopted by MusicWorld, a group company of the diversified Indian business house of RPG. The chain became India's largest chain of music retailing stores within a short span of time. The case discusses the background of the players who set up Music World that is the RPG group and Saregama, and their role in establishing Music World as the largest music retailing store network in India. The marketing strategies adopted by the company, especially the retail format of the store and the promotion, are also explored in detail.

Issues

Marketing of 'music,' and the potential for organized retailing in the business.

Reference Numbers

ICMR MKTG 033
 ECCH 503-051-1
 Organization(s) Music World
 Entertainment Ltd., RPG Group
 Countries India
 Industry Music retailing
 Pub/Rev Date 2003
 Case Length 12 Pages
 TN Length 7 Pages

Himalaya Drug Company: Branding Ayurveda

Abstract

The case examines the marketing strategies adopted by the leading Indian herbal healthcare company Himalaya Drug Company (HDC) in the late 1990s, particularly the advertisement campaign for its personal care product range 'Ayurvedic Concepts.' The case explores the company's efforts on R&D, product development and retailing fronts to change the perception of Indian consumers about the contemporariness of Ayurveda for health care. The case also explains the rationale behind HDC's decision to bring all its brands under an umbrella brand 'Himalaya'.

Issues

Product development and building a brand image of a product.

Reference Numbers

ICMR MKTG 032
 ECCH 502-069-1
 Organization(s) Himalaya
 Drug Company

Countries India
 Industry Drugs
 Pub/Rev Date 2002
 Case Length 13 Pages
 TN Length 5 Pages

Hindustan Lever: Rural Marketing Initiatives

Abstract

The case discusses the marketing initiatives undertaken by leading Indian FMCG company Hindustan Lever Ltd. (HLL) to strengthen its consumer base in rural India. Various rural marketing initiatives undertaken by the company during the 1990s to establish a strong network in the villages have been discussed in detail. The case also discusses the concept of rural marketing and its characteristics in a developing country like India, highlighting the factors that enabled HLL to withstand the tough market conditions and become the market leader in several product categories in early 21st century.

Issues

Issues involved in the marketing of FMCG products in rural areas.

Reference Numbers

ICMR MKTG 031
 ECCH 502-070-1
 Organization(s) HLL
 Countries India
 Industry FMCG
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 6 Pages

Reinventing Cadbury

Abstract

The case examines Cadbury India Limited's (CIL) repositioning strategies for its major brands during 1999-2002. This case provides a detailed account of the company's growth and strong focus on continual product launches. It also examines CIL's distribution, promotion and advertising strategies. The problems faced by CIL in the late 1990s and the initiatives taken by the company to retain its market position are examined. The case also discusses the company's attempts to reinvent its major brands.

Issues

Marketing strategies adopted by CIL to establish itself as the market leader.

Reference Numbers

ICMR	MKTG 030
ECCH	502-071-1
Organization(s)	Cadburys India Ltd
Countries	India
Industry	FMCG
Pub/Rev Date	2002
Case Length	13 Pages
TN Length	6 Pages

Indian Aviation: Price Wars & More

Abstract

The case examines the marketing strategies adopted by players in commercial aviation industry in India in 2002. It provides details about the industry's evolution from a single-player monopolistic regime to its intensely competitive multi-player days in 2002. The marketing strategies adopted by the players, in terms of price-reduction, innovative customer service efforts and other promotional activities have also been explored. The case also debates the sustainability of the above strategies in light of the fact that these were being seen essentially as short-run exercises by industry observers.

Issues

Changing environment of the Indian aviation industry, intensifying competition.

Reference Numbers

ICMR	MKTG 029
ECCH	502-072-1
Organization(s)	Indian Airlines, Jet Airways, Sahara Airlines
Countries	India
Industry	Airlines
Pub/Rev Date	2002
Case Length	12 Pages
TN Length	5 Pages

Life Insurance Marketing in India (C): The Changing Product and Pricing Norms

Abstract

The case is the last of a three-part series about the changes sweeping the Indian insurance industry on the marketing front after the sector was opened up for private players in the year 2000. The case examines the pricing and product development strategies being adopted by the new private players. A brief history of the Indian insurance industry before 2000 is provided, which highlights the lack of innovative product development strategies and consumer-friendly pricing

practices in the Indian insurance industry. The case provides a detailed account of the kind of products that private players and the pricing strategies they adopted. The case also discusses the changes taking place within LIC and examines their implications.

Issues

Insurance products, their features, product development and pricing.

Reference Numbers

ICMR	MKTG 028
ECCH	502-075-1
Organization(s)	ICICI Prudential, Max New York Life, etc.
Countries	India
Industry	Insurance
Pub/Rev Date	2002
Case Length	14 Pages
TN Length	5 Pages

Life Insurance Marketing in India (B): Changing Distribution Norms

Abstract

The case is the second of a three-part series on the changes sweeping the Indian insurance industry (in particular, the marketing of insurance products) after the sector was opened for private players in 2000. The case examines the distribution strategies, specifically the bancassurance channel adopted by the new, private players. A brief history of the Indian insurance industry before 2000 is provided, highlighting the absence of a variety of distribution channels and the important role played by individual agents in distributing insurance products in India. The case provides a detailed account of the kind of distribution channels available in the insurance market and the new methods of distribution being adopted by various players.

Issues

LIC's stranglehold on the life insurance market, insurance distribution channels.

Reference Numbers

ICMR	MKTG 027
ECCH	502-074-1
Organization(s)	ICICI Prudential, Max New York Life, etc.
Countries	India
Industry	Insurance
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	6 Pages

Life Insurance Marketing in India (A): Changing Advt. and Promotion Norms

Abstract

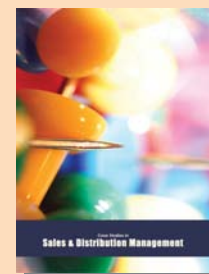
This case is the first of a series of three, about the changes sweeping the Indian insurance industry on the marketing front after the sector was opened for private players in the year 2000. The case examines the marketing strategies, specifically the advertising and promotional measures, adopted by the new private players. A brief history of the Indian insurance industry up to 2000 is provided, highlighting the state owned insurer LIC's lack of a marketing gameplan, though it had monopolized the Indian insurance sector. This case provides a detailed account of the kind of advertisements, media channels and promotional tools that various players have adopted. It also discusses the changes implemented by LIC in its promotional strategies, and examines the implications of the changes in marketing practices of Indian insurance firms.

Issues

Dynamics of the Indian insurance industry before and after liberalization.

Reference Numbers

ICMR	MKTG 026
ECCH	502-073-1
Organization(s)	ICICI Prudential, Max New York Life, etc.
Countries	India
Industry	Insurance
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	5 Pages



Case Studies in Sales & Distribution Management

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INR 2000/-

Revamping Rasna: A Marketing Overhaul Saga

Abstract

The case examines the market revamping exercise undertaken by Rasna Ltd., manufacturer of the leading soft-drink concentrate brand Rasna, in the Indian market. The case provides a detailed account of how the company built up the preparatory drink segment in the Indian beverages market by focusing on distribution, promotion and advertising. The problems faced by Rasna, in the late 1990s that led to the decision of a marketing strategy overhaul have been examined. One of the revamping strategies of Rasna, in terms of new product launches, segmentation, pricing and advertising have also been discussed.

Issues

Dynamics of the soft drink concentrate business in the Indian beverages market.

Reference Numbers

ICMR MKTG 025
ECCH 502-077-1
Organization(s) Rasna International
Countries India
Industry Food & Beverages
Pub/Rev Date 2002
Case Length 12 Pages
TN Length 6 Pages

Banning Surrogate Liquor Advertising

Abstract

The case examines the ban imposed on surrogate advertisements for liquor brands in India in mid-2002 by the government. The case provides an account of the highly regulated environment in which the Indian liquor industry functions. The advertisement strategies adopted by the players - surrogate and 'socially responsible' advertising - after the ban on direct liquor advertisements in 2000 are explored in detail.

Issues

Problems faced by liquor companies in brand building, distribution and advertising.

Reference Numbers

ICMR MKTG 024
ECCH 502-076-1
Organization(s) Shaw Wallace Co.,
Information & Broadcasting Ministry
Countries India
Industry Advertising
Pub/Rev Date 2002
Case Length 14 Pages
TN Length 5 Pages

Film-based Merchandising: Taking the Movies Home

Abstract

The case examines the concept of film-based merchandising and briefly introduces its emergence and popularity in the US film industry. The developments in the Indian film-based merchandising business over the years have also been explored in detail. Moreover, the problems associated with FBM in India have been examined along with its future prospects in the country.

Issues

Film-based merchandising and its growth in India as compared to the USA.

Reference Numbers

ICMR MKTG 023
ECCH 502-057-1
Organization(s) Archies, Disney
Countries India
Industry Film, USA
Pub/Rev Date 2002
Case Length 9 Pages
TN Length 5 Pages

Eureka Forbes: The Direct Marketing Pioneer

Abstract

The case examines the strategies adopted (over the years) by leading consumer appliances company Eureka Forbes in India. The case explores how the company built up the vacuum cleaner and water/air purifier markets in India from scratch through its direct marketing efforts. The various initiatives to ensure good customer service and enhance customer satisfaction are examined in detail. The case also discusses the company's attempt to enter the bottled water business, its decision to increase the thrust on the retail business, and the problems between its owners, Forbes Gokak Ltd. and Electrolux.

Issues

Applicability of the direct marketing model to household appliances.

Reference Numbers

ICMR MKTG 022
ECCH 502-058-1
Organization(s) Eureka Forbes Ltd.
Countries India
Industry Consumer and
Home Appliances

Pub/Rev Date 2002
Case Length 12 Pages
TN Length 6 Pages

Maggi: Nestlé's Problem Child?

Abstract

The case examines the brand and line extension strategies adopted by FMCG major Nestlé for its Maggi brand in India. It provides a detailed account of Nestlé's promotion and advertising strategies for creating a noodles market from scratch. The various products and variants launched under the umbrella brand Maggi, and the rationale behind these launches (and their failure) is explored in detail. The case also discusses the company's attempt to change the formulation of its flagship brand Maggi noodles and how it was forced to bring back the old formulation.

Issues

Scope and limitations of adopting an umbrella brand.

Reference Numbers

ICMR MKTG 021
ECCH 502-056-1
Organization(s) Nestlé India
Countries India
Industry FMCG
Pub/Rev Date 2002
Case Length 11 Pages
TN Length 5 Pages

Reinventing Bisleri

Abstract

The case talks about the various marketing strategies adopted by Parle Bisleri Ltd. To arrest the sliding market share of its branded water brand-Bisleri. Bisleri mineral water was the market leader in the early 1990s. The brand started losing its share due to increased competition and the entry of multinationals such as Coke and Pepsi into the market. Bisleri tried to regain its share by repositioning its brand. The case discusses in detail the ad campaigns and other marketing strategies used by Bisleri to reposition the brand.

Issues

Competition and strategies in the branded water market in India.

Reference Numbers

ICMR MKTG 020
ECCH 502-059-1

Organization(s) Parle Bisleri Ltd,
Coca Cola, Pepsi
Countries India
Industry Branded Water
Pub/Rev Date 2002
Case Length 8 Pages
TN Length 5 Pages

The Story of Benetton's Advertisement Campaigns

Abstract

The case examines the problems that the apparel manufacturer Benetton had to face as a result of its controversial advertisements. The case also provides information about the company's recognition of these problems and the corrective measures it took. The case highlights importance of ethics in advertising. Though Benetton intended to address social issues through its advertisements, its handling of the campaigns resulted in many problems.

Issues

Controversial advertisements of Benetton, ethics in advertising.

Reference Numbers

ICMR MKTG 019
ECCH 502-029-1
Organization(s) Benetton
Countries India
Industry Apparel
Pub/Rev Date 2002
Case Length 8 Pages
TN Length 5 Pages

The Siyaram Celebrity Endorsement Experience

Abstract

The case, 'The Siyaram Celebrity Endorsement Experience' examines how and why the cricket match-fixing scandal in 2000 forced textile company Siyaram Silk Mills to withdraw an advertisement campaign for its suiting brand J.Hampstead. The case also provides a brief introduction to the concept of celebrity endorsement. The case describes how celebrity endorsement created problems for Siyaram. The case explains the advantages and disadvantages of celebrity endorsement.

Issues

Celebrity endorsements, Marketing communication strategy.

Reference Numbers

ICMR MKTG 018
ECCH 501-072-1
Organization(s) Siyaram Silk Mills Ltd
Countries India
Industry Textiles
Pub/Rev Date 2001
Case Length 7 Pages
TN Length 4 Pages

Kellogg's Indian Experience

Abstract

The case, 'Kellogg's Indian Experience' analyzes the causes that led to the failure of the Kellogg breakfast cereal brand in the Indian market. The case examines the measures the company adopted on the marketing front to rectify its mistakes and the efficacy of these measures.

Issues

Pricing, positioning and distribution decisions by Kellogg's in India.

Reference Numbers

ICMR MKTG 017
ECCH 502-009-1
Organization(s) Kelloggs India Ltd
Countries India
Industry Cereals and Convenience foods
Pub/Rev Date 2001
Case Length 7 Pages
TN Length 4 Pages



Marketing Management
Paperback: 500 Pages,
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(Workbook also available)

BPCL's Petrol Pump Retail Revolution

Abstract

The case provides a detailed insight into Indian oil major Bharat Petroleum's (BP) transformation of its petrol pumps into modern retailing centers. The case examines the reasons behind the renewed focus on retail outlets and the mechanism it adopted to effect the changes. It highlights BP's retail revolution.

Issues

Retail revolution in the Indian petroleum industry, BPCL's Bazaar concept.

Reference Numbers

ICMR MKTG 016
ECCH 502-038-1
Organization(s) BPCL, IOC
Countries India
Industry Retail
Pub/Rev Date 2002
Case Length 7 Pages
TN Length 5 Pages

The Tasty Bite Story

Abstract

The case 'The Tasty Bite Story' is intended to give insight into how a small ready-to-serve food company, Tasty Bite, was able to achieve a turnaround by focusing on its marketing efforts. Tasty Bite was running into huge losses and its products were not being accepted in Indian markets. The case examines how the company managed to overcome its problems with the help of a 4 'C' strategy and other marketing initiatives. The case is so structured as to enable students to understand how TBEL was able to achieve a turnaround and emerge as a major food brand in the US market. The case throws light on the 4 'C' strategies and its implementation, as well as the company's other initiatives for increasing customer focus.

Issues

Marketing strategies for food products, turnaround strategies.

Reference Numbers

ICMR MKTG 015
ECCH 501-074-1
Organization(s) .. Tasty Bite Eatables Ltd,
HLL
Countries India
Industry Food & Beverages

Pub/Rev Date 2001
 Case Length 7 Pages
 TN Length 4 Pages

Amul's Diversification Strategy

Abstract

The case 'Amul's Diversification Strategy' focuses on the entry of GCMMF into the fast food segment. In 2001, GCMMF launched pizzas in the Indian market in the Rs.20-25 price range. The price was significantly lower than those of Pizza Hut and Domino's Pizzas. The case provides an insight into GCMMF's diversification strategy. The case is so structured as to help students understand why GCMMF diversified into the fast food segment.

Issues

Diversification strategy, New market entry.

Reference Numbers

ICMR MKTG 014
 ECCH 501-075-1
 Organization(s) Gujarat Cooperative Milk Marketing Federation
 Countries India
 Industry Food & Beverages
 Pub/Rev Date 2001
 Case Length 8 Pages
 TN Length 4 Pages

Tanishq's Success Story

Abstract

The case 'Tanishq's success story' is intended to give a detailed insight into the reasons behind the success of the Tanishq venture. The branded jewellery line from Titan Industries was not very successful when launched in 1995. The case examines in details the measures adopted by the company to correct its mistakes.

Issues

Product designing and distribution in the branded jewellery business.

Reference Numbers

ICMR MKTG 013
 ECCH 502-034-1
 Organization(s) Titan Industries India
 Countries India
 Industry Branded Jewellery
 Pub/Rev Date 2002
 Case Length 7 Pages
 TN Length 4 Pages

Pizza Wars

Abstract

The case gives an overview of the competition in the Indian pizza market in 1996. Focusing on two big US Pizza chains, Domino's and Pizza Hut, the case discusses the various marketing strategies - positioning, pricing, promotional, advertising, and expansion - adopted by both the chains to garner a bigger share of the Indian pizza market.

Issues

Indian fast food market; Success factors in the Indian fast food market.

Reference Numbers

ICMR MKTG 012
 ECCH 502-035-1
 Organization(s) Domino's, Pizza Hut
 Countries India
 Industry Food & Beverages
 Pub/Rev Date 2002
 Case Length 9 Pages
 TN Length 4 Pages

Onida Candy: Getting the Marketing Mix Wrong?

Abstract

The case describes the performance of Candy, the 14-inch colour TV from Mirc Electronics. In the Indian market although Candy did enjoy initial success when it was launched in May 1999, its monthly national

sales declined to 3,500 units by mid 2001. Analysts attributed the decline to wrong product positioning, and poor product differentiation. Analysts also felt Candy did not effectively promote itself to its target market. They were also of the opinion that Candy was priced too highly.

Issues

Product positioning and differentiation.

Reference Numbers

ICMR MKTG 011
 ECCH 502-008-1
 Organization(s) Mirc Electronics
 Countries India
 Industry Computers & Electronics
 Pub/Rev Date 2002
 Case Length 7 Pages
 TN Length 4 Pages

Cielo: A Car in Trouble

Abstract

The case provides a detailed insight into the reasons behind the failure of Cielo, a family-sized car, manufactured in India by Korea's automobile giant - Daewoo. Focusing on Cielo, its flagship model and Matiz, a small car, it analyses the marketing strategy, problems in positioning and pricing of Cielo, and the performance of Daewoo's Indian operations.

Issues

Daewoo Motors performance in India, positioning strategies.

Reference Numbers

ICMR MKTG 010
 ECCH 502-036-1
 Organization(s) Daewoo Motors India Limited
 Countries India
 Industry Automobile & Automotive
 Pub/Rev Date 2002
 Case Length 7 Pages
 TN Length 4 Pages

Fairness Wars

Abstract

The case 'Fairness Wars' focuses on the fierce competition among the major players in the fairness segment of the personal care market. The case explores the rivalry of the three major players, HLL (Fair & Lovely), CavinKare Ltd. (Fairever), and Godrej (FairGlow). The case also highlights the fact that the fairness formula was no longer restricted to creams, but had extended to soaps and talcum powders also.



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Issues

Fairness products market in India.

Reference Numbers

ICMR	MKTG 009
ECCH	501-073-1
Organization(s)	Cavin Care Ltd, HLL
Countries	India
Industry	
Pub/Rev Date	2001
Case Length	7 Pages
TN Length	4 Pages

The Nirma Story**Abstract**

The case study 'The Nirma Story' talks about how Nirma carved a niche for itself in the highly competitive detergents and toilet soaps market in India. The case focuses on the various strategies employed by the company to counter the competition from the FMCG giants, particularly HLL. It shows how Nirma used its cost-reduction strategies to achieve success. The case also highlights Nirma's entry into the premium segment of the toilet soaps, and the detergents market.

Issues

The various factors that attributed to the success of Nirma.

Reference Numbers

ICMR	MKTG 008
ECCH	501-070-1
Organization(s)	Nirma, HLL
Countries	India
Industry	FMCG
Pub/Rev Date	2001
Case Length	6 Pages
TN Length	4 Pages

Baron: Rewriting Indian Consumer Electronic Goods Marketing**Abstract**

The entry of Baron Electronics was a significant milestone in the evolution of the Indian consumer electronic goods market. With its innovative marketing strategies, the company radically changed the way the market functioned. The case study examines how Baron managed to succeed in spite of severe competition.

Issues

Developments in the Indian consumer electronics market.

Reference Numbers

ICMR	MKTG 007
ECCH	502-007-1
Organization(s)	Baron International, Videocon, Philips
Countries	India
Industry	Consumer Electronics
Pub/Rev Date	2001
Case Length	8 Pages
TN Length	4 Pages

Makeover of Britannia**Abstract**

The case documents issues relating to the repositioning and diversification exercise carried out by Britannia, analyzing each step it has taken in detail. In 1997, Britannia kicked off its repositioning exercise when it changed its logo and corporate slogan as a first step in its makeover plan aimed at transforming the company from essentially a 'bakery' business to a 'food' business. Subsequently as a part of its diversification plans, it entered into the 'dairy' business. The case examines in detail the process of such a makeover and tries to study the rationale behind it from a marketing and strategic perspective. The case also throws light on the strategies followed by Britannia in its makeover exercise.

Issues

Repositioning exercise carried out by Britannia in 1997.

Reference Numbers

ICMR	MKTG 006
ECCH	502-037-1
Organization(s)	Britannia Industries Ltd
Countries	India
Industry	Food & Beverages
Pub/Rev Date	2002
Case Length	8 Pages
TN Length	5 Pages

Re-launch of Frooti: The 'Digen Verma' Campaign**Abstract**

The case 'Relaunch of Frooti-The 'Digen Verma' campaign' analyses the re-launch strategy adopted by Parle Agro for 'Frooti' and the promotional campaign run by it. Frooti was the first tetrapak fruit juice to be launched in India. However, owing to stagnating sales, Parle Agro planned to re-launch 'Frooti' by positioning it as fun drink for the youth. As a part of the strategy, it launched a teaser campaign. This teaser campaign revolved round a faceless brand ambassador who was

positioned as someone whom the youth could relate to. The teaser campaign evoked enormous public interest. As a part of the re-launch strategy, the packaging of the product was also changed and the baseline changed to 'Just like that.'

Issues

Promotional campaigns, Teaser campaigns, Re-launch strategy.

Reference Numbers

ICMR	MKTG 005
ECCH	501-069-1
Organization(s)	Parle Agro
Countries	India
Industry	Food & Beverages
Pub/Rev Date	2001
Case Length	7 Pages
TN Length	4 Pages

Fast Food Fables**Abstract**

The case discusses the localization strategies adopted by the multinational fast food chains - McDonald's, Domino's and KFC in India. Initially, these fast food chains found it tough to cater to Indian tastes. Soon, they customized their menu, positioned their products and advertised to appeal to Indian customers. McDonald's and Domino's succeeded to a certain extent, while KFC still had a long way to go. The case tries to understand the localization strategies adopted by the multinational fast food chains. It also examines the factors that forced the fast food chains to understand the local market and modify their strategies to suit local requirements.

Issues

Localization strategies adopted by fast food chains.

Reference Numbers

ICMR	MKTG 004
ECCH	502-028-1
Organization(s)	McDonalds, Dominos, KFC
Countries	India
Industry	Food & Beverages
Pub/Rev Date	2002
Case Length	7 Pages
TN Length	4 Pages

"If you're trying to persuade people to do something, or buy something, it seems to me you should use their language, the language in which they think."

– David Ogilvy

Amway's Indian Network Marketing Experience

Abstract

The case 'Amway Indian Network Marketing Experience' examines in detail the experiences of the leading global direct marketing major Amway in India. In the initial stages, Amway had to face a host of problems, which are explored in detail.

The case then studies the remedial measures taken by the company to counter these problems. The case also provides a brief introduction to the concept of multilevel marketing, with a note on the Indian MLM industry.

Issues

Multilevel Marketing

Reference Numbers

ICMR	MKTG 003
ECCH	501-059-1
Organization(s) ..	Amway Indian Network, Eureka Forbes
Countries	India
Industry	Business Services and Equipment
Pub/Rev Date	2001
Case Length	8 Pages
TN Length	5 Pages

The Coke – Pepsi Rivalry

Abstract

When the cola giants, Pepsi and Coke, entered the Indian market, they brought with them the cola wars that had become part of global folklore. This case study details the various battles fought in India by the two rivals with its focus on the publicity campaigns where the two sought to steal each other's fizz. The case also outlines battles fought on other fronts - conflicts with bottles, product modifications, attempts to steal the rival's employees and other mini wars. On the whole, the case attempts to provide a comprehensive perspective regarding the dimensions of the cola wars and the direction in which they are heading.

Issues

Marketing warfare, Comparative advertising.

Reference Numbers

ICMR	MKTG 002
ECCH	501-060-1
Organization(s)	Coca Cola India Ltd, Pepsi India Ltd
Countries	India
Industry	Food, Beverages
Pub/Rev Date	2001
Case Length	8 Pages
TN Length	6 Pages

Speed Breakers Galore: Maruti

Abstract

When the Indian car industry opened its doors to new players, Maruti Udyog Ltd, which had till then enjoyed an enviable position in the market was suddenly faced with severe market erosion. This case study looks at the various strategies MUL adopted to regain its place in the market - particularly its price-reduction strategies and the widening of its product range.

The case also looks at the reactions and moves of other players in the industry, viz. Hyundai, Daewoo, Telco, etc.

Issues

Upheavals in the Indian small car segment in the late 1990s, Pricing strategies.

Reference Numbers

ICMR	MKTG 001
ECCH	501-061-1
Organization(s)	Maruti Udyog limited
Countries	India
Industry	Automobiles
Pub/Rev Date	2001
Case Length	8 Pages
TN Length	7 Pages



Innovation @ MAS Holdings: Becoming a Preferred Sourcing Partner for Global Fashion Brands

Abstract

This case study is about the innovations that the Sri Lanka-based MAS Holdings and its subsidiaries brought in to meet the challenging demands of their clients and to cater the needs of the ever-changing fashion industry. Each innovation at MAS Holdings was a result of some predicament inherent and unique to fashion industry. The case takes a close look at how MAS overcame its challenges by following the path of innovation in products and processes and the innovative use of technology, which established it firmly as a preferred sourcing partner for some of the world's leading world-class brands in Intimate wear, Active wear, and Fabrics.

Issues

Understand the issues and challenges in Supply Chain Management.

Analyze the importance of Quality, Uniqueness, Use of Technology, Flexibility, and Responsiveness in supply chain management.

Appreciate the importance of the Buyer-Supplier relationship in the functioning of a supply chain.

Study the phases of Innovation (both Product and Process) in a company and identify the steps at which Value Addition is done.

Understand why and how a company should go in for Supply Chain Integration (taking a cue from MAS).

Debate whether MAS should go in for Effectiveness or Efficiency.

Discuss the concept of Lean Processes and explore ways in which MAS has gone in for Lean Manufacturing.

Reference Numbers

ICMR	OPER 096
ECCH	
Organization(s)	MAS Holdings
Countries	Sri Lanka / Global
Industry	Fashion / Apparel
Pub/Rev Date	2010
Case Length	11 Pages
TN Length	3 Pages

Toyota Motor Company: Losing its Quality Edge?

Abstract

This case study is about quality management at Toyota Motor Corporation (Toyota), the world's leading automaker. Over the years, the Japanese automaker had built up a

reputation for manufacturing reliable cars and trucks. Toyota's products were a byword for quality for customers so much so that its manufacturing techniques were followed by its competitors world over. Toyota's commitment to manufacturing world class and quality automobiles was entrenched in its entire manufacturing philosophy right through the development stages to manufacturing. At Toyota, quality was in built into each manufacturing process and employees from all divisions ensured that defective items did not pass on to the next process. At the core of the company's success was the Toyota Production System (TPS), which made use of concepts like *genchi genbutsu*, Just-in-Time (JIT), Kaizen, Kanban, and Jidoka to reach a high level of efficiency in production.

Toyota recognized quality as one of the most important factors affecting customer satisfaction and strove to achieve excellence in manufacturing quality products. To ensure zero defects in the finished product, Toyota set up quality assurance systems across various divisions, including development, purchasing, and production. To overcome quality assurance problems caused due to rapid globalization, Toyota adopted the "Toyota Way" – a set of management principles and communicated them to all its overseas manufacturing plants. Due to its efficiency in manufacturing, Toyota became one of the most trusted brands in the global automobile industry.

But some analysts felt that Toyota had become a victim of its own success. In the mid-2000s Toyota expanded its production facilities rapidly in a bid to grow globally and to achieve its goal of becoming the number one auto maker in the world. Toyota's rapid growth affected its product quality with the company reportedly compromising on its manufacturing techniques. Customers began to face safety related problems in Toyota vehicles. Later a series of recalls followed which put the company's hard-earned reputation for quality at risk. Analysts opined that constant recalls had damaged the reputation and brand image of Toyota and hindered its return to profitability. In a quest for market share, Toyota had sacrificed its legendary quality and ignored its own management principles and customers, they said. To verify the cause of recalls and improve quality, Toyota set up a committee headed by its president Akio Toyoda in early 2010. The committee was to inspect every process in the Toyota Production System to ensure delivery of quality products to customers

Issues

Study quality management practices at Toyota that helped it earn a reputation for quality.

Analyze the importance of quality in the Toyota Production System.

Understand the manufacturing principles adopted by the Toyota Production System.

Examine the reasons for the quality-related problems faced by Toyota.

Discuss and debate whether Toyota was losing its quality edge.

Explore strategies that Toyota could adopt in the future to regain its quality edge

Reference Numbers

ICMR	OPER 095
ECCH	610-020-1
Organization(s)	Toyota Motor Corporation
Countries	Japan / Global
Industry	Automotive
Pub/Rev Date	2010
Case Length	29 Pages
TN Length	5 Pages

Supply Chain Restructuring at Sainsbury' Supermarkets Limited

Abstract

The case examines the supply chain restructuring process at the UK-based retailer Sainsbury's. Sainsbury's, one of the largest retailers in the UK lost its leadership position to Tesco Plc. during the mid-1990s and continued to lose its market share till the end of 1990s. To address this issue, the company initiated a supply chain restructuring program that replaced the existing depots with highly automated fulfillment factories and consolidation centers to manage transportation of goods in an integrated manner. The existing distribution centers were replaced with fulfillment factories, some of which were fully automated and could handle different kinds of products. However, the implementation of new systems faced several problems and affected the availability of stock in the stores.

In October 2004, Sainsbury's reported its first ever loss in a history of over 100 years. At this juncture, Justin King, who had assumed the role of CEO of Sainsbury's in March 2004, came out with another supply chain restructuring plan. The plan included the introduction of partially automated systems in the place of fully automated systems.

Several steps were taken to improve the availability of stock, like rolling out hand held devices to report exact stock position, extra manual support, night shifts to stock the stores, etc. With these and other supply chain initiatives, by the end of 2005, the product wastage reduced and instances of 'out of stock' went down. In 2006, most of the issues related to the stock availability were sorted out.

Issues

Understand the role of efficient supply chain management in the retail industry.

Analyze the key operational reasons that led Sainsbury's lose its leadership position in the UK retail industry.

Evaluate the differences in operational efficiency between the fully automated, partially automated and manual supply chains. Study the supply chain restructuring process at Sainsbury's and understand how it helped to turn around the company.

Reference Numbers

<i>ICMR</i>	<i>OPER 094</i>
<i>ECCH</i>	610-016-1
<i>Organization(s)</i>	<i>Sainsbury's Supermarkets Limited</i>
<i>Countries</i>	<i>UK</i>
<i>Industry</i>	<i>Retail</i>
<i>Pub/Rev Date</i>	<i>2010</i>
<i>Case Length</i>	<i>18 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Sakhalin-1 Project: Delivering Excellence in Project Execution

Abstract

This case is about the Sakhalin-1 Project considered to be the largest and the most ambitious world-class oil and gas development projects in the world. Located on the northeast shelf of Sakhalin Island in Russia, the project is developed by a consortium of Russian, Indian, Japanese, and US oil and gas companies.

Operated by Exxon Neftegas Ltd (ENL), the Sakhalin 1 Project includes three offshore oil fields, the Chayvo, Odoptu, and Arkutun Dagi. The project is being developed in four phases using both onshore and offshore drilling fields. The total recoverable reserves were estimated at 307 million tons of oil and 485 billion cubic meters of natural gas.

The case describes the development and execution of the project. Advanced technologies and construction methods were adopted in the execution of the project which reduced the overall cost of development and minimized environmental impact. The case highlights how the project overcame the technical and environmental difficulties to achieve its goals. It discusses how the project team successfully managed the challenges associated with the project such as limited infrastructure, complex regulatory rules, limited skilled labor, and difficult logistics. Analysts opined that with careful planning and efficient use of technologies, the project successfully completed its first phase of development.

The project, one of the largest single foreign direct investments in Russia, aimed to fulfill the growing energy demand worldwide. It provided energy supplies for domestic use and for export to Northeast Asia and consolidated Russia's strategic position as an energy supplier to world markets. The

case also discusses the benefits the project brought to Russia, particularly to people of the island of Sakhalin. The case concludes by discussing the future phases of the Sakhalin-1 Project.

Issues

Gain insights into project execution and management.

Identify the factors which led to the successful execution of the Sakhalin-1 project.

Understand the importance of innovation and teamwork in project management.

Evaluate the benefits of the Sakhalin-1 project.

Identify and manage the risks associated with oil exploration projects.

Examine the further challenges faced by the Sakhalin-1 Project and how these could be overcome.

Reference Numbers

<i>ICMR</i>	<i>OPER 093</i>
<i>ECCH</i>	610-011-1
<i>Organization(s)</i>	<i>Exxon Neftegas Limited, Sakhalin-1 consortium</i>
<i>Countries</i>	<i>Russia</i>
<i>Industry</i>	<i>Oil & Gas Industry</i>
<i>Pub/Rev Date</i>	<i>2010</i>
<i>Case Length</i>	<i>26 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Supply Chain Management at Airbus - Implementing RFID Technology

Abstract

European aircraft manufacturer Airbus received 'The Best RFID implementation' award in May 2008. The award was given for the successful implementation of RFID technology in its operations with an objective to improve the company's operational efficiency. Airbus, a leading aircraft manufacturer in the world, had a complex supply chain including multiple assembly plants and thousands of suppliers. The company followed a principle of continual improvement of its operations. Airbus' efforts to improve its operating efficiency included projects like Sup@irWorld and implementing RFID across its own as well its suppliers' operations. The case examines these initiatives which helped Airbus cut down its costs while improving its efficiency.

Issues

Study the supply chain processes of Airbus.

Understand the implementation of RFID technology in an aircraft manufacturing company.

Analyze how RFID technology can improve the operational efficiency of an aircraft manufacturing company.

Examine the advantages and disadvantages of implementing RFID technology in a manufacturing company.

Reference Numbers

<i>ICMR</i>	<i>OPER 092</i>
<i>ECCH</i>	610-018-1
<i>Organization(s)</i>	<i>Airbus</i>
<i>Countries</i>	<i>Europe</i>
<i>Industry</i>	<i>Aircraft Manufacturing</i>
<i>Pub/Rev Date</i>	<i>2010</i>
<i>Case Length</i>	<i>20 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Cross-docking Helps JCPenney Reduce Materials Handling and Make Logistics More Efficient

Abstract

The case study is about JCPenney Corporation, Inc. (JCP), a leading retail chain in the US. It discusses how JCP used cross-docking. The case discusses the operations at the JCP's Lathrop, California, Retail Logistics Center, the sixth cross-dock facility of the company that was opened in July 2007. It illustrates how the use of cross-docking helped JCP reduce materials handling and made its logistics more efficient. The case also highlights how the use of energy-efficient technologies and processes and proper site selection helped JCP reduce costs and mitigate supply chain risk.

Issues

Study JCP's operations in Lathrop, California, Retail Logistics Center.

Understand the issues and challenges in employing cross-docking and how it compared to other commonly used distribution strategies.

Understand the issues and challenges in materials handling.

Understand how retailers and other companies can mitigate supply chain risks.

Reference Numbers

<i>ICMR</i>	<i>OPER 091</i>
<i>ECCH</i>	610-005-1
<i>Organization(s)</i>	<i>JCPenney</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Retail</i>
<i>Pub/Rev Date</i>	<i>2010</i>
<i>Case Length</i>	<i>10 Pages</i>
<i>TN Length</i>	<i>3 Pages</i>

"Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."

– Paul Hawken

Velib': Paris's Public Bike Sharing System

Abstract

This case is about Velib, Paris's public bike system that was started in July 2007 by one of the world's leading advertising agencies, JCDecaux. This was a bid by the city administration to improve the transportation system for Parisians. JCDecaux modeled Velib after its successful bike sharing program, Velo'v that had been launched in Lyon, France, in May 2005. As part of the deal, JCDecaux provided 20,600 bicycles and also maintained the Velib system consisting of bicycles, bike stations, and terminals. In return, JCDecaux got access to the 1,628 billboards in Paris for outdoor advertising. The case discusses the operating model of the Velib in detail and the challenges faced by it. According to experts, the Velib system was a huge success with over 50 million trips being reported since its launch and August 2009. Some experts commended JCDecaux for developing a system that helped reduce environmental impact while improving the mobility of Parisians. While Velib was reported to be a successful program, the downside was increasing theft and vandalism. JCDecaux contended that these problems had rendered the present business model of Velib unsustainable. However, some critics believed that the company was making a lot of fuss over the issues just to negotiate a better deal with the city of Paris.

Issues

Study the Velib public bike sharing system. Understand the importance of design (product design/ system/ processes) in meeting the operational objectives.

Study the operating model of the Velib system.

Analyze whether the Velib system is sustainable.

Examine the challenges in implementing the Velib system and explore strategies that the Velib team can adopt in the future.

Reference Numbers

ICMR	OPER 090
ECCH	610-002-1
Organization(s)	JCDecaux/ City of Paris
Countries	Paris, France
Industry	Media / Public sector
Pub/Rev Date	2009
Case Length	18 Pages
TN Length	4 Pages

www.icmrindia.org

Environmental Sustainability Initiatives at International Business Machines Corporation (IBM)

Abstract

As a pioneer in responding to environmental challenges, IBM's contributions encompassed multiple areas. This case discusses the company's initiatives in terms of energy efficiency of its operations; constructing sustainable buildings; eliminating hazardous chemicals in the manufacture of products; data center efficiency; product recycling and reuse; water conservation and reuse; and supply chain efficacy to reduce overall impact on the environment. For its customers, it provided energy efficient products and green consulting services. It also engaged its stakeholders in its attempts to lessen the overall damage to the environment caused by its business operations. It was rated as the world's #1 company by both Ceres and Greenpeace in terms of its contribution as a technology company to environmental sustainability. Acting upon the feedback from third-party assessments might help IBM explore frontiers of environmental sustainability in the best interests of all its stakeholders.

Issues

Energy efficiency of operations and products.

Environmental sustainability through product design, recycle, and reuse.

Importance of collaborations with other organizations.

Third-party assessment of performance on the sustainability front.

Reference Numbers

ICMR	OPER 089
ECCH
Organization(s)	IBM Corporation
Countries	Global
Industry	Computers, IT and ITeS
Pub/Rev Date	2009
Case Length	26 Pages
TN Length	3 Pages

Environmental Sustainability Initiatives at Hewlett-Packard Company (A): Addressing Climate Change Concerns

Abstract

HP, which had a portfolio of information technology products and services that addressed the needs of consumers and businesses, had won many accolades in the 21st century for its corporate environmental

responsibility. The company had taken various environment-friendly initiatives in the areas of chemicals management in product design; reducing the carbon footprint of its operations; bringing innovations in energy-efficient solutions for its customers; establishing a vast network for recycling of various categories of products; and finally, making its supply chain actively participate in the company's environmental sustainability commitment. However, as of 2008, HP was reported to be lagging behind a few leading companies (in technology and consumer goods sectors) in its efforts toward mitigating climate change. Given its legacy of responsible leadership in the industry with respect to environmental sustainability, should HP strive to gain the top slot in its efforts to mitigate the impact of climate change?

Issues

Energy efficiency of worldwide operations toward a 'low carbon economy'.

Environmental sustainability as a business opportunity.

Political advocacy and involvement of external stakeholders in climate change mitigation.

Corporate governance to address climate change concerns.

Reference Numbers

ICMR	OPER 088
ECCH
Organization(s)	Hewlett-Packard (HP) Company
Countries	Global
Industry	Computers, IT and ITeS
Pub/Rev Date	2009
Case Length	27 Pages
TN Length	3 Pages

Dyson Appliances Ltd. and its Approach to Innovation

Abstract

This case discusses the innovation principles and processes adopted by Dyson Appliances Limited (DAL), a market leader in the vacuum cleaner market. Experts felt that product design was a core competency at DAL and the innovative designs of its product had enabled it to command a premium price in a market that was previously known for price discounting. According to analysts, DAL's constant focus on innovation had led to its cornering a market share of 32 percent and 46 percent in the US and UK vacuum cleaner markets in 2008. Analysts attributed the success of the company to the innovation principles and processes institutionalized by DAL's founder James Dyson (Dyson). They felt that Dyson was the source of innovation at DAL. He is himself widely known as the

inventor of the first bag less vacuum cleaner (DC01, DAL's first product) that took the vacuum cleaner market by storm in the early 1990s. Since then, he and his team had churned out innovative models of vacuum cleaners that had helped DAL gain a market leadership position. In addition to vacuum cleaners, its other products such as The Contrarotator (a washing machine) and Dyson Airblade (a hand dryer), were hailed by experts as being equally innovative. Analysts felt that DAL's deep-set culture of innovation gave it an edge over its competitors. DAL approach to innovation drew inspiration from Thomas Alva Edison's (Edison) step-by-step approach where he made a single change to the prototype at a time in order to perfect his invention. Inspired by the thoughts of Edison, the engineering and design staff at DAL made a single change to the prototype that led to the launch of an innovative product. The case also discusses the integrated approach to design and development of new products adopted by engineers and design staff at the company, and how Dyson had fostered a culture of innovation at DAL.

Issues

Study the innovation principles and processes followed by DAL.

Study DAL's integrated approach to new product development and design.

Understand how Dyson fostered innovation and creativity at DAL and institutionalized a culture of innovation.

Understand how innovation helped DAL emerge as the leader in the vacuum cleaner industry.

Understand how innovation can lead to a competitive advantage and how DAL had developed a core competency in product design.

Reference Numbers

ICMR	OPER 087
ECCH	609-038-1
Organization(s)	Dyson Appliances Ltd.
Countries	UK; Europe; US
Industry	Electricals & Electronics
Pub/Rev Date	2009
Case Length	27 Pages
TN Length	4 Pages

Supply Chain Management Practices at Nokia Corporation

Abstract

Finland-based Nokia Corporation (Nokia) is the world's leading manufacturer of mobile devices. Analysts attributed Nokia's success to its supply chain management practices. The company had an integrated supply chain which inter-linked suppliers, manufacturing plants, contract manufacturers, sales, logistics

service providers, and the consumers. It entered into a long-term relationship with its suppliers and also supported them in improving their processes, which in turn helped the company. Nokia was able to keep its costs low because of its efficient manufacturing systems and processes. The company adopted a hybrid manufacturing system which was a combination of in-house manufacturing and outsourcing. It also adopted the Smart manufacturing technique so as to enhance the competitiveness of its manufacturing facilities. The company had a wide distribution network which helped it to effectively reach the end customers. The case highlights the unique supply chain management practices of Nokia. It also discusses the impact of global economic slowdown on Nokia's revenues and profitability. The case examines how the company is making its supply chain efficient to counter the impact of reduced demand of mobile handsets.

Issues

Understand the importance of efficient supply chain management practices in the success of any business.

Study the supply chain management practices at Nokia.

Appreciate the need for a customized supply chain while operating in different countries.

Analyze the challenges faced by Nokia in the near future.

Reference Numbers

ICMR	OPER 086
ECCH	609-039-1
Organization(s)	Nokia Corporation
Countries	Finland, US
Industry	Telecom
Pub/Rev Date	2009
Case Length	14 Pages
TN Length	3 Pages

Spring Airlines: China's Low-cost Airline

Abstract

The case is about Shanghai-based low-cost airline, Spring Airlines Ltd. (Spring), and its low cost business model. As of 2009, Spring was the only low-cost carrier (LCC) in China. The airline which began its operations in 2005 had to face many challenges in its initial year of operation but by 2006, it emerged as a successful LCC. Analysts attributed its success to its extremely low-cost business model. The case discusses in detail the operational strategies adopted by Spring to maintain its low-cost business model. The airlines' operations were based on the operational model of the most successful discounter of all time – the Dallas-based

Southwest Airlines (Southwest). Spring adopted most of the operational policies which had made Southwest so successful, but also tried to innovate further to keep costs down. As of mid-2009, Spring was struggling to meet the increase in passenger demand. In June 2009, the airline planned to offer standing-only tickets to passengers on its flights. The move was expected to cut down costs for the airline further while increasing the seating capacity. Moreover, it would lower the airfares for passengers who opted to stand during flights. The idea received mixed reactions from industry analysts, experts, and consumers. Some aviation experts dismissed the idea in view of safety concerns. Some experts pointed out that while major carriers were making efforts to recoup their losses by offering luxury services to the passengers, Spring was planning to make flying even less comfortable. Experts felt that while Spring had done well in the Chinese civil aviation industry at a time when the major state-owned airlines were struggling, China still did not have the right environment for LLCs to flourish. For instance, Okay Airlines which had started operating as an LLC in 2005, was forced to give up the low-cost business model within eight months of its operations since it felt it was difficult to maintain such a business model and shifted to the conventional model. As such, Spring would have to overcome many more challenges to maintain its low-cost business model and sustain itself in the highly regulated industry.

Issues

Analyze the business model and operating strategies adopted by Spring to emerge as a successful LLC in China.

Identify the sources of competitive advantage for Spring and the differentiating strategy it adopted to overcome competition and environmental factors.

Study and analyze the structure of civil aviation industry in China and how it posed some serious challenges for private LLCs.

Examine the viability of the low cost business model in the Chinese aviation industry.

Identify the challenges that Spring Airlines faced in the Chinese aviation industry and explore strategies that it could adopt to sustain itself in the industry.

Reference Numbers

ICMR	OPER 085
ECCH	609-033-1
Organization(s)	Spring Airlines Ltd.
Countries	China
Industry	Aviation
Pub/Rev Date	2009
Case Length	27 Pages
TN Length	6 Pages

IKEA's Cost Efficient Supply Chain

Abstract

The case examines the supply chain management practices of IKEA, Sweden based furniture retailer. IKEA, the world's leading retailer by sales had its presence across the globe. The company focused on providing its customers affordable yet stylish and functional furniture. It made efforts to eliminate several activities that added to the final cost of the furniture but could be avoided. Its USP lied in its packaging. IKEA designed its products in a manner to disassemble the whole unit and transport the parts of the furniture in flat packages. That saved IKEA huge costs in transport. The case explains the evolution of IKEA's business model, expansion strategies, supply chain planning process, relationship management with its suppliers, warehouse operations and store design. It highlights the measures taken by the company to make its supply chain cost efficient. The case is designed to achieve the following teaching objectives.

Issues

Understand IKEA's business model.

Examine the supply chain management practices of IKEA.

Appreciate IKEA's innovative method of designing and packaging of products.

Identify the strengths and weaknesses of IKEA's supply chain.

Evaluate how the efficient supply chain system helped IKEA in maintaining low prices.

Reference Numbers

ICMR	OPER 084
ECCH	609-031-1
Organization(s)	IKEA
Countries	Sweden
Industry	Retail
Pub/Rev Date	2009
Case Length	14 Pages
TN Length	4 Pages

Best Buy's Supply Chain Management Practices - A Customer-Centric Approach to Business

Abstract

The case examines the growth of Best Buy from a small car stereo retailer to a market leader in consumer electronics retailing business in the US. Best Buy was appreciated for its customer-centric supply chain management practices. It extensively used information technology (IT) for managing its

supply chain in its effort to optimize all supply chain processes. The company's technology driven initiatives help it take informed decisions on several aspects of business which resulted in higher customer satisfaction and loyalty.

The case details how Best Buy managed its supply chain; the technologies it implemented in optimizing its supply chain, and how it modified its supply chain to fit the customer-centric approach it took to conduct the business.

Issues

Study the concept of customer centricity in supply chain management.

Understand the use of information technology (IT) in supply chain management.

Examine the concept of angel and demon customers in consumer electronics retailing.

Analyze the changes made by Best Buy in its supply chain in accordance with its customer-centric strategy.

Reference Numbers

ICMR	OPER 083
ECCH	609-030-1
Organization(s)	Best Buy Co. Inc.
Countries	United States of America
Industry	Retail
Pub/Rev Date	2009
Case Length	15 Pages
TN Length	4 Pages

Environmental Sustainability at Wipro: 'Green IT' and 'IT for Green'

Abstract

The case discusses the evolution of environmentally sustainable 'Green IT' practices at Wipro and its pursuit of 'IT for Green' as a big business opportunity. Responding to criticism from government and non-government agencies, Wipro introduced an electronic waste clearance service in 2006 for its customers. In June 2008, it unveiled an enterprise-wide charter called eco-eye to promote ecologically sustainable business practices. The eco-eye blueprint embraced several goals to reduce the organization's carbon footprint, manage its water and energy efficiently, develop new benchmarks in recycling waste, minimize the use of hazardous substances, and motivate employees to follow green practices in their professional and personal lives.

The scope of Wipro's green initiatives included its internal infrastructure and operations; environment-friendly products, green computing solutions, and take-back services for its customers; as well as advocacy for e-waste legislation.

Issues

Role of external stakeholders in influencing a company's environmentally sustainable business practices

'Green IT' operations and 'IT for Green' as a business opportunity.

The need for top management to champion enterprise-wide commitment to environmental sustainability.

Need for regulation in an emerging economy to create a level-playing field on issues such as e-waste.

Reference Numbers

ICMR	OPER 082
ECCH	610-021-1
Organization(s)	Wipro
Countries	India
Industry	Information Technology and Related Services
Pub/Rev Date	2009
Case Length	16 Pages
TN Length	3 Pages

PfizerWorks: New Outsourcing Model to Improve Employee Productivity

Abstract

In 2005, Pfizer, Inc. (Pfizer) was faced with a financial crisis with many of its leading drugs nearing patent expiry. The company announced cost-cutting initiatives including a reduction of its annual budget by US\$4 billion. However, the company realized that cost-cutting measures alone wouldn't suffice. To ensure that Pfizer once again moved to a strong position, it had to adopt a strategy to leverage its human capital in an efficient manner. On analyzing the activities of the employees, Jordan Cohen (Cohen), who is now the head of PfizerWorks program, found that instead of focusing on high-value work for which they were recruited, spent a disproportionate amount of their time on mundane tasks such as data entry, researching, creating documents, working with PowerPoint, etc. This led Cohen to start the PfizerWorks program (initially called 'Office Of The Future') in early 2008 after months of testing the initiative with some employees. It involved outsourcing the time wasting tasks to two Indian-based business process outsourcing (BPO) firms. The program was well received by employees of Pfizer and was appreciated by industry observers. However, some industry observers were not happy about the initiative as they felt that instead of outsourcing these tasks to other countries, these should be outsourced to companies or people in the US. According to Cohen, the PfizerWorks program had helped increase productivity of its employees and

these highly-paid employees of Pfizer were now able to better focus their time and attention on more strategic aspects of their work rather than waste precious time and effort on more mundane tasks. As of mid-2009, Cohen was also exploring ways to make the program more effective.

Issues

Understand how the workplace has changed in the 21st century and understand how organizations are trying to get the best out of their employees in the new milieu.

Understand how organizations are trying to improve the productivity of its employees.

Understand how job and task analysis could help companies adopt a strategy to leverage its human capital in an efficient manner.

Understand the differences between productive tasks and reproductive tasks and how this knowledge can be used to improve employee productivity.

Understand the issues and challenges related to outsourcing and off shoring and understand how organizations are using these innovatively.

Explore further changes that Pfizer could make in its PfizerWorks program to make it more effective.

Reference Numbers

ICMR OPER 081
 ECCH 609-032-1
 Organization(s) Pfizer, Inc.
 Countries United States of America
 Industry Pharma and Biotech
 Pub/Rev Date 2009
 Case Length 13 Pages
 TN Length 3 Pages

Domino's Master Franchise Model

Abstract

The case discusses the master franchise model of the US-based Domino's Pizza Inc (Domino's). Domino's, which was started in the 1960s, expanded in international markets mainly through its master franchise model. Under this model, the franchisees were provided with exclusive rights to operate stores, or to sub-franchise them in a particular area. Domino's recruited franchisees with business experience and knowledge of local markets as master franchisees, and was able to mitigate the risks associated with entering and operating in international markets. Under master franchising, in markets where there was high potential for development, Domino's transferred market exclusivity to an individual/company, who had a significant presence and knowledge about the local markets. These individuals/companies in turn invested in establishing the master franchise, whose responsibilities include building stores, sub-

franchising, operating distribution system, etc. The case discusses in detail the store operations of Domino's and the benefits of its master franchise system.

Issues

Understand the master franchise model of Domino's and its advantages.

Examine some of the unique features of the master franchise model of Domino's.

Analyze the store operations of Domino's.

Examine the training/support provided by Domino's to the franchisees.

Understand how the master franchise model helped Domino's in facing the adverse impact of global economic slowdown successfully.

Reference Numbers

ICMR OPER 080
 ECCH 609-025-1
 Organization(s) Domino's
 Countries United States of America
 Industry Food and Beverage
 Pub/Rev Date 2009
 Case Length 19 Pages
 TN Length 4 Pages

Fostering Innovation: Wipro Technologies' Innovation Framework

Abstract

This case focuses on the innovation initiatives carried out at Wipro Technologies' (Wipro) and explains how it let innovation be the driving force for its product development process. Since the launch of innovation initiatives in 2000, the company offered a comprehensive portfolio of products based on innovative solutions. It also ingrained a culture of innovation at the company to encourage employees to come out with innovative ideas and help the company achieve growth and attain a competitive advantage. The case also discusses Wipro's applied innovation framework that helped the company identify new opportunities for business and resolve business challenges through its innovative solutions. Because of its constant focus on developing innovative solutions and efforts to nurture a corporate culture which fostered innovation, Wipro was able to achieve its target of earning 10 percent revenues from its innovation initiatives by 2008. Analysts felt that Wipro's constant focus on innovation coupled with its deep-set culture of innovation gave Wipro an edge over its competitors. Moreover, it helped the company establish itself as one of the leading players in the Indian IT industry.

Issues

Analyze Wipro's innovation framework.

Study the processes and systems that the company had put in place to foster innovation.

Understand how Wipro's applied innovation framework that helped the company identify new opportunities for business and resolve business challenges through its innovative solutions.

Understand how an IT company uses innovation as a tool for differentiation.

Understand how the implementation of an innovative working environment benefits the company and the employees.

Reference Numbers

ICMR OPER 079
 ECCH 609-024-1
 Organization(s) Wipro
 Countries India
 Industry Information Technology and Related Services
 Pub/Rev Date 2009
 Case Length 23 Pages
 TN Length 4 Pages

The Tata Nano Project - Making of the World's Cheapest Car

Abstract

The case discusses the making of Tata Nano, the world's cheapest car, manufactured by India based Tata Motors. On March 30, 2009, Tata Nano was launched with an ex-factory price tag of INR 100,000 (about US\$ 2000). The case explains the design and development process of Tata Nano.

The car was the result of a five year research and development project carried out by Tata Nano development team. While developing the car, Tata Motors and its suppliers constantly made efforts to reduce the costs while ensuring quality of each and every component including engine, steering, wheels, tires, windshield washing system, gear shifter etc. Analysts opined that Tata Nano had created a new segment in the passenger car market. However, they were concerned about the company's lack of capacity to fulfill high demand. They also argued that considering the low margins the company would get, it would take a long time for the project to break even. The case ends with a discussion on the challenges Tata Nano might face in the future.

Issues

Understand the challenges in developing an innovative, cost-effective product.

Study the Tata Nano project with a focus on design and development process of the car.

Understand the efforts put in by Tata Motors to cut down the costs at every stage of development and production of Nano.

Analyze the challenges that Tata Nano may face in future.

Reference Numbers

<i>ICMR</i>	<i>OPER 078</i>
<i>ECCH</i>	609-022-1
<i>Organization(s)</i>	<i>Tata Motors</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	16 Pages
<i>TN Length</i>	5 Pages

BIXI: Montréal's Innovative Public Bike System

Abstract

In the latter part of 2007, the city of Montréal, as part of its transport plan called 'Reinventing Montréal', wanted to set up a comprehensive public biking system similar to that in many European countries. This was an attempt to develop public transit and improve the overall mobility in the city, in keeping with sustainable development principles. The Société en commandite Stationnement de Montréal (Stationnement de Montréal), the city's parking authority, came up with a public biking system with the help of partners such as renowned industrial designer Michel Dallaire, Cycles DeVinci, and 8D Technologies Inc. The system they came out with, called BIXI, consisted of technical platforms, bike docks, bikes, pay stations, and backroom software. Being made from recyclable aluminum, the bikes were light and environment friendly. The entire system was solar powered and modular, and thus needed no permanent bolting to the sites. So the dock stations could be removed and shifted from one place to another, as necessary. Another distinguishing feature of the Bixi bike system was that it was Radio Frequency Identification (RFID) enabled. The entire program was modeled to be self sustaining primarily through user fees and membership and through some support from corporate sponsorship - very different from the advertising revenues-based models adopted by many of the existing public bike systems around the world. Most analysts appreciated the design and operating model of Bixi and said that it was very innovative. They said that if Bixi became a success, it would one of the first self sustaining public bike systems in the world. They pointed out some limitations of the system as well. While the system looked better prepared to face the biggest challenge of such biking systems - theft and vandalism - whether it would actually be able to control such abuses was yet to be ascertained. After a successful test launch in September 2008, Stationnement de Montréal was preparing for the full-fledged launch of the system in May 2009. With the Bixi system drawing a lot of attention from the transport departments of other cities that wanted to set up similar systems Stationnement de Montréal was actively considering commercializing the

project by offering it, in whole or in part, to other cities.

Issues

Study the Bixi public bike sharing system and understand why it is considered a major innovation.

Understand the importance of design (product design/ system/ processes) in meeting the operational objectives.

Study the operating model of the Bixi system.

Analyze whether the Bixi system is sustainable.

Analyze the advantages and disadvantages faced by public sector/governmental organizations in fostering innovation.

Examine the challenges in implementing the Bixi system and explore strategies that the Bixi team can adopt in the future.

Reference Numbers

<i>ICMR</i>	<i>OPER 077</i>
<i>ECCH</i>	609-023-1
<i>Organization(s)</i>	<i>Stationnement de Montréal</i>
<i>Countries</i>	<i>Canada</i>
<i>Industry</i>	<i>Public Sector / Travel and Tourism</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	19 Pages
<i>TN Length</i>	4 Pages

Tesla Roadster: The Car of the Future?

Abstract

The case discusses the efforts of Tesla Motors Inc. (Tesla) in developing and marketing the Tesla Roadster, an electric car powered by Lithium-ion batteries. It describes how the company was set up by Martin Eberhard and Elon Musk, their subsequent efforts to secure funding for the project, and the design and development process for the car. The case also discusses some of the technical challenges and management problems which complicated and delayed the development and production of the car. It also briefly touches on the relative advantages of electric cars, and describes some of the challenges faced by Tesla, and the future outlook for electric cars.

Issues

Understand the technical challenges faced by a company developing a revolutionary, new product.

Identify the need for proper management control during new product development.

Appreciate the need for innovation in developing and growing new markets and industries.

Reference Numbers

<i>ICMR</i>	<i>OPER 076</i>
<i>ECCH</i>	609-021-1
<i>Organization(s)</i>	<i>Tesla Motors Inc.</i>
<i>Countries</i>	<i>United States of America</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	2009
<i>Case Length</i>	18 Pages
<i>TN Length</i>	4 Pages

Designing Speedo LZR Racer: Speedo's Innovative and Controversial Line of High-end Swimsuits

Abstract

This case discusses in detail the design and development of the Speedo LZR Racer, a new swimsuit from leading manufacturer and distributor of swimsuits Speedo International. Launched on February 12, 2008, the LZR Racer was considered the world's fastest swimsuit with technically advanced features. Approved by international swimming governing body FINA, the suit was endorsed by well known swimming athletes. Made from a lightweight, low drag water repellent fabric, the LZR Racer was the first laser bonded swimsuit with no visible seams. The suit's unique design increased the oxygen intake efficiency of the swimmers and helped them to swim swiftly for a longer period. It compressed the swimmer's body into a streamlined shape and enabled him/her to cut through the water with more agility. The case explains the designing process of the suit. The product was the result of a three-year research and development project carried out by Speedo's Research & Development team Aqualab. While designing and developing the LZR Racer, Speedo harnessed the expertise of several agencies including US space agency NASA, the Australian Institute of Sport (AIS), ANSYS, and international fashion label Comme des Garçons. The new suit was readily accepted by swimmers and swimmers sporting the LZR Racer broke many world records. As of 2008, a total of 108 world records were broken by swimmers wearing the LZR Racer. The case also discusses the criticism faced by Speedo pertaining to the LZR Racer, as some experts felt that the suit provided an unfair advantage to its wearers. When athletes competing in the LZR Racer suits broke world records, several rival companies and national teams protested against the use of this technologically advanced swimsuit. They called it 'technological doping'. The case concludes with a description of the new amendments and requirements for swimwear approval put forth by FINA. These rules are to be followed worldwide by swimwear manufacturers who develop competitive swimwear.

Issues

Understand the issues and challenges in coming out with an innovative product.

Study the LZR Racer development process and understand the importance of design in the new product development process.

Understand the importance of computer modeling and simulation in designing of a product.

Analyze the reasons for the criticism of Speedo and its product the LZR Racer and discuss the ethical issues related to it.

Explore strategies that Speedo could adopt while designing the next technologically advanced swimsuit in keeping with the new FINA guidelines pertaining to design and shape of products.

Reference Numbers

<i>ICMR</i>	<i>OPER 075</i>
<i>ECCH</i>	609-020-1
<i>Organization(s)</i>	<i>Speedo International Limited</i>
<i>Countries</i>	<i>United Kingdom</i>
<i>Industry</i>	<i>Sports and Sporting Goods Equipment</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>20 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

BMW Group Plant Oxford's 'The New Oxford Way' (NOW) Program: From Culture Clash to Performance Culture

Abstract

In 2000, the Germany-based BMW Group (BMW) sold off The Rover Group (Rover Group) that it had acquired in 1994, but it retained its iconic MINI brand. As part of the changes initiated, BMW shifted production from Longbridge to Cowley (in Oxford), the plant which had rolled out the original Mini. BMW wanted to come out with a new MINI. However, the management at the new plant faced challenges in upgrading the site and processes and in preparing for the launch of the new vehicle. It also had to face the huge challenge of integrating the erstwhile Rover and BMW cultures, which differed vastly from each other. Besides, there was a strong feeling of 'us' and 'them' among the employees. The massive layoffs that accompanied the production shift from Longbridge to Cowley complicated matters further. This prompted BMW to launch 'The New Oxford Way' (NOW) program which was aimed at integrating the erstwhile Rover and BMW cultures, improving productivity, and decreasing costs by empowering the workers. As part of the initiative, huge investments were made to refurbish the Oxford plant as it prepared to come out with a

new generation MINI. A key component of the NOW was the Working in Groups (WINGS) project that was aimed at increasing the involvement of the workers by empowering them. The initiative soon started showing results, leading to better employee morale, reduced costs, and increased productivity. In 2002, the production target (100,000 units) was exceeded by 60 percent. BMW was also credited with handling its production strategy well in keeping with the high demand for the MINIs in the subsequent years. In 2004, the Oxford plant rolled out the 500,000th MINI in August 2004, two years ahead of schedule, and in the following year, production for the year crossed the 200,000 mark. The company was credited with transforming the culture of the Oxford plant from a culture marked by confrontation and negativism to that of a performance culture.

Issues

Study the production strategy adopted by the BMW Group pertaining to MINI.

Understand the issues and challenges in job design and team working.

Understand issues and challenges in employee empowerment.

Understand how the culture of the BMW Group Oxford Plant was changed from that of confrontation and negativism to a performance culture.

Analyze 'The New Oxford Way' (NOW) program and the 'Working in Groups' initiative.

Reference Numbers

<i>ICMR</i>	<i>OPER 074</i>
<i>ECCH</i>	609-017-1
<i>Organization(s)</i>	<i>BMW</i>
<i>Countries</i>	<i>Germany</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>3 Pages</i>

BMW Group's MINI Production Triangle

Abstract

This case is about German automobile manufacturer, the BMW Group's "MINI Production Triangle", a production network of its premium small car brand MINI. The BMW Group started production of the MINI at its Oxford plant in the UK in April 2001. In 2006, in order to further increase the existing production capacity of the MINI, the management of the BMW Group integrated its three manufacturing units in the UK and started a production triangle called the "MINI Production Triangle" (MPT).

The three plants which geographically looked like three points of a triangle were the Oxford plant, the Swindon plant, and the Hams Hall

plant. Plant Oxford was responsible for the bodyshell production, paintshop, and final assembly of the MINI. The Hams Hall plant supplied petrol engines while the Swindon plant supplied pressings and sub-assemblies to Plant Oxford.

The case discusses the objectives of the MINI Production Triangle and briefly describes the MINI production process. The production of the MINI involved three steps - Bodyshell Production, Paintshop, and Assembly. Bodyshell production was carried out at Plant Oxford and included manufacturing the body of the MINI. The second step in the MPT was the paintshop where the bodyshell was painted with several coats of color.

During the assembly process, the 2,415 different inner and outer parts of the MINI were mounted on to the painted bodyshell. The engines were delivered from Hams Hall just-in-sequence to the assembly line in Oxford as per the production requirements. The pressings and body components were delivered just-in-time from Swindon directly to the body production facility at the Oxford plant.

The entire production process, right from the delivery of the engine components to the complete assembly of the components, took around seven days. The case also talks about other aspects related to the MINI Production Triangle such as logistics, training and development of associates, efficient resource management, and community involvement in the MINI Production Triangle.

It concludes with a description of the results achieved in terms of sales and production volumes of MINI after the implementation of the MINI Production Triangle.

Issues

Study the MINI production strategy adopted by the BMW Group, with special emphasis on the MINI Production Triangle set up in 2006.

Understand the issues and challenges associated with the MINI production process.

Examine the role of the three production plants in the MINI Production Triangle.

Understand concepts such as Just-in-time and Just-in-sequence, and their importance.

Analyze the significance of integrating manufacturing plants in automobile production to improve productivity and enable customization.

Reference Numbers

<i>ICMR</i>	<i>OPER 073</i>
<i>ECCH</i>	609-016-1
<i>Organization(s)</i>	<i>BMW</i>
<i>Countries</i>	<i>Germany</i>
<i>Industry</i>	<i>Auto and Ancillaries</i>
<i>Pub/Rev Date</i>	<i>2009</i>
<i>Case Length</i>	<i>19 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Australia's Leading Retailer Woolworths' Retail Operations

Abstract

This case is about Woolworths Limited (Woolworths), the leading retailer in Australia. It discusses the transition of Woolworths from a chain of small variety stores to big supermarkets, and details its growth strategies. Woolworths, well known as the 'fresh food people' in Australia, was established in 1924. Its businesses included supermarkets, consumer electronics stores, discount department stores, petroleum and liquor outlets, and hotels. The case discusses the operating divisions of Woolworths that included supermarkets, general merchandise and consumer electronics, and hotels. It also details some of the strategies that Woolworths adopted in the areas of supply chain and pricing, that helped it provide the customers with wide choice, high quality, and reasonable prices. The case also outlines the challenges faced by Woolworths in the Australian retail market.

Issues

Analyze the factors behind the growth of Woolworths.

Understand Woolworths' operations and operational strategies.

Analyze the supply chain practices adopted by Woolworths.

Determine the challenges faced by Woolworths in the competitive Australian retail market.

Reference Numbers

ICMR	OPER 072
ECCH	609-015-1
Organization(s)	Woolworths
Countries	Australia
Industry	Retail
Pub/Rev Date	2009
Case Length	22 Pages
TN Length	3 Pages

Family-Owned Grocery Retailer Nugget Markets' Store Operations and Work Culture

Abstract

This case describes the store operations and work culture at Nugget Markets, Inc. (Nugget), a US-based family-owned grocery retail chain. It also focuses on the employee empowerment initiatives and human resource management practices of the company. Since its inception in 1926, Nugget had created a niche for itself with its focus on providing high quality and specialty products in stores that were famous for their ambience and interiors. Nugget thrived for generations and attracted a

loyal customer following, which enabled it to maintain a niche for itself in a market crowded with aggressive competitors.

Over the years, the company also focused on creating an employee-friendly work culture. After taking over as the president and CEO of the company in 1996, Eric Stille (Eric) built on the strengths of the company and brought about further changes in the operations. Many of these changes attracted the attention of the industry observers.

The company gained recognition for its retail operations and also featured for three consecutive years (2006-2008) on the Fortune Magazine's '100 Best Companies to Work for' in the USA. The case examines the elements of Nugget's store operations and work culture and how these have contributed to its business success and toward making it a great place to work.

The case concludes with the future prospects of Nugget and the issues and challenges faced by Eric as he planned to grow further by expanding across new locations.

Issues

Study the key aspects of the retail operations of Nugget Markets and analyze the reasons for the company's success.

Analyze the factors that contributed to a strong work culture at Nugget.

Understand issues related to work organization such as employee empowerment, team-working, flexible working, control versus commitment, etc., and how these contribute to the success of a firm.

Examine the steps taken by Nugget to ensure employee satisfaction.

Understand the issues and challenges involved in running a family-owned business.

Reference Numbers

ICMR	OPER 071
ECCH	609-014-1
Organization(s)	Nugget Markets, Inc.
Countries	United States of America
Industry	Retail
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	3 Pages

Nokia's Chinese Operations

Abstract

The case discusses the operations of Finland-based telecom major, Nokia, in China. Nokia entered China in the 1990s, and initially supplied network equipment to Chinese manufacturers. Nokia entered into joint ventures with local companies, which helped it understand the local market better. By the end of the 1990s, China emerged as Nokia's second largest market after the USA, but

Motorola continued to be the market leader in China.

By the early 2000s, the Chinese companies were making inroads into the market, and Nokia's sales dropped drastically. The main reasons for the reduction in sales were the limited range of handsets, and absence of clamshell models from Nokia, and limited distribution facilities, due to which the phones did not reach the rural areas where the demand was growing. Nokia was quick to react, and revamped its product, distribution, and promotional strategies.

It introduced several new products specific to the Chinese market, which included models with predictive text input in Chinese, lunar calendar, handsets using a stylus to write Chinese, English dictionary, China specific wallpapers, phones with multiple address books, etc. The changes brought out in the distribution system included decentralizing the distribution operations, increasing the number of regional distributors, hiring third party representatives, opening sales offices all across the country, and direct distribution of products to retail outlets. Several China-specific promotional campaigns were also launched.

Nokia also made several investments in technology in the country. All these efforts had a positive impact on Nokia's fortunes in China and by 2005 it had emerged as the leading handset manufacturer in the country. China also emerged as Nokia's largest market by the end of the year. Nokia's strong run continued in the country, and it sold over 70 million handsets in China in 2007.

By the end of 2008, though Nokia was doing well in the market, it also faced challenges in the form of new competitors like Tianyu and the changes being brought about in the Chinese telecom sector.

Issues

Analyze how Nokia became a market leader in the Chinese mobile handset market.

Study and analyze Nokia's operational strategies in China.

Gain insights into changes that Nokia brought in its strategy to capture the market, particularly with respect to its distribution and product design.

Examine the challenges faced by Nokia in China and explore strategies that the company can adopt.

Reference Numbers

ICMR	OPER 070
ECCH	609-013-1
Organization(s)	Nokia
Countries	Finland / China
Industry	Consumer Electronics
Pub/Rev Date	2009
Case Length	25 Pages
TN Length	5 Pages

Menlo Innovations: A New Approach to Workplace & Project Management

Abstract

This case discusses software design and development company Menlo Innovations' (Menlo) approach towards project management and innovation. Menlo's founder and president, Richard Sheridan (Sheridan) established the company in association with his colleagues based on Thomas Edison's Invention Factory. Sheridan advocated the use of project management during software implementation. Menlo adopted agile project management practices namely extreme programming that helped it simultaneously run several projects successfully. This required employees to work in pairs encouraging knowledge sharing and learning from each other. Similar to Edison's Invention Factory, the culture at Menlo was characterized by an open, flexible, and a collaborative working environment.

The case also discusses Menlo's flexible workplace practices that helped it in curbing attrition and employee retention while its innovative approach to project management encouraged employee engagement and led to innovation.

However, a few analysts opined that it remained to be seen whether Menlo's flexible workplace approach could also be applied in a corporate environment.

Issues

Understand how Sheridan and the other co-founders at Menlo fostered innovation at the company.

Compare and contrast Menlo's approach to project management with the practices of traditional software project management.

Understand the significance of project management in the success of a company.

Understand the rationale behind Sheridan adopting a flexible approach to workplace based on Edison's Invention Factory.

Understand how the implementation of an innovative working environment benefits the company and the employees.

Discuss the challenges faced in implementing such a system in a corporate environment.

Reference Numbers

ICMR	OPER 069
ECCH	608-045-1
Organization(s)	Menlo Innovations
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2008
Case Length	16 Pages
TN Length	4 Pages

Supply Chain Practices of Three European Apparel Companies: Zara, H&M and Benetton

Abstract

The case discusses the supply chain practices of three of the leading apparel retailers in Europe – Zara, Hennes & Mauritz, and Benetton. Zara, one of the pioneers of fast fashion, developed a fully integrated supply chain model. The processes like design, production and distribution were carried in-house and it owned and operated all the stores. H&M, on the other hand, designed and distributed the garments, and owned the stores, while the manufacturing was completely outsourced. Benetton designed and manufactured all the garments, but did not own any stores. The case details the design, production and distribution practices of the three companies.

Issues

Study the supply chain practices of Zara, H&M and Benetton.

Understand the importance of supply chain in the apparel industry.

Analyze the strengths and weaknesses of different types of supply chains, and the linkage between strategy and the choice of supply chain type.

Evaluate how the three companies, through efficient supply chain management, were able to hasten the product delivery process.

Reference Numbers

ICMR	OPER 068
ECCH	608-020-1
Organization(s) Zara / Benetton / Hennes & Mauritz AB	
Countries	Spain / Sweden / Italy
Industry	Textile, Apparel, and Accessories
Pub/Rev Date	2008
Case Length	14 Pages
TN Length	4 Pages

Tesco's 'Steering Wheel' - A Tool for Strategic Value Creation and Business Transformation

Abstract

The case examines Tesco's 'Steering Wheel' which is Tesco's version of the Balanced Scorecard (BSC). The concept of BSC was developed by Dr. Robert Kaplan and Dr. David Norton in the early 1990s. BSC proposed that organizations should be mission-driven rather than finance-driven. BSC proposed to convert strategy into an integrated management system defined across finance,

customer, internal processes, and learning & growth. The case discusses how Tesco developed the 'Steering Wheel' from the BSC and used it as a tool for strategic value creation and business transformation. The 'Steering Wheel' was used to communicate strategic goals and objectives across all the levels of the organization and to measure corporate performance. The 'Steering Wheel' played a crucial role in transforming Tesco of the 1990s - then the third largest retailer in the UK, with not much of international presence - to the Tesco of 2007, which is among the top retailers in the world, and the #1 retailer in the UK with a market share of over 30% and operations in over a dozen countries across the world.

Issues

Understand Tesco's Steering Wheel and its impact in steering Tesco ahead of the competition.

Understand how implementation of Balanced Scorecard techniques can help in improving the performance of an organization.

Appreciate the role of senior management in initiating and implementing business transformation initiatives.

Learn the importance of goals and strategies in guiding any organization.

Reference Numbers

ICMR	OPER 067
ECCH	608-008-1
Organization(s)	Tesco
Countries	United Kingdom
Industry	Retail
Pub/Rev Date	2008
Case Length	21 Pages
TN Length	16 Pages

H&M's Supply Chain Management Practices

Abstract

The case discusses the innovative supply chain management practices of Sweden based apparel retailer - Hennes & Mauritz AB (H&M), which enabled the company to gain advantage over other fashion retailers in the world. H&M designed garments centrally at Stockholm, Sweden. These were then sent to the production offices of the company and then to the manufacturers. H&M did not own any manufacturing facilities and all the production was carried out by more than 700 independent suppliers located in Asia and Europe. In the case of garments that were in demand, H&M used the facilities of the manufacturers in Europe. The garments with longer lead times were made in Asia. The garments manufactured at different locations across the world were sent to a central warehouse located in Hamburg, Germany. In

every country in which it operated, H&M had a distribution center. From Hamburg, the garments were sent to these distribution centers, from where they were distributed locally. The garments were replenished every day depending on the demand. With constant replenishment, H&M maintained novelty in its products, due to which the customers visited the company's store repeatedly. The case explains in detail the design, production, distribution and store management processes at H&M.

Issues

Analyze H&M's supply chain management practices.

Study the design, production, distribution and store management processes of H&M.

Evaluate how H&M, through its efficient supply chain management, was able to bring new designs and trends to the customers in quick time.

Reference Numbers

ICMR	OPER 066
ECCH	608-004-1
Organization(s)	Hennes & Mauritz AB
Countries	Sweden
Industry	Textile, Apparel, and Accessories
Pub/Rev Date	2008
Case Length	18 Pages
TN Length	4 Pages

Benetton's 'Dual Supply Chain' System

Abstract

The case discusses the dual supply chain system practiced by Italy based clothing company Benetton SpA (Benetton). During the 1980s and early 1990s, Benetton was the world leader in the casual apparel market with stores spread across the world. The company was well known for its postponement strategy, wherein the dyeing of the garment was postponed till the colors in vogue for the season were identified.

By the late 1990s, Benetton could not compete with the fast fashion retailers which were launching several collections a year, as against only two collections brought out by Benetton. In order to meet the changing demands of the customers, Benetton revamped its supply chain, and opted for a Dual Supply Chain system.

In this system, production was carried out in Asian and European countries, depending on the time required to market the product. The dual supply chain focused both on pull as well as push based demand. After implementing the new supply chain system, Benetton was able to launch five collections in each season, with some of the collections

incorporating the latest trends. The case explains the postponement strategy of Benetton, the supply chain problems it faced in the late 1990s and the Dual Supply Chain system.

Issues

Analyze the supply chain operations of Benetton.

Understand the postponement strategy of Benetton.

Study the production and distribution process followed by Benetton.

Critically evaluate the 'Dual Supply Chain' of Benetton.

Reference Numbers

ICMR	OPER 065
ECCH	608-003-1
Organization(s)	United Colors of Benetton
Countries	Italy
Industry	Textile, Apparel, and Accessories
Pub/Rev Date	2008
Case Length	19 Pages
TN Length	3 Pages

The Making of Apple's iPod

Abstract

The case discusses in detail about the development process and launch of iPod, a digital music player, by the US based Apple Inc. in October 2001. Although iPod was priced high when it was launched, the demand for iPod kept on increasing as it was seen as a fashion statement especially amongst the youth. iPod emerged as a highly successful product generating about 40% of Apple's total revenues in 2006.

The case also describes few complaints against iPod including poor battery life, low durability, the vulnerability of iPod screen to scratches and some patent infringements etc.

Issues

Understand the product development process of iPod

Evaluate the product features of iPod

Study the deal of Apple with music companies

Examine the reasons for the success of iPod

Critically examine the criticisms against iPod

Analyze the status and future prospects of digital entertainment industry

Reference Numbers

ICMR	OPER 064
ECCH	607-026-1
Organization(s)	Apple Inc.
Countries	United States of America

Industry	Consumer Electronics
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	4 Pages

Dell's Supply Chain Management Practices

Abstract

US-based Dell Inc., one of the leading PC manufacturers in the world, pioneered a unique model of selling PCs directly to the consumers, bypassing the resellers.

The model is popularly known as the Direct Model. The case describes this model in detail and explains how it enabled Dell to manage its supply chain efficiently. In the third quarter of 2006, Dell's major competitor HP had overtaken the company in terms of market share to become the top PC manufacturer in the world.

Industry experts opined that lack of new products, poor customer service, increasing support costs, lack of retail presence and the limitations of the Direct Model were some of the reasons for Dell's poor performance. Dell's Direct Model, which was company's strength, lost its sheen, with the competitors gaining better supply chain efficiencies and opting for a mixed sales model.

The case examines how Dell planned to consolidate its supply chain and manufacturing activities globally and venture into retail business in order to regain its leadership status.

Issues

Study and understand Dell's Direct Model

Critically examine the limitations of Dell's Direct Model

Understand the problems faced by Dell in late 2006 and 2007

Critically evaluate Dell's retail strategy

Reference Numbers

ICMR	OPER 063
ECCH	607-021-1
Organization(s)	Dell
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2007
Case Length	28 Pages
TN Length	4 Pages

"If you pick the right people and give them the opportunity to spread their wings and put compensation as a carrier behind it-you almost don't have to manage them."

— Jack Welch

Quality and Safety Practices at LEGO

Abstract

LEGO bricks are some of the most popular toys in the world. LEGO was known for the emphasis it laid on quality and safety management in making its toys, as its main customers were children. This case discusses the quality and safety management practices followed by LEGO. It describes how the company ensured that the toys it made were of the very best quality. The preventative safety measures taken by the company, as well as its monitoring activities are also discussed.

The case concludes with a discussion of LEGO's decision in 2006 to outsource a part of its production, and questions whether outsourcing will adversely affect LEGO's reputation for quality.

Issues

Examine the quality management practices at a popular toy company

Understand the need for effective quality management and safety practices at the company in light of its main target market

Study the company's future prospects in light of the increasing competition for its primary product

Examine the case for and against outsourcing at a company known for the quality of its products

Reference Numbers

ICMR	OPER 062
ECCH	607-015-1
Organization(s)	LEGO Group
Countries	Denmark
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	3 Pages

The Making of Xbox 360

Abstract

US based Microsoft, a major software developer, entered into the gaming industry by launching Xbox in 2001.

Microsoft was the first American company to manufacture gaming consoles. By entering the market, the company intended to move ahead of companies like Nintendo and Sony, which had a strong presence in the gaming consoles market.

However, Xbox performed below expectations, while Sony's PlayStation 2 gaming console gained significant share in

the market. To compete with Sony successfully, Microsoft planned to launch the next version of Xbox, well ahead of Sony's PlayStation 3.

The new version of Xbox, called Xbox 360, was launched in November 2005. Xbox 360 received rave reviews for its additional features like Media Center, photo archive, music download, and Internet access and for its sleek design.

With the subsequent launch of PlayStation 3 and Nintendo Wii, industry experts felt that Xbox 360 would face major competition in the near future.

Issues

Examine the reasons for the unsuccessful launch of Xbox

Understand the importance of product development strategies in the successful launch of a product

Critically evaluate the features of Xbox 360
Study Xbox 360's convergence features.

Analyze the status and future prospects of the global gaming console industry

Reference Numbers

ICMR	OPER 061
ECCH	607-014-1
Organization(s)	Microsoft
Countries	United States of America
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2007
Case Length	20 Pages
TN Length	4 Pages

Sysco's Supply Chain Management Practices

Abstract

This case is about the supply chain management practices at SYSCO Corporation (SYSCO), the largest foodservice marketing and distribution company in North America. Analysts attributed the company's success in distribution to its innovative supply chain practices, implementation of the latest Information Technology (IT) tools, building strong relationships with vendors, and having an organized management structure.

The case discusses some of the company's key supply chain initiatives like the National Supply Chain Project, the ChefEx Program, etc., and the benefits that accrued to SYSCO through these initiatives.

Issues

Understand the role of supply chain management (SCM) in the foodservice distribution business in North America

Analyze the supply chain management initiatives adopted by SYSCO Corporation

Evaluate the importance of redistribution, using new technologies like RFID, and other Information Technology applications to improve the efficiency of the supply chain

Reference Numbers

ICMR	OPER 060
ECCH	606-051-1
Organization(s)	Sysco
Countries	United States of America
Industry	FMCG
Pub/Rev Date	2006
Case Length	19 Pages
TN Length	3 Pages

Infosys' Global Delivery Model

Abstract

The case examines the global delivery model (GDM) of the leading India based software company - Infosys Technologies.

Infosys used GDM as a strategic outsourcing tool; using it, the company could take the work to the place where it could be best performed at lowest cost with minimum risk. By using GDM, Infosys delivered the highest process and quality standards, while leveraging differences in cost, quality, and skill sets of manpower in different global locations.

The case presents in-depth information on the operational aspects of GDM and its benefits to Infosys. It also discusses the challenges faced by the company from foreign and Indian software companies like Accenture, IBM Global Services, EDS, TCS, and Wipro who had already adopted or were in the process of adopting a similar model like Infosys' GDM.

Issues

Study and analyze the operational aspects of the Global Delivery Model of Infosys

Analyze how GDM emerged as a source of competitive advantage to Infosys

Understand the factors that contributed to the success of GDM

Examine the challenges faced by Infosys from foreign and Indian software companies

Reference Numbers

ICMR	OPER 059
ECCH	606-050-1
Organization(s)	Infosys
Countries	India / Worldwide
Industry	Information Technology and Related Services
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	15 Pages

The AXA Way: Improving Quality of Services

Abstract

The case discusses the implementation of process improvement technique called 'The AXA Way' in AXA, a France based insurance and wealth management company. In a span of two decades, AXA went in for several mergers and acquisitions and gained global presence. In order to improve the quality of its services, the company launched 'AXA Way,' which involved the application of DMAIC principles. The AXA Way was a continuous improvement program that focused on improving the existing processes and making them more customer-oriented. The case also describes the benefits reaped by AXA after implementing the program including cost reduction and customer retention.

Issues

Study the importance of 'Six Sigma' quality in the service industry; Examine the systems employed by AXA to improve the quality of its services; Understand benefits of process improvement and making services customer-oriented; Appreciate the benefits reaped by AXA by adopting 'The AXA Way' program.

Reference Numbers

ICMR	OPER 058
ECCH	
Organization(s)	AXA
Countries	France
Industry	Financial Service
Pub/Rev Date	2006
Case Length	15 Pages
TN Length	N/A

Supply Chain Management at GCMMF

Abstract

The case discusses the supply chain practices of Gujarat Co-operative Milk Marketing Federation (GCMMF). GCMMF was owned by a chain of farmers who had formed a network of cooperative societies. Milk was collected from more than 2.4 million farmers in 11,615 villages twice a day, and tested, graded, and transported to the processing centers. GCMMF's products were marketed through 50 sales offices located across India to 4,000 stockists. These stockists supplied the products to more than 500,000 retail outlets. The case examines in length the milk procurement, processing and distribution activities of GCMMF's supply chain.

Issues

Study the unique aspects of GCMMF's supply chain management practices; Understand the procurement, processing and distribution activities of GCMMF's supply chain

Reference Numbers

ICMR	OPER 057
ECCH	
Organization(s)	GCMMF, AMUL
Countries	India
Industry	Dairy Products
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	N/A

The Making of Airbus A380: A Triumph of Science & Engineering

Abstract

In 1999, the European aircraft manufacturer Airbus initiated the A380 project to manufacture the world's first double-decker aircraft with a passenger seating capacity of more than 800. Airbus adopted a decentralized manufacturing process. The centers which manufactured various parts were spread out across Europe and the final assembly was done at Toulouse, France. Materials like composites and GLARE, which reduced the overall weight of the aircraft, were used in the manufacture of the A380. The case details the design and manufacturing process of A380. It also highlights the technical features of the aircraft.

Issues

Study the design and manufacturing process of Airbus 380; Examine the technical features of the aircraft.

Reference Numbers

ICMR	OPER 056
ECCH	
Organization(s)	Airbus, Boeing
Countries	France, Germany, Spain
Industry	Aircraft Manufacturing
Pub/Rev Date	2006
Case Length	13 Pages
TN Length	N/A

Zara's Supply Chain Management Practices

Abstract

This case discusses the unique supply chain management practices of Spanish garments retailer Zara, which enabled it to gain competitive advantage over other fashion retailers in the world. Zara's vertically

integrated supply chain system enabled the company to place the latest designs in any store across the world within a period of two to three weeks. The company produced garments as per the latest trends in a limited quantity. Zara introduced 12,000 designs every year, with new designs appearing in the stores globally, twice a week. The case explains in detail the design, production and distribution processes of Zara's supply chain.

Issues

Analyze Zara's way of managing supply chain; Study the design, production and distribution processes of Zara; Evaluate how Zara was able to maintain exclusivity of its products through efficient supply chain management.

Reference Numbers

ICMR	OPER 055
ECCH	606-021-1
Organization(s)	Zara
Countries	Spain
Industry	Retail
Pub/Rev Date	2006
Case Length	13 Pages
TN Length	N/A

Tesco's Supply Chain Management Practices

Abstract

This case discusses the best practices in supply chain management of UK based retailer - Tesco. Effective supply chain management can be termed as one of the factors that helped Tesco emerge as a market leader in the retailing industry in the UK. Tesco introduced lean management solutions into its supply chain successfully. It adopted path-breaking techniques and systems like point of sales data, primary distribution, continuous replenishment and RFID technology to make its supply chain more efficient.

Issues

Analyze the SCM initiatives adopted by Tesco; Understand the role of SCM in retail industry; Evaluate the importance of using new technologies like RFID in supply chain.

"If you pick the right people and give them the opportunity to spread their wings-and put compensation as a carrier behind it-you almost don't have to manage them."

— Jack Welch

Reference Numbers
 ICMR OPER 054
 ECCH 606-015-1
Organization(s) Tesco
Countries UK
Industry Retail
Pub/Rev Date 2006
Case Length 19 Pages
TN Length N/A

The Making of Boeing's 787 'Dreamliner'

Abstract

In mid-2003, the US based aircraft manufacturer Boeing embarked upon an ambitious project to manufacture a mid-size aircraft called 787 Dreamliner. This was the first commercial aircraft being manufactured using 50 percent of composite materials. The case examines the reasons for Boeing to initiate the 787 project. It details the design and manufacturing process of the aircraft. The case also highlights the technical features of the aircraft and explains why it is superior over the existing aircrafts of Boeing and Airbus.

Issues

Study the design and manufacturing process of Boeing 787 Dreamliner; Examine the technical features of the aircraft.

Reference Numbers
 ICMR OPER 053
 ECCH 606-016-1



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Organization(s) Boeing
Countries US
Industry Aircraft Manufacturing
Pub/Rev Date 2006
Case Length 18 Pages
TN Length N/A

Six Sigma: A Tool to Increase Customer Satisfaction at Bank of America

Abstract

The case examines the initiatives taken by Bank of America, to implement the Six Sigma quality tool in the 2000s to improve customer satisfaction level. The case discusses in brief the concept of Six Sigma, its implementation procedure and its benefits. It also explores the implementation procedure at Bank of America and the benefits derived by the company on account of adopting Six Sigma.

Issues

Concept and importance of Six Sigma; Circumstances leading to the adoption of the Six Sigma initiative at Bank of America; Approach, methodology, process involved in the implementation of Six Sigma in a service-based company; Benefits derived by Bank of America from the Six Sigma initiative and its contribution to the company's sustained superior financial performance and competitive advantage.

Reference Numbers
 ICMR OPER 052
 ECCH 606-002-1
Organization(s)
Countries
Industry
Pub/Rev Date 2005
Case Length 13 Pages
TN Length N/A

Mass Customization at BMW

Abstract

For years BMW had a reputation for cars that combined great styling with exceptional performance. However, since the 1990s, the company has also gained recognition for its customization program, which allowed buyers to design their own cars from a set of available options. The cars were then delivered within 12 days of the order being placed. Industry analysts have termed this process 'mass customization', implying that it combined the features and advantages of both mass production and customization.

This case discusses the process and elements of mass customization at BMW. It traces the process from the time an order is placed till the final delivery of the cars. It talks about the supply chain and logistics practices that BMW followed. It also discusses the benefits of mass customization to the company and customers, and the challenges in the implementing the process. The case concludes with a note on the future of mass customization.

Issues

Understand the concept of mass customization and how it differs from mass production and customization; Competitive advantages accruing to a major car maker employing mass customization; The role of suppliers in implementing manufacturing changes and lowering inventory.

Reference Numbers
 ICMR OPER 051
 ECCH 305-612-1
Organization(s) BMW Group
Countries Germany
Industry Automobile
Pub/Rev Date 2005
Case Length 12 Pages
TN Length 4 Pages

Six Sigma at Motorola

Abstract

Motorola is the pioneer in introducing the 'Six Sigma' quality program. The company has won the Malcolm Baldrige National Quality Award twice in 1988 and 2002. The case discusses the circumstances that led to the evolution of Six Sigma in Motorola. It explains in detail how Six Sigma was implemented at Motorola and the results achieved by the company after its implementation. The case also throws light on the recent developments in the Six Sigma concept including Motorola's 'New Generation Six Sigma' program and explains how the company intends to use it for bottomline improvement and better business performance.

Issues

The circumstances behind the evolution of Six Sigma program at Motorola.

Reference Numbers
 ICMR OPER 050
 ECCH
Organization(s)
Countries US
Industry Telcom
Pub/Rev Date 2005
Case Length 12 Pages
TN Length N/A

SCM and ERP Implementation at Nike: From Failure to Success

Abstract

The case gives a detailed account of the failure of Supply and Demand Planning software implementation at Nike, a leading Footwear and Apparel company. The case traces the history of supply chain and ERP software implementation at Nike and presents the rationale behind their implementation. It details the circumstances that led to the SCM software implementation failure and also examines the steps taken by Nike to fix the problem. Finally, the case explores how Nike was able to use the learning from the failure to its advantage and emerge successful with the SAP implementation, a part of the Nike Supply Chain Project.

Issues

Study and analyze the problems faced in supply chain management (SCM) and ERP software implementation.

Reference Numbers

ICMR OPER 049
 ECCH
 Organization(s)
 Countries US
 Industry Footwear & Apparels
 Pub/Rev Date 2005
 Case Length 16 Pages
 TN Length 6 Pages

Dell.Com's IT Architecture

Abstract

The case study discusses the hardware and software infrastructure of Dell's website. It also shows how the website benefited Dell's customers and suppliers and brought considerable cost savings for the company.

Issues

e-commerce-enabled websites and their role in electronic SCM.

Reference Numbers

ICMR OPER 048
 ECCH 902-009-1
 Organization(s) Dell

"Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."
 – Paul Hawken

Countries USA
 Industry Computers and Information Technology
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 4 Pages

Global Supply Chain Management: Best Practices at Li & Fung Limited

Abstract

The case discusses the global supply chain management practices of Hong Kong based Li & Fung Limited, a global consumer goods export trading giant. It examines how Li & Fung has positioned itself as a global supply chain manager, describing its supply chain management strategy including the dispersed manufacturing technique and its global supplier network. The case also describes how Li & Fung is using the Internet as a tool to make supply chains more transparent.

Issues

Study the importance of efficient supply chain management for a global company.

Reference Numbers

ICMR OPER 047
 ECCH 604-069-1
 Organization(s) Li and Fung
 Countries Hong Kong, US, Europe
 Industry Trading, FMCG
 Pub/Rev Date 2005
 Case Length 15 Pages
 TN Length N/A

Project Scorpio: The Making of India's First Indigenous Sports Utility Vehicle

Abstract

The case discusses the making of Mahindra and Mahindra (M&M's) sports utility vehicle Scorpio, which was launched in June 2002. Scorpio had been in the making for five years and M&M collaborated with first tier suppliers from around the world for its components. The manufacturing system was based on Integrated Design and Manufacturing (IDAM), which allowed the company to make vehicles flexibly, according to customers' preferences, through quick product development. M&M also used a lean young team of 120, the average age being 27. Scorpio became an instant success when it was launched, not only helping M&M regain its slipping market share, but also to shake off its image as a maker of sturdy but aesthetically unappealing vehicles.

Issues

Cross-functional teams, manufacturer-supplier relationship, automobile industry, the making of Scorpio.

Reference Numbers

ICMR OPER 046
 ECCH 605-005-1
 Organization(s) Scorpio
 Countries India
 Industry Automobile
 Pub/Rev Date 2005
 Case Length 8 Pages
 TN Length 4 Pages

Supply Chain Management in L&T(ECC Division)

Abstract

The case highlights the main operational functions of L&T's construction division - ECC. It discusses in detail the supply chain management strategies adopted by ECC in order to streamline its supplier network and improve the efficiency of its supply chain. It also identifies the importance of information technology in ECC's supply chain. A lot of importance has been given to the functioning of ECC's enterprise information portal (EIP) and its web-based supply chain management solution. The case also tries to bring out the fact that implementation of Information Technology in the supply chain of ECC has helped it make its operations lean and agile.

Issues

Vendor Management, Inventory Management, Supply Chain Integration, Supply Chain Collaboration.

Reference Numbers

ICMR OPER 045
 ECCH 605-006-1
 Organization(s) L&T
 Countries India
 Industry Construction
 Pub/Rev Date 2005
 Case Length 8 Pages
 TN Length 4 Pages

The Making of Boeing 777

Abstract

The case explains in detail the designing and manufacturing process of Boeing 777. The Boeing 777 was designed and developed in close collaboration and involvement of Boeing's customers, fellow aircraft manufacturers, airline users, engineers, finance experts, technicians and computer

experts. Various computer based technologies like CAD, CAM and CATIA were used in designing the 777. The 777 has a distinction of the first paperless designed aircraft in the aeronautical history. The case highlights the benefits of the approach followed by Boeing in designing and manufacturing of the 777 and illustrates how this model was technically superior as compared to other competing models during the time of its launch.

Issues

To get insights into the design and manufacturing processes of Boeing 777.

Reference Numbers

ICMR OPER 044
 ECCH 605-004-1
 Organization(s) Boeing
 Countries US
 Industry Aircraft Manufacturing
 Pub/Rev Date 2005
 Case Length 16 Pages
 TN Length N/A

Taiichi Ohno and the Toyota Production System

Abstract

Toyota's production system has been one of the most studied systems in the field of production and operations management. The core elements of the system, like JIT, Kaizen and Kanban were emulated by several other organizations around the world, sometimes successfully and sometimes not. Taiichi Ohno was the architect of the TPS and was generally acknowledged as the father of 'lean manufacturing', which was the western adaptation of the TPS.

The case discusses the various elements of TPS and the role played by Ohno in the design and implementation of the system. Concepts like JIT, Kaizen, Kanban, and Jidoka are discussed in detail. The case also studies the benefits Toyota obtained from the TPS, as well as the main challenges in implementing the system. It concludes with a study of the applications of the TPS in other companies and the role that it is likely to play in the future of manufacturing.

Issues

Application of tools like JIT, Kanban, Kaizen, and Jidoka and their role in production management, Importance of human element in the design and operation of production systems.

Reference Numbers

ICMR OPER 043
 ECCH 604-070-1

Organization(s) Toyota
 Countries Japan
 Industry Automobile
 Pub/Rev Date 2004
 Case Length 18 Pages
 TN Length 4 Pages

Volvo's Product Development Practices: Focus on Safety

Abstract

The case describes the product development practices of Swedish automobile manufacturer - Volvo Car Corporation. It elaborates on Volvo's production system and explains how the system was oriented towards manufacturing the safest cars in the world. At Volvo Safety Center, one of the most advanced safety engineering facilities, vehicles and their components were subjected to safety tests including computer simulation, component testing and crash testing. The case also discusses the various safety features incorporated in the Volvo Safety Concept Car and provides an overview of other advanced safety features which Volvo plans to introduce in the future.

Issues

Automobile safety, safety engineering.

Reference Numbers

ICMR OPER 042
 ECCH 604-064-1
 Organization(s) Volvo Car Corporation
 Countries Sweden
 Industry Automobile
 Pub/Rev Date 2004
 Case Length 18 Pages
 TN Length N/A

Consumer Driven Six Sigma at Ford

Abstract

The case discusses in detail the implementation of Six Sigma in the US-based Ford Motor Company. It discusses how Ford went about implementing the DMAIC (Define, Measure, Analyze, Improve and Control) cycle, an integral part of a Six Sigma initiative. The case discusses how Ford imparted various levels of Six Sigma training including Green Belts, Black Belts, Master Black Belts and Project Champions. The case finally discusses the problems faced and the benefits reaped by Ford while implementing Six Sigma.

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Issues

Tools in DMAIC Cycle, Six Sigma Training.

Reference Numbers

ICMR OPER 041
 ECCH 604-051-1
 Organization(s) Ford
 Countries US
 Industry Automobile
 Pub/Rev Date 2004
 Case Length 11 Pages
 TN Length N/A

The Ford Production System

Abstract

Ford has pioneered several innovative automobile manufacturing techniques since its inception. In the mid 1990s, Ford restructured its manufacturing operations in its efforts to induce more flexibility and enhance the efficiency of its automobile production systems. The restructuring effort was known as Ford Production System (FPS). The case discusses the keys elements of FPS and how it was implemented by Ford. The case also discusses how Ford implemented the principles of lean manufacturing through FPS at its manufacturing operations. Finally, the case discusses the benefits reaped by the company after the implementation of FPS.

Issues

Lean Manufacturing, advanced manufacturing practices, just- in-time production.

Reference Numbers

ICMR OPER 040
 ECCH 604-052-1
 Organization(s) Ford
 Countries US
 Industry Automobile
 Pub/Rev Date 2004
 Case Length 14 Pages
 TN Length N/A

The Need for Accurate Forecasting

Abstract

The case focuses on the importance of forecasting and the role of forecasting in the planning and control functions of an organization. Though forecasting cannot predict future demand with absolute accuracy, it can provide vital information for strategic,

tactical and operational planning. The case examines the need for good forecasting and throws light on the process of forecasting.

Issues

The role of forecasting in strategic, tactical and operational planning.

Reference Numbers

ICMR	OPER 039
ECCH	604-002-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Improving Operational Efficiency in a Bank

Abstract

The case discusses the need for improving the operational efficiency of a bank to deliver better customer service. It examines the advantages and disadvantages of automating a bank's services. It studies the ways of reducing waiting time for customers through change in production and operations standards. It throws light on the various work methods and behavioral dimensions of job design. The case also discusses the role of technology in improving the operational efficiency of a bank.

Issues

The role of technology in providing faster and better customer service.

Reference Numbers

ICMR	OPER 038
ECCH	604-004-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Employee Satisfaction Survey

Abstract

The case focuses on the need to measure employee productivity and employee satisfaction at the workplace. It examines the reasons for the automation of production processes and also evaluates the performance of people after automation. The

case also studies the reasons for drop in productivity after automation and the ways in which the efficiency of workers could be increased to maximize the output. It also throws light on the behavioral dimensions of job design and the ways in which employees' psychological needs can be met.

Issues

The need for motivating the employees of an organization.

Reference Numbers

ICMR	OPER 037
ECCH	604-005-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Dilemma of a Manufacturer: Standardized v/s Customized Products

Abstract

The case discusses the dilemma a furniture manufacturer faces in striking a balance between the production of customized and standardized products. It also examines the various factors that affect the plant layout in such a condition. It also throws light on the various policy decisions that need to be considered when finalizing the design of the plant layout.

Issues

Difference in plant layouts for standardized and customized products.

Reference Numbers

ICMR	OPER 036
ECCH	604-007-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Demand Estimation for a Call Center

Abstract

The case examines the wide variation in the demand for call centers. It discusses the importance of demand forecasting for call centers. The case also takes a look at

difficulties involved in estimating the demand for call centers. It also discusses the various strategies that can be adopted to overcome uneven demand conditions.

Issues

The importance of and difficulties in demand forecasting for call centers.

Reference Numbers

ICMR	OPER 035
ECCH	604-003-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Operations at Whirlpool

Abstract

This case discusses the operations management processes adopted by Whirlpool. The case begins with a detailed description of the history of Whirlpool. It describes how Whirlpool grew from being a small firm manufacturing wringer washers in 1911, to becoming one of the most well-established brands in the world appliance market by the early-2000s. The case explains the various initiatives on operations management taken up by Whirlpool. It also explains the reasons behind the company changing its manufacturing strategy from a 'push' system to a 'pull' system and further to a 'hybrid push/pull' system.



Supply Chain Management
Paperback; 325 Pages

Issues

Supply Chain Management in a global company.

Reference Numbers

ICMR OPER 034
 ECCH 604-023-1
 Organization(s) Whirlpool Corporation
 Countries USA
 Industry Consumer Appliances
 Pub/Rev Date 2004
 Case Length 13 Pages
 TN Length 4 Pages

Carrefour: Managing the Global Supply Chain

Abstract

France based Carrefour (the second largest retailer in the world) is believed to be the most global retailer with its operations spread out all over the world. Managing a global supply chain is a very difficult and complex task. The case examines the supply chain management practices of Carrefour and describes how it managed its supply chain including procurement, logistics and warehouse management, globally. It explains how the company customized its supply chain operations according to the countries in which it operated. The case also discusses the use of IT by Carrefour to enhance its supply chain efficiency.

Issues

Global supply chain management practices of a leading retailing company.

Reference Numbers

ICMR OPER 033
 ECCH 604-022-1
 Organization(s) Carrefour
 Countries France
 Industry Retailing
 Pub/Rev Date 2004
 Case Length 12 Pages
 TN Length N/A

Yellow Transportation Inc.

Abstract

Yellow was set up in the 1920s to provide bus and taxi services in Oklahoma. Very soon, the company realized that freight shipping was a more lucrative business and divested its taxi business to operate full-time in transporting freight. After the trucking industry

was deregulated by the US Congress in 1980, the company found itself unequipped to deal with the increased competition and a dynamic industrial environment. It also had a narrow view of what its business was, and did not give due importance to the broader area of service. Consequently, its performance began to decline.

Issues

The problems faced by a mature transportation company.

Reference Numbers

ICMR OPER 032
 ECCH 604-017-1
 Organization(s) Yellow Corp
 Countries USA
 Industry Logistics
 Pub/Rev Date 2004
 Case Length 11 Pages
 TN Length 4 Pages

PepsiCo's Distribution and Logistics Operations

Abstract

The case discusses in detail the distribution and logistics operations of the US-based PepsiCo, one of the world's leading beverages and snack foods companies. The case details the distribution system of the company clearly explaining the significance of various distribution channels used including supermarkets/retail stores, fountain/restaurant, convenience stores, vending machines and others for distributing beverages and snack foods. The case also describes the logistics operations of PepsiCo's bottler (Pepsi Americas) and elaborates on how by employing the latest wireless technology

solutions it enhanced the efficiency of its distribution and logistics operations significantly.

Issues

Distribution operations of a leading beverages and snack food company.

Reference Numbers

ICMR OPER 031
 ECCH 604-018-1
 Organization(s) PepsiCo
 Countries USA
 Industry Food & Beverages
 Pub/Rev Date 2004
 Case Length 11 Pages
 TN Length N/A

Inventory Problems at Nike

Abstract

This case deals with the problems experienced by Nike, the leading manufacturer of shoes and other sports equipment in the world, in implementing a new software application to streamline its supply chain and manufacturing processes. Nike sourced its products from manufacturing facilities located in the developing Asian countries like Taiwan and Korea. Consequently, the company had a complicated supply chain system where orders were placed by retailers six months ahead of delivery dates. These orders had to be forwarded to the factories in Asia and the final product had to be shipped back to the retailers.

Issues

Effective supply chain system, especially for a manufacturing company.

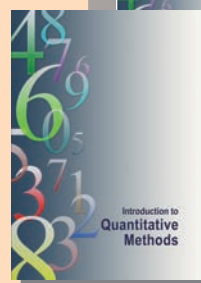
Reference Numbers

ICMR OPER 030
 ECCH 604-020-1
 Organization(s) Nike
 Countries USA
 Industry Sports & Apparel
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length 4 Pages

FedEx: The Leading Global Supply Chain Solutions Provider

Abstract

The case discusses how FedEx Corporation (FedEx) emerged as the leading global provider of supply chain management (SCM) services to corporate customers. The case discusses in detail the SCM services offered



Introduction to Quantitative Methods

Paperback: 395 Pages,
 ISBN No: 81-314-0040-9
 (Workbook also available)

by FedEx and its infrastructure facilities that enabled the company to offer these services. The operations at the Memphis hub of FedEx are described in detail. Finally, the case provides real-life examples of how FedEx solved the supply chain problems of Fujitsu (US) and Cisco Systems by offering a customized SCM solution.

Issues

Operations of a leading global third party supply chain solutions provider.

Reference Numbers

ICMR OPER 029
ECCH 604-019-1
Organization(s) FedEx
Countries USA
Industry Logistics
Pub/Rev Date 2004
Case Length 14 Pages
TN Length N/A

Wal-Mart's Supply Chain Management Practices (B)

Abstract

The US-based Wal-Mart, is believed to be the best supply chain operator of all times. Much of the efficiency achieved by the company in managing its supply chain is because of its proactive use of IT and Internet-enabled technologies. The case discusses in detail the supply chain management practices of Wal-Mart and explains how the company employed IT/Internet to enhance the efficiency of each function of supply chain including procurement, warehouse and logistics management, inventory management and demand forecasting. The case focuses particularly on some of the important technologies used by the company and their benefits including EDI, voice-based tools and applications and the Retail Link system.

Issues

Use of IT/Internet to enhance the efficiency of the supply chain.

Reference Numbers

ICMR OPER 028
ECCH 604-012-1
Organization(s) Wal-Mart
Countries USA
Industry Retail
Pub/Rev Date 2004
Case Length 16 Pages
TN Length N/A

Unilever Restructures its Supply Chain Management Practices

Abstract

The case examines the supply chain management (SCM) restructuring initiative undertaken by Unilever, one of the world's largest food and consumer goods companies. It explains in detail how the company restructured various components of its SCM practices including supply chain organization, procurement, warehousing and distribution. The case also examines how Unilever used the Internet and various information technology tools to improve the efficiency of its supply chain. It concludes with a discussion on the benefits reaped by Unilever due to these measures.

Issues

Importance of an efficient SCM system for improving operational efficiency.

Reference Numbers

ICMR OPER 027
ECCH 604-011-1
Organization(s) Unilever
Countries USA
Industry Retailing
Pub/Rev Date 2004
Case Length 15 Pages
TN Length N/A

Sear's Logistics Management Practices

Abstract

This case examines the logistics management practices of Sears Roebuck & Company, a leading US-based retailer. The case explains how Sears implemented military logistics practices in the mid 1990s. It discusses how Sears used various IT tools and Internet technologies for logistics management. The case also details how Sears used mobile applications for managing logistics. The benefits reaped by Sears due to its efficient and effective logistics management practices and usage of IT is also covered. Finally, the case describes the recent supply chain initiatives of implementing collaborative planning, forecasting and replenishment (CPFR) by Sears.

Issues

Importance of an efficient logistics management system.

Reference Numbers

ICMR OPER 026
ECCH 604-010-1

Organization(s) Sears, Roebuck & Company
Countries USA
Industry Retail
Pub/Rev Date 2004
Case Length 13 Pages
TN Length N/A

Nordstrom's Perpetual Inventory System

Abstract

The case deals with the inventory and merchandise management efforts undertaken by the US-based specialty retailer Nordstrom during the late 1990s and early 21st century. The case analyzes how Nordstrom realized that its poor performance was largely due to it not adopting modern inventory management practices. Thereafter, the features and implementation of the new perpetual inventory management system adopted by the company are explained. The case ends with information on how Nordstrom was reaping the (initial) fruits of its efforts in late-2003. Finally, it provides information on the two general inventory models adopted by firms - the P and Q systems.

Issues

Inventory management in operations management framework.

Reference Numbers

ICMR OPER 025
ECCH 604-013-1
Organization(s) Nordstrom
Countries USA
Industry Pharmaceuticals
Pub/Rev Date 2004
Case Length 13 Pages
TN Length N/A

The Six Sigma 'Plus' Quality Initiative at Honeywell

Abstract

The case examines the implementation of the 'Six Sigma Plus' quality management system at the leading US-based technology and manufacturing company Honeywell International. It gives detailed information regarding the quality management systems followed at AlliedSignal and Honeywell, [Six Sigma and Honeywell Quality Value (HQV, based on the Malcolm Baldrige Quality Model and the European Foundation for Quality Management) respectively] before they merged to form Honeywell International in 1999.

Issues

Evolution and study of a new quality model based on six sigma.

Reference Numbers

<i>ICMR</i>	<i>OPER 024</i>
<i>ECCH</i>	<i>604-014-1</i>
<i>Organization(s)</i> ...	<i>Honeywell International Inc, AlliedSignal</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Aerospace</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Amazon.com's Inventory Management

Abstract

The case provides an overview of Amazon.com's inventory management. Jeffrey Preston Bezos the founder of Amazon.com launched the company when he realized that Internet provided immense scope for online trading. Although the site was originally launched as an online bookstore it eventually offered several other products to keep abreast of the competition. The case takes a look at the different products and features offered on the site. The case also discusses Amazon's value propositions and its criteria for choosing strategic partners. It then elaborates on the strategies adopted by Amazon for managing its inventory.

Issues

Facilities offered and the technologies adopted by online shopping sites.

Reference Numbers

<i>ICMR</i>	<i>OPER 023</i>
<i>ECCH</i>	<i>604-009-1</i>
<i>Organization(s)</i>	<i>Amazon.com</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Online Retailing</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>13 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Operational Restructuring at Harley Davidson

Abstract

The case discusses the operational restructuring initiatives undertaken by leading US-based motorcycle company Harley-Davidson, to improve productivity. The case examines the reasons behind

Harley-Davidson's decision to restructure its supply chain management practices in the mid-1990s. The following strategies are focused upon: supplier relationship management, use of IT in supply management, overhauling the maintenance, repairs and operations (MRO) set-up, and logistics and distribution management. It also describes the benefits reaped by Harley-Davidson on account of these initiatives. Finally, the case addresses the problems that continue to plague Harley-Davidson on the operational front in the early 21st century and comments upon its future prospects.

Issues

Dynamics of the US motorcycle industry.

Reference Numbers

<i>ICMR</i>	<i>OPER 022</i>
<i>ECCH</i>	<i>603-022-1</i>
<i>Organization(s)</i>	<i>Harley Davidson</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Automobile</i>
<i>Pub/Rev Date</i>	<i>2003</i>
<i>Case Length</i>	<i>15 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Implementing the Tata Business Excellence Model in Tata Steel

Abstract

This case explains in detail the Tata Business Excellence Model (TBEM) followed by several Tata Group companies to achieve organization-wide business excellence through continuous improvement of quality in business processes and by focusing on other areas of management including leadership, customer and market focus, strategic planning, business performance, information management, and so on. The case also provides details of how Tata Steel implemented TBEM and, as a result, reaped several benefits.

Issues

Broad-based business excellence models, quality management.

Reference Numbers

<i>ICMR</i>	<i>OPER 021</i>
<i>ECCH</i>	<i>603-005-1</i>
<i>Organization(s)</i>	<i>Tata Steel</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Steel</i>
<i>Pub/Rev Date</i>	<i>2003</i>
<i>Case Length</i>	<i>14 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Wal-Mart's Supply Chain Management Practices (A)

Abstract

The case examines the supply chain management practices at Wal-Mart, the leading retailer in the world. The case explains in detail how Wal-Mart managed various components of the supply chain including procurement, distribution, logistics and inventory management. It covers how the use of innovative IT tools has helped the company in improving the efficiency of supply chain. The case concludes with a discussion on the benefits reaped by Wal-Mart due to its efficient and effective supply chain management system.

Issues

Importance of efficient distribution and logistics management systems.

Reference Numbers

<i>ICMR</i>	<i>OPER 020</i>
<i>ECCH</i>	<i>603-003-1</i>
<i>Organization(s)</i>	<i>Wal-Mart</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Retailing</i>
<i>Pub/Rev Date</i>	<i>2003</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Operational Restructuring: The Philips India Way

Abstract

The case examines the initiatives taken by Indian consumer electronics major Philips India to maintain profitability and market share despite adverse industry and market conditions. It explores the company's efforts to enhance its operational efficiency by restructuring its supply chain and other measures. The case also briefly discusses the concept of supply chain management and the benefits of revamping the SCM practices.

Issues

Attaining value chain efficiencies through SCM.

Reference Numbers

<i>ICMR</i>	<i>OPER 019</i>
<i>ECCH</i>	<i>602-055-1</i>
<i>Organization(s)</i>	<i>Philips India</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Consumer Electronics</i>
<i>Pub/Rev Date</i>	<i>2002</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Ashok Leyland's ISO 14001 Journey

Abstract

The case examines the initiatives taken by leading Indian M&HCV manufacturer Ashok Leyland, to achieve the ISO 14001 certification. The case discusses in detail the need for ISO 9000 and ISO 14000 standards, their components and benefits, and their adoption by organizations. It also explores Ashok Leyland's efforts to transform its manufacturing practices to achieve ISO standards.

Issues

ISO 14001 certification, Environment protection issues.

Reference Numbers

ICMR OPER 018
 ECCH 602-066-1
 Organization(s) Ashok Leyland
 Countries India
 Industry Automobiles
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 5 Pages

General Motors: The CAD/CAM/CAE Journey

Abstract

The case examines the reasons behind GM's implementation of CAD/CAM/CAE tools in the 1990s. It discusses in detail the concept of CAD/CAM/CAE and the benefits associated with the software. The case looks at GM adopted these new age manufacturing technologies and how it benefited from these technologies.

Issues

CAD/CAM/CAE tools and their application in the automobile industry.

Reference Numbers

ICMR OPER 017
 ECCH 602-065-1
 Organization(s) General Motors
 Countries India
 Industry Automobiles Manufacturing
 Pub/Rev Date 2002
 Case Length 13 Pages
 TN Length 4 Pages

Titan: The Outsourcing Journey

Abstract

The case examines the initiatives taken by Titan, India's largest watch manufacturer to opt for outsourcing its manufacturing activities

in the late 1990s. The case discusses the concept of outsourcing and the benefits and perils associated with outsourcing. It also explores the results of the outsourcing initiatives at Titan and briefly comments on the company's future prospects as well.

Issues

Reasons for the growing popularity of outsourcing manufacturing activities.

Reference Numbers

ICMR OPER 016
 ECCH 602-050-1
 Organization(s) Titan Industries Ltd.
 Countries India
 Industry Manufacturing
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 5 Pages

Six Sigma at GE

Abstract

The case examines the initiatives taken by GE, one of the world's largest diversified companies to implement the Six Sigma quality tool in the 1990s. The case discusses in detail the concept of Six Sigma, its implementation procedure and its benefits. It also explores the implementation procedure at GE and the benefits reaped by the company on account of adopting Six Sigma.

Issues

Six sigma.

Reference Numbers

ICMR OPER 015
 ECCH 602-064-1
 Organization(s) GE
 Countries USA
 Industry Various
 Pub/Rev Date 2002
 Case Length 12 Pages
 TN Length 5 Pages

Lean Manufacturing Initiatives at Boeing

Abstract

The case examines the problems faced by leading aircraft manufacturer Boeing on the production front due to which it was even forced to close down its manufacturing plants for one month. The case details the reasons for the failure of lean manufacturing initiatives implemented by Boeing in the early 1990s and the steps it took to overcome these

problems. The case also provides information about the lean manufacturing concept, its history and benefits and highlights the differences between lean manufacturing and traditional manufacturing.

Issues

Lean manufacturing.

Reference Numbers

ICMR OPER 014
 ECCH 602-052-1
 Organization(s) Boeing
 Countries USA
 Industry Aerospace
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 5 Pages

Ellora Time's Manufacturing Woes

Abstract

The case examines the reasons behind Ellora Time Pvt. Ltd. The leading Indian clocks and calculators manufacturer's decision to shift its production base from India to China. The case explores in detail the differences in the regulatory setup in India and China that has made manufacturing in China much more lucrative and profitable. The case also briefly mentions the reasons for China's popularity as a manufacturing destination for companies all over the world.

Issues

Differences between business environments of India and China, Plant location issues.



Reference Numbers

ICMR OPER 013
 ECCH 602-054-1
 Organization(s) Ellora Time Pvt. Ltd.
 (Ellora)

Countries India
 Industry
 Pub/Rev Date 2002
 Case Length 10 Pages
 TN Length 4 Pages

Xerox: The Benchmarking Story**Abstract**

The case examines the benchmarking initiatives taken by Xerox, one of the world's leading copier companies, as a part of its 'Leadership Through Quality' program during the early 1980s. The case discusses in detail the benchmarking concept and its implementation in various processes at Xerox. It also explores the positive impact of benchmarking practices on Xerox.

Issues

Concept and importance of benchmarking.

Reference Numbers

ICMR OPER 012
 ECCH 602-051-1
 Organization(s) Xerox
 Countries USA
 Industry Office Automation
 Pub/Rev Date 2002
 Case Length 13 Pages
 TN Length 5 Pages

TISCO: The World's Most Cost Effective Steel Plant**Abstract**

The case talks about the operational changes at TISCO that enabled the company to become the lowest cost producer of steel in the world. TISCO initiated a five-phase modernization program in the early 1980s, to overcome problems in the steel-making process. The program's primary objectives were to enhance the operational processes and reduce costs. The operational aspect were addressed in the Phase III of the program with the help of consultants McKinsey and Booz Allen-Hamilton. McKinsey designed a program called Total Operational Performance (TOP). TOP's main objective was to impact the bottomline with minimum expenditure and minimum time. TOP enabled TISCO to improve its performance.

Issues

Factors that enabled TISCO to become the world's lowest cost steel producer.

Reference Numbers

ICMR OPER 011
 ECCH 602-062-1
 Organization(s) TISCO
 Countries India
 Industry Steel
 Pub/Rev Date 2002
 Case Length 12 Pages
 TN Length 4 Pages

Sundaram Clayton: Winning the Deming Prize**Abstract**

The case examines the quality initiatives taken up by leading Indian air-brakes manufacturer, Sundaram Clayton to win the world's highest award for quality, the Deming Prize. The company's TQM experience and its preparation for winning the award are explored in detail. The case also provides information about the Deming Prize, its history, its importance and the parameters it is awarded on.

Issues

Benefits from TQM initiatives, winning the Deming Prize.

Reference Numbers

ICMR OPER 010
 ECCH 602-053-1
 Organization(s) Sundaram Clayton
 Countries India
 Industry Automobile components
 Pub/Rev Date 2002
 Case Length 11 Pages
 TN Length 5 Pages

Gujarat Ambuja: Redefining Operational Efficiency**Abstract**

The case examines the initiatives taken by the Indian cement major Gujarat Ambuja Cements Ltd. (GACL) to maintain profitability and market share despite adverse industry and market conditions. The company's efforts to improve its operational efficiency through productivity enhancement, quality control, pollution control and cost-cutting measures are explored in detail. The case also discusses the future prospects of the company

in light of the fact that the company might not be able to continue to reap the benefits of the above measures.

Issues

Innovation and operational efficiency improvements in the cement industry.

Reference Numbers

ICMR OPER 009
 ECCH 602-056-1
 Organization(s) Gujrat Ambuja
 Cements (GACL)
 Countries India
 Industry Cement
 Pub/Rev Date 2002
 Case Length 13 Pages
 TN Length 4 Pages

Mahindra & Mahindra: Implementing BPR**Abstract**

The case examines the reasons behind automobile major Mahindra & Mahindra's decision to implement a Business Process Reengineering (BPR) program. The case explores in detail the implementation procedure at the company and the benefits that accrued from the BPR program. In addition, the case discusses the concept of BPR, its benefits, and the steps that need to be taken to ensure the success of such initiatives.

Issues

Benefits that a BPR program can offer when it is effectively implemented.

Reference Numbers

ICMR OPER 008
 ECCH 602-063-1
 Organization(s) Mahindra & Mahindra
 Countries India
 Industry Automobiles
 Pub/Rev Date 2002
 Case Length 12 Pages
 TN Length 4 Pages

"Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes it should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm."

– Peter F. Drucker

Toyota's Kaizen Experience

Abstract

The case looks at how Kaizen was adopted by Toyota Motor Corporation to improve productivity and efficiency in its production systems. The case examines in detail the labor crisis faced by Toyota in the early 1990s and how the company used Kaizen to modify its assembly line and wage systems in order to make them human friendly. The case also details the concept of Kaizen and the pre-requisites for its successful implementation in an organization.

Issues

Concept of Kaizen and pre-requisites for its implementation in an organization.

Reference Numbers

ICMR	OPER 007
ECCH	602-060-1
Organization(s)	Toyota
Countries	Japan
Industry	Automobiles
Pub/Rev Date	2002
Case Length	12 Pages
TN Length	5 Pages

Toyota's JIT Revolution

Abstract

The case focuses on the Just-in-Time manufacturing system pioneered by Toyota. The case discusses in detail the 'Kanban' concept, which was one of the principles on



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which Toyota's JIT was based. The Kanban philosophy is compared with the western manufacturing philosophy, and the JIT system is compared with non-JIT systems. The case also touches on the disadvantages of JIT and the future of JIT.

Issues

The role of JIT in helping an organization compete successfully in global markets.

Reference Numbers

ICMR	OPER 006
ECCH	602-061-1
Organization(s)	Toyota
Countries	Japan
Industry	Automobiles
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	4 Pages

Domino's India Logistics Management

Abstract

The case gives an overview of Domino's revamped supply chain operations in India. It discusses the various benefits of the new logistics model and the reasons for the revamp. The benefit of low costs achieved through the new model was passed on to the customers in the form of lower prices. The case also compares Domino's new supply chain model with McDonald's supply chain model.

Issues

The supply chain of a fast food company.

Reference Numbers

ICMR	OPER 005
ECCH	603-004-1
Organization(s)	Domino's
Countries	India
Industry	Food & Beverages
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	4 Pages

Revamping the Supply Chain: The Ashok Leyland Way

Abstract

The case gives an overview of the issues concerning the revival of Ashok Leyland effected through a thorough revamp of the supply chain. It outlines how Ashok Leyland, which was reeling under the weight of recession, staged a comeback by

reengineering its in-bound and out-bound supply chain which resulted in huge cost savings. The case discusses various aspects of supply chain management and emphasizes its importance in the context of cost management with specific reference to Ashok Leyland. The case seeks to understand the components of supply chain and their critical importance and how it can be reengineered to help organizations save costs.

Issues

Revival of Ashok Leyland, revamping of supply chain.

Reference Numbers

ICMR	OPER 004
ECCH	602-024-1
Organization(s)	Ashok Leyland
Countries	India
Industry	Automobiles
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	4 Pages

The Crompton Greaves' Operations Overhaul

Abstract

The case presents the changes introduced by Crompton Greaves, an electrical equipment manufacturer in India, on the operational front at one of its plants in Nashik, Maharashtra. Examining in detail the changes made in operational and human resources practices at the Nashik switchgear factory, it discusses the efficacy of these changes in boosting productivity.

Issues

Crompton Greaves and single piece flow system; Operations overhaul.

Reference Numbers

ICMR	OPER 003
ECCH	602-040-1
Organization(s)	Crompton Greaves
Countries	India
Industry	Electrical Equipment
Pub/Rev Date	2002
Case Length	6 Pages
TN Length	4 Pages

Tata Indica: The Making of a Small Car

Abstract

The case provides an understanding of the issues concerning the supply chain management system at Telco in regard to its

small car, Indica. It outlines how Telco, built the supply chain for the car by leveraging its existing competencies and how it transformed itself from an integrated truck manufacturer to an automobile integrator and from a product centric company to competence- centric company.

The case discusses various components of the supply chain and emphasizes how Telco orchestrated them with the objective of minimizing costs.

Issues

Concept of the supply chain and its practical dimensions.

Reference Numbers

ICMR	OPER 002
ECCH	602-006-1
Organization(s)	Telco
Countries	India
Industry	Automobiles
Pub/Rev Date	2002
Case Length	9 Pages
TN Length	5 Pages

McDonald's Food Chain in India

Abstract

McDonald's is a fast food chain with restaurants all over the world. It serves burgers and other fast food customized to local tastes. It's philosophy has been 'one world, one burger;' which meant that the burger must be consistent in terms of cost and quality. To meet such high standards, it was essential to have an excellent supply chain management system. In India as in other parts of the world, McDonald's had a very well orchestrated supply chain, called the 'Cold Chain.' The case study looks at McDonald's supply chain management system in India and discusses in detail its outsourcing mechanism.

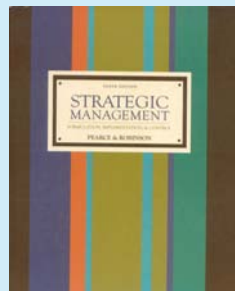
Issues

Benefits reaped by McDonald's because of its supply chain strategies.

Reference Numbers

ICMR	OPER 001
ECCH	602-076-1
Organization(s)	McDonalds
Countries	India
Industry	Food, Beverages
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	5 Pages

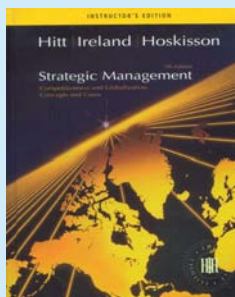
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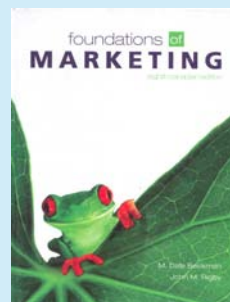
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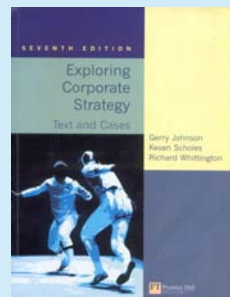
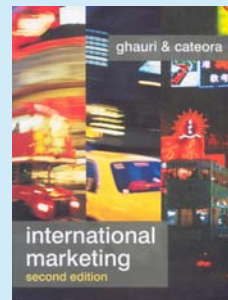


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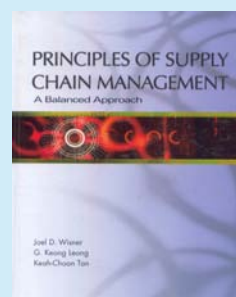


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 Gerry Johnson, Kevan Scholes, Richard Whittington
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 – Joel D. Wisner, G. Keong Leong, Keah-Choon Tan
 Cisco Systems: The Supply Chain Story (ITSY001)

The Burj Dubai Project: A Symbol of Economic Strength or a Monument to Hubris?

Abstract

The case study discusses the construction of the Burj Dubai (later renamed the Burj Khalifa on its inauguration), the world's tallest building, in Dubai. The project, which commenced in September 2004, was conceived by the Dubai government and Emaar Properties PJSC to consolidate the emirate's status as a key business and tourist hub.

The case talks about the design of the tower and mentions its unique features. It also provides some details about the construction process and the various challenges and delays that arose during the project. The case concludes with a mention of the conditions in the real estate market in Dubai at the end of 2009 and its effect on companies like Emaar and projects like the Burj Dubai.

Issues

Evaluate the prospects of the world's tallest building in improving the economic prospects of a region.

Evaluate the economic benefits and costs associated with supertall structures.

Recognize the risks associated with long-term projects.

Reference Numbers

ICMR	PROM 007
ECCH	610-017-1
Organization(s) ..	Emaar Properties PJSC
Countries	Dubai
Industry	Construction and Real Estate
Pub/Rev Date	2010
Case Length	19 Pages
TN Length	3 Pages

Millau Viaduct: Creating an Engineering Marvel

Abstract

The Millau viaduct was constructed to solve a severe traffic bottleneck on the A75 highway in France. The cutting-edge technology used in its design and construction, and the impressive aesthetics of the structure made it an engineering marvel. The case describes the inception and the execution of the project. It discusses the detailed planning that went into the project, and the advanced construction methods adopted by the consortium that took up the project. With careful planning, and by making optimum use of technologies that have become available only recently, the project consortium was able to complete the extremely complex project ahead of schedule.

Issues

Gain insights into the planning for a major project.

Appreciate the importance of planning in order to reduce risks, cost, and delays.

Understand the importance of technology in modern civil engineering projects.

Appreciate the possibilities offered by the Build-Operate-Transfer model in the execution of large and complex infrastructure projects

Reference Numbers

ICMR	PROM 006
ECCH	
Organization(s)	Elfage Group TP
Countries	France
Industry	Engineering, Construction, and Real Estate
Pub/Rev Date	2006
Case Length	22 Pages
TN Length	3 Pages

The Delhi Metro Project: Effective Project Management in the Indian Public Sector

Abstract

The Delhi Metro project gave Delhi a world-class mass rapid transit system. More importantly, it stood out from most other public sector projects in India in that it was completed on schedule and within the budgeted cost. The case describes the organization and planning of the project and highlights the steps taken by the DMRC to ensure the successful completion of the project. It also explains how the DMRC managed the various stakeholders like the central and state governments, the contractors, and the citizens of Delhi, to ensure that the project was implemented smoothly. The case ends with a brief discussion on the future plans of the DMRC.

Issues

Understand the preliminary activities to be taken up before a large infrastructure project can be started

Appreciate the significance of the role of a project manager in project execution

Understand the importance of the right work culture in successful project management

Recognize the importance of managing the various stakeholders in a project

Appreciate the difficulties involved in the execution of large infrastructure projects in developing countries, and how these can be overcome

Reference Numbers

ICMR	PROM 005
ECCH	606-052-1

Organization(s)	Delhi Metro Rail Corporation Ltd.
Countries	India
Industry	Engineering, Construction, and Real Estate
Pub/Rev Date	2006
Case Length	22 Pages
TN Length	3 Pages

The Concorde Project: A Technical and Engineering Triumph but a Commercial Disaster

Abstract

This case narrates the various stages in the project life cycle for an ambitious project taken up by two governments, UK and France, to create a plane that would break down the barriers of distance by traveling at speeds greater than that of sound. The case tells how the project sponsors' (UK and France) dream of creating a supersonic passenger plane materialized and the various problems that resulted in huge cost and schedule over runs. This is a typical example of a project that was technologically successful but was a commercial failure.

Issues

The importance of a project plan and control.

Reference Numbers

ICMR	PROM 004
ECCH	604-006-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages



Project Management
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Scheduling the Project Activities

Abstract

The effectiveness of a project manager can be seen in the way he manages key project variables like time, cost and quality. Caselet 01 discusses a typical project management problem which requires the manager to use various techniques to schedule activities so as to complete the project within the minimum possible time. Caselet 02 explains the process of identifying the project activities while preparing a project schedule.

Issues

The process of scheduling project activities.

Reference Numbers

ICMR	PROM 003
ECCH	604-001-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	5 Pages

Implementing Risk Management Program

Abstract

The element of risk is inherent in every activity of a project. Projects are exposed to various types of risks like technical risks, economic risks, social risks, production risks, financial risks and human risks. This case describes how a company developed and implemented a risk management system to help it deal with the uncertainties in the business environment. The case explains the various stages involved in developing a risk management system: identifying the areas to be monitored by the risk management system; setting priorities for managing risks and developing appropriate risk responses; implementing the risk response; and monitoring the effectiveness of the risk management program.

Issues

The need to develop a risk response strategy.

Reference Numbers

ICMR	PROM 002
ECCH	604-008-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

Need for Project Management

Abstract

Projects are different from processes in many ways. Projects are carried out in an uncertain environment and project managers have to manage many external and internal factors that are ignored while managing a process. Caselet 01 highlights the need to adopt a project management approach to cater to the diverse needs of customers. Caselet 02 focuses on the need to manage the interests of various stakeholders to implement a project successfully. This case also introduces the readers to various project roles and the reporting relationships that exist in a project organization.

Issues

The need for project management and the impact of stakeholders on a project's.

Reference Numbers

ICMR	PROM 001
ECCH	304-008-1
Organization(s)	
Countries	
Industry	
Pub/Rev Date	2004
Case Length	4 Pages
TN Length	4 Pages

A Note on Currency and Index Futures

Abstract

The note provides some of the basic definitions used in futures contracts. It covers in detail the application of futures as a derivative instrument, and how market participants like hedgers, speculators and arbitrageurs use futures. The note also explains the role of the clearing house and settlement procedures in futures contracts, and why the contracts need to be marked to market. The objective of this note is to make the reader understand better, the use of futures as a tool for the purpose of hedging, speculating and arbitraging particularly, in terms of currency and index futures. The note is intended to provide supporting material for case studies/courseware pertaining to currency and index futures.

Issues

Currency and Index Futures.

Reference Numbers

ICMR	MISC 013
ECCH	104-018-6
Organization(s)	
Countries	Global

Industry	Derivatives
Pub/Rev Date	2003
Case Length	18 Pages
TN Length	3 Pages

A Note on Interest Rate Futures

Abstract

The note covers in detail the applications of interest rate futures including T-Bill futures, Eurodollar futures and T-bond futures. It explains how an investor can use these instruments to obtain either a predictable cost of funds or a predictable return on assets. The note also explains how an investor can use T-Bill futures for arbitraging. In addition, the note gives a detailed explanation of the pricing of T-bond futures and explains how one can determine cheapest to deliver bond. The objective of this note is to help the reader understand the concept and applications of interest rate futures better.

Issues

Interest Rate Futures.

Reference Numbers

ICMR	MISC 011
ECCH	104-019-6
Organization(s)	
Countries	Global
Industry	Banking and Financial Services
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	3 Pages



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A Note on Financial Ratios Analysis

Abstract

This technical note explains in detail the analysis of financial statements of a company. It provides insights into two widely used financial tools, ratio analysis and common size statements analysis.

The objective of this note is to help the reader understand how these tools should be used to analyze the financial position of a firm. To demonstrate the process of financial analysis, Hindustan Lever Limited's (HLL's) balance sheet and income statements are analyzed in this note.

Issues

Financial Ratios Analysis.

Reference Numbers

ICMR	MISC 010
ECCH	104-001-6
Organization(s)	
Countries	Global
Industry	Banking and Financial Services
Pub/Rev Date	2003
Case Length	21 Pages
TN Length	3 Pages

A Note on Financial Evaluation of Projects

Abstract

This note provides guidance on the financial evaluation of projects. It explains in detail the various financial appraisal techniques of a project, including non-discounted and discounted cash flow techniques, with suitable explanations, formulae and numerical examples.

The objective of this note is to make the reader understand the concept and applications of various financial appraisal techniques for the financial evaluation of projects.

Issues

Financial Evaluation of Projects.

Reference Numbers

ICMR	MISC 009
ECCH	104-002-6
Organization(s)	
Countries	Global
Industry	Banking and Financial Services
Pub/Rev Date	2003
Case Length	22 Pages
TN Length	3 Pages

GSM Vs CDMA: A Comparative Study

Abstract

The cellular industry is dominated by two technologies - Global System for Mobile Communication (GSM) and Code Division Multiple Access (CDMA). This note gives an overview of the two different technologies. The note starts with the history of GSM and goes on to describe the GSM architecture and the GSM family. It also provides information on the services provided by GSM and the working of GSM. The note also takes a look at the history of CDMA and its commercial development. It then does a comparative study of the two technologies and discusses their advantages and disadvantages.

Issues

Technologies in the mobile telephony industry.

Reference Numbers

ICMR	MISC 008
ECCH	
Organization(s)	
Countries	Global
Industry	Telecom and Broadband
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	3 Pages

A Note on Investment Strategies Involving Options

Abstract

The note discusses some of the basic definitions often used in option contracts. It covers in detail the various investment strategies involving options. The objective of this note is to make the reader understand better the potential of options as an investment tool and how an options strategy can be designed to take advantage of certain market conditions.

Issues

Investment strategies involving options.

Reference Numbers

ICMR	MISC 003
ECCH	103-031-6
Organization(s)	
Countries	Global
Industry	Banking and Financial Services
Pub/Rev Date	2003
Case Length	18 Pages
TN Length	3 Pages



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