



# C A T A L O G U E



## LIST OF CASE STUDIES ON INNOVATION

## ITC's E-Choupal: A Mirage of the Poor?

E-Choupal is a novel initiative of ITC Limited (ITC), an Indian conglomerate, to improve its marketing channel in agriculture. It has its roots in Project Symphony – a pilot project launched in 1999 to organise ITC's agri business. The business model was designed to accommodate farmers, intermediaries in the traditional model and the company through information technology. The main objective of e-Choupal is dissemination and disintermediation of price information. E-Choupal deals with various products – feed ingredients, food grains, edible nuts, processed fruits and marine products. It has extended the basket to horticulture and spices. As of 2007, e-Choupal operates in the Indian states of Madhya Pradesh, Haryana, Uttaranchal, Karnataka, Andhra Pradesh, Uttar Pradesh, Maharashtra, Kerala and Rajasthan. By 2012, ITC has planned to expand the project to 15 states in India reaching 100,000 villages. ITC has launched Choupal Sagar, a multi-purpose retail outlet in the rural areas with plans to open 700 such rural malls by 2012. ITC-IBD has initiated a new store format Choupal Fresh Cash & Carry Stores for retailing fresh fruits and vegetables across major Indian cities. ITC has piloted a project with a three-part combo module to manage the entire value chain. It is harnessing the technology platform for improvement. The biggest test for ITC is the aggressive scaling up of its operations to successfully reach its vision.

### Pedagogical Objectives

- To understand the structure of the e-Choupal network
- To discuss the benefits derived out of the e-Choupal network
- To discuss the future of the e-Choupal in terms of scalability.

Industry	Rural e-Business
Reference No.	INM0108C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

### Keywords

E-Choupal; Corporate Social Responsibility; ITC Limited; Farmers; India; Rural e-Business; Internet Kiosks; Value Chain Intermediaries; Choupal Sagar; Innovation Management Case Studies; Choupal Fresh; Rural Empowerment; Business Model; Supply Chain Management

## Will Harry Potter's Magic Work for Universal Studios Theme Parks?

Universal Parks and Resorts, a division of Universal Studios Inc., one of the leading

American studios declared in May 2007 that it had obtained the rights for developing a theme park based on the extremely successful character of the popular culture Harry Potter in US, UK and all over the world. Walt Disney parks and resorts have also tried to get the rights for Harry Potter theme park but failed to strike a deal with the creator of the Harry Potter character, J.K. Rowling. Universal and Disney have been competing in the entertainment industry for many years, and Walt Disney had been a leader in theme parks. Though a tough competitor to Disney in large theme parks segment; emulating Disney's strategies, Universal was facing decline in the number of attendants to its theme parks since 2004. With the announcement of a Harry Potter theme park planned to be ready by 2009, industry experts anticipated Universal to gain a momentum over Disney. It remains to be seen how Universal would leverage on the successful brand of Harry Potter to beat Disney in the theme park segment.

### Pedagogical Objectives

- To understand the strategies of Walt Disney company
- To analyse how Disney used merchandising and cross-promotion to achieve success in theme parks
- To discuss the competition between Universal and Disney
- To analyse the huge success of the "Harry Potter" phenomenon
- To discuss the challenges lying ahead for Universal that takes on the "Harry Potter" brand further
- To debate the potential strategies to be used by Universal as against Disney's.

Industry	Theme Parks
Reference No.	INM0107B
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

### Keywords

US Theme Parks Industry; Harry Potter; Universal Studios; Disney; Warner Brothers; Theme Parks; Innovation Management Case Study; Entertainment; Marketing; Brand Extensions; Movies and Books; J.K. Rowling; Entertainment; Brand Leverage, Brand Value, Competition

## Innovate for Growth: Immelt's Strategy for GE

Jeffrey Immelt became Chairman and CEO of GE in September 2001. Succeeding Jack Welch was a challenge in itself, but instead of trying to emulate Welch's time tested corporate management philosophies,

Immelt charted his own leadership style and brought about a cultural revolution in GE. Expectations were high and the challenges were many. Immelt had to face several challenges. He had to provide leadership and lend vision to a large, diverse conglomerate like GE in the post 9/11 volatile global business scenario. He also had to shift the company's focus towards innovation and customer centricity in addition to posting continued growth in a sluggish economy. The case study discusses Immelt's innovation and customer centric approach and the impact it would have on the company.

### Pedagogical Objectives

- To discuss the role of innovation in GE
- To discuss the different leadership style and its impact at GE.

Industry	Automobile Industry
Reference No.	INM0106B
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

### Keywords

Leadership style; situational leadership; Innovative strategies; Jack Welch; cultural revolution; organic growth; challenges; share price; six sigma; Innovation Management Case Study; GE Global; work out plan; sluggish economic market; innovation

## Fox Business Network (FBN) – Talking Business to the Common Man?

In 2007, News Corporation owned by the media mogul, Rupert Murdoch launched an exclusive channel, Fox Business Network (FBN). The new channel was different from CNBC which had a strong foothold in the business news market. FBN differentiated itself by offering business news to the common man and kept away from the elite and the serious audience served by CNBC. By choosing a different audience, was FBN bypassing direct confrontation with the market leader? Would serving the mainstream audience help FBN sustain in the long run?

### Pedagogical Objectives

- To analyse the competitive scenario of the business news market in the US
- To analyse the scope of differentiating its market entry and performance by using bypass attack strategies
- To analyse whether the competitive strategies adopted by FBN be successful and payoff in the long-run?

Industry	Broadcasting
Reference No.	INM0105B
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

**Keywords**

Fox Business News; CNBC; Bloomberg; Bypass market entry strategy; innovative programming; NBCU; Business News; Financial News; Common Man; Naked Cow Boy; Innovation Management Case Study; CNN

**BabaJob.com, The Indian Social Networking Start-up: Differentiating with the Bottom of the Pyramid**

BabaJob.com, a Bangalore-based start-up, a unique Internet site that provides employment to the poor through the concept of online social networking. The idea is to help the highly unorganised poor workforce of the economy like maids, helpers, drivers, cooks, etc. The case not only gives the wider view of this but also highlights various issues, restricting the member users to integrate them with the growing popularity of online social networking. It illustrates the process by which an illiterate gets job through the help of a mentor, and in the process the mentor gets rewarded for every jobseekers acceptance of job.

**Pedagogical Objectives**

The case is structured to let the students analyse and understand:

- To understand the dynamics of the social networking market
- To understand the business model of BabaJob.com
- To understand the visibility of trust and risks associated with BabaJob.com
- To understand the importance of appropriate business model in the social networking space.

Industry	Social Networking
Reference No.	INM0104
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

**Keywords**

Social Networking; Dynamics of online business; BabaJob.com; Business and Revenue Model; Corporate Social Responsibility; Organised and Unorganised Employment; Sean Blagsvedt; Innovation Management Case Study; Critical success factors of e-commerce; Strategies of BabaJob.com; Bubble 2.0

**Google vs Baidu.com (A): The Exportability of Google's Business Model**

Google is the most visited search engine with a 62.4% market share and is the most profitable with \$16.5 billion revenues in 2007. The company has seen stupendous success in a short span of time. Its PageRank technology, AdWords and AdSense advertising programmes and product line-up has ensured that it stays ahead of competition. The changes it has made to its business model signify its business depth. Google, after conquering the US market, started offering its services in other countries - through various search interface languages and in a number of local domains. Google's rise and profitability has made other international Internet giants like Yahoo! and Microsoft realise, albeit late, the lucrativeness of search. They are making efforts to grow in this direction. Google's growth has attracted more competitors and complaints. This case, the first in the series Google vs Baidu.com, details the rise and growth of Internet search engines. Providing a brief historical outlook, it focuses on how Google through its innovative technology rose to success very soon. Revenue-earning models of Internet companies are dealt in greater detail, with focus on how Google makes money. The case also details Google's additions to its products and services, for ensuring growth and sustainability. This case helps discuss how Google has grown over the years. What has been the company's strategy? What is its business model and what is so unique about it? Finally, it questions whether this business model is exportable - can Google use the 'one size fits all' approach to its business model?

**Pedagogical Objectives**

The case is structured to let the students analyse and understand:

- Search engines' business and revenue models
- Google's business model and other factors, like its technology, products and services, which have led to its success
- The rationale behind Internet companies targeting overseas markets
- Whether search engines business models and that of Google is exportable?

Industry	Internet Search & Navigation Services
Reference No.	INM0103
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

**Keywords**

Google; Baidu.com; China's Search Engine Market; Business Model; Globalisation and

Localisation; CAGE Frame Work; Alliance Strategies; Acquisitions and Partnerships; Chinese Google; Government Business Environment; Internet Censorship; Online Advertising; Innovation Management Case Study; International Business; Legal Environment and Regulations

**Dell Business Model (B): A Case for Business Model Innovation**

Dell Inc. was the world's second largest PC Company in 2007 in terms of market share. Dell was the market leader in 2004, but it lost its position to Hewlett-Packard following changing competitive dynamics in the PC industry. To regain its leadership position, Dell started selling its PCs through retail chains. This was in sharp contrast to Dell's legendary business model of selling customised PCs directly to customers. Dell had attempted to sell through retail chains previously in the 1990s, but abandoned it due to low profit margins. The case discusses the concept of 'active inertia', which results from an inappropriate response to changing competitive dynamics, and how Dell fell into the trap of 'active inertia'. The case also discusses internal and external challenges facing Dell in its attempt to regain its leadership position in the PC industry.

**Pedagogical Objectives**

- How important is modifying a business model for an organisation's success?
- To study the growing importance of the retail segment compared to the business segment.

Industry	Personal Computers
Reference No.	INM0102A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

**Keywords**

Dell; Computers; Business Model; Michael Dell; PC retailing; Segmenting; Targeting; Positioning; Innovation Management Case Study; Active Inertia; Hewlett-Packard; Compaq; Lenovo; Transformation; Strategic Inflection Point; SIP

**Dell Business Model (A): Strategic Inflection Points in the PC Industry**

Dell Inc. was the second largest PC Company in 2007 in terms of global market share. The success of Dell was largely attributable to its direct selling business model, which was suitable for corporate buyers and bulk purchasers. Dell had an in-built advantage of lower costs due to its highly efficient manufacturing operations



and supply chain management efficiencies. However, with the changing competitive dynamics, Dell was losing its cost leadership in the industry. Dell's cost advantage against its competitors was eroding as competitors were following practices like mass manufacturing and just-in-time inventory management. After Hewlett-Packard became the market leader in 2007, Dell was considering various options to sustain and regain its leading position in the PC industry.

### Pedagogical Objectives

- To understand the concept of business model innovation in the context of an organisation's success
- To understand, how the new competitive dynamics when unaddressed would undermine the success of existing business models.

Industry	Personal Computers
Reference No.	INM0101A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

### Keywords

Dell; Computers; Business Model; Michael Dell; PC retailing; Segmenting; Targeting; Positioning; Innovation Management Case Study; Active Inertia; Hewlett-Packard; Compaq; Lenovo; Transformation; Strategic Inflection Point; SIP

### Mobile Phones: The Advent of a New Advertising Medium

Marketers are constantly looking for innovative ways and channels to send marketing messages. The attention of marketers swung towards mobile phones as an innovative medium for this purpose, due to their mass usage. Mobile phone penetration around the world reached more than 2 billion as of 2008. This led to use of short messaging, mobile search advertising, and video files as advertisement platforms for reaching consumers. Most consumers around the world accept such messages, according to their perceived relevance and offers provided. Mobile phone advertising platforms have evolved, depending upon the features of mobile phones that consumers use. The case analyses how mobile phones can be used better for marketing communication.

### Pedagogical Objectives

- To understand the opportunities for marketing communication through mobile phone as a medium
- To discuss how mobile phone advertisements should be designed considering how consumers react to advertisements through mobile phones.

Industry	Mobile Phone
Reference No.	INM0100C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

### Keywords

Mobile Phones; Advertising; Innovation Management Case Study; Competition; Mobile Search Users; SMS; MMS

### P&G in Mexico: Profiting from Product and Marketing Innovations?

Leading consumer packaged goods manufacturer Procter & Gamble (P&G) has an impressive history of successfully launching a vast array of new products. With developed world markets becoming increasingly saturated, multinational corporations have turned to emerging markets like India, China, and Mexico. Realising the potential of consumers in the emerging markets, major MNCs are penetrating the growing low-income segments. But the dynamics and the consumer behaviour in these markets are quite different from the developed markets. According to many experts, the strategies that hold well in developed markets fail in developing markets. However, P&G, with its long presence, has had tremendous success in Mexico through its product and marketing innovations.

### Pedagogical Objectives

- To discuss product profile and segmentation statistics of P&G
- To discuss P&G's shift in its business model from serving wealthiest customers in developed countries to low-income consumers in emerging markets
- To identify various opportunities and challenges for companies in emerging markets
- To discuss the product and marketing innovation strategies of P&G in Mexico
- To debate on the sustainability of P&G's strategy of serving low-income consumers in the long run.

Industry	FMCG
Reference No.	INM0099
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

### Keywords

Population and Income levels of People in Latin America; Fortune at the Bottom of the Pyramid; Mexican Retailing Industry; Potential and Challenges from Emerging Markets; Consumer Behaviour in Mexico; Innovation Management Case

Study; Strategies of P&G in Mexico; Innovation in Emerging Markets

### Logitech: Competing through Innovation

In 2006, Logitech International SA (Logitech), the Swiss public company which was established in 1981, recorded revenue of \$1,797 million. Logitech, which started with the OEM sector, expanded through its retail business. It has diverse products in computer peripherals and commands leading positions in all its product categories such as audio, video, PC navigation, Internet communication, music, and gaming devices. Logitech has been a highly innovative company, with a list of more than 65 industry 'firsts'. It launched more than 130 new products during 2006. But it faced stiff competition from industry giants like Microsoft. In this scenario, can Logitech sustain its competitive edge by just being innovative? Will it be successful in keeping pace with technology and market, to retain its leading positions in its product categories?

### Pedagogical Objectives

- To understand the changing dynamics of computer peripherals industry
- To understand how innovation drives competition in the industry
- To discuss about various competitive advantages of Logitech
- To get an awareness of Logitech's products vis-à-vis competition
- To analyse whether innovation can sustain growth for Logitech.

Industry	Computer Peripherals
Reference No.	INM0098B
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

### Keywords

Computer Peripherals Industry; Logitech International SA; OEM; Innovation; New Product Introductions; Technological Innovation; MX Revolution; PC Industry; Microsoft; EPFL Incubator; Logitech; Daniel Borel; Innovation Management Case Study; Growth Engines; Organic Growth Creative Technology

### M&M's Candy's Innovative Marketing Strategies

In the high-tech culture of the new millennium, M&M's Candy has fought diligently to stay cool, contemporary and relevant to consumers in the 21st century. It has faced incessant challenges from competitive brands as well as social

pressures encouraging consumers to reduce candy consumption. But its main challenge is keeping the brand simple, relevant to consumers and yet maintaining growth. Over the years, colour, brand personalities, globally recognisable packaging, the 'melt in your mouth, not in your hand' slogan and the distinctive 'M' on each candy - all have played an important role in raising the brand to an iconic status. Carrying on the spirit of its earlier marketing initiatives, M&M's has decided to freshen up the brand and strengthen the emotional bonds with its loyal customers by leveraging the compelling equities of colour and fun to create consumer interest.

The case can be used to discuss the dynamics of the candy industry, M&M's brand strategy including brand merchandise and brand characters and the use of retail channels, advertisement and Internet marketing to build personalized relationship with the customers.

### Pedagogical Objectives

- To discuss the dynamics of the candy industry
- To analyse M&M's brand strategy including brand merchandise and brand characters
- To discuss the use of retail channels, advertisement and internet marketing to build personalised relationship with the customers.

Industry	Confectionary Industry
Reference No.	INM0097P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

### Keywords

Mars; Brand Strategy; Advertisement; Innovation Management Case Study; Brand Character; Brand Personality; Brand Revitalisation; Mini Brand; Product personalisation

### Honda's Green Technology Strategy in the US Auto Market

Japan based Honda Motor Company is a leading global automobile manufacturer. It manufactures a variety of products like small general-purpose engines, cars, motorcycles, trucks, scooters. Since the early 2000s the volatility in fuel prices and greater environmental awareness forced many consumers to look for fuel efficient alternatives. It has led to increased competition in the alternative fuel vehicle segment. Honda has found its one fuel strategy risky and decided to focus on technologies like clean diesels, hybrids and fuel cells which give it more flexibility. The case study discusses Honda's initiatives

in developing cleaner and fuel efficient engines and gaining market share in the alternative fuel vehicle segment.

### Pedagogical Objectives

- The case discusses Honda's initiative to develop cleaner and fuel efficient engines to fight against the volatility in fuel prices and to target the consumers looking for the fuel efficient alternatives
- It also discusses the company's strategy to gain market share in the alternative fuel vehicle segment.

Industry	Automobile
Reference No.	INM0096P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

### Keywords

Honda; Dream D-type engine; C1000 super cub; S-500; N-600 sedan; Honda Accord; Honda Civic; VTEC engines; Innovation Management Case Study; Environmental protection Agency; Euro 5 emission norms; Alternative fuel vehicles; DOHC diesel engine; i-CTDi engine; IMA hybrid system; honda FCX

### DaimlerChrysler's Compass SUV: Softening The Tough Jeep

Jeep was an automobile brand of DaimlerChrysler (DC) which was known for its rugged looks and agile off-road performance. It was one of the Chrysler subsidiaries and became a part of DaimlerChrysler when Daimler-Benz merged with the Chrysler Corporation in 1998. Since its inception in 1941 Jeep had dominated sport utility vehicle (SUV) market for almost 65 years. Jeep was famous worldwide for its rough and tough looks and it was hugely popular among the adventure friendly people. By 2006 sales of full-size SUVs were plummeting on regular basis and automakers were beginning to admit that a shift of market was almost inevitable. Several companies were thinking of new products, car-based SUV being one of them. DC was among them, and was about to take a new direction by launching its first car-based SUV which emphasized on on-road performance rather than boulder-hopping off-road feats. Compass was Jeep's first car-based SUV and it was the Jeep's new initiative of focusing on-road performance. The management of Jeep realized that they needed to appeal to a wide range of customers and at the same time they also wanted to preserve its "rough-and-ready" image. DC was competing for Jeep's success with the philosophy of expanding as well as diversifying.

This case deals with promotion of the new brand 'Jeep Compass' as the management

had planned to spend an estimated amount of US \$75 million for the brand promotion and the acceptance level of new Jeep among the common people.

### Pedagogical Objectives

- To understand the efforts made by DC to launch and promote 'Jeep Compass
- To analyse how DC attempted to change Jeep's traditional rough & tough image
- To get an idea of the global sports utility market (SUV) market
- To discuss whether the new, 'softer', Jeep would appeal to the customers.

Industry	Automobile
Reference No.	INM0095K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

### Keywords

DaimlerChrysler (DC); Jeep; Compass; Sports Utility Vehicle (SUV); Daimler-Benz; Chrysler; Diversifying; Marque; Global SUV market; Product launch; Innovation Management Case Study; Brand promotion; Rugged looks; Car based SUV; Softer Jeep; Off-road performance

### Indian Railways – IT Innovations in Passenger Services

The Indian Railways' operated in a highly complex environment that made it imperative for its operations to be continuously updated with timely and accurate information to a variety of business concerns. Further, the optimum utilisation of the available resources demanded deployment of a robust infrastructure through implementation of innovative and economical technologies.

This case provides the reader an insight into the various cost-saving innovations that were adopted by IR in improving and advancing their passenger services. The progressive implementation of IT served as a thrust towards better responsiveness to the rising passenger demands. The communication infrastructure that IR built up over the years not only helped it cater effectively to the ascending customer needs but also opened new avenues for revenue generation. It augmented its revenues and also helped it cut down surplus expenditures through better utilisation of resources by way of improved demand analysis, better management of coaches and efficient utilisation of railway tracks.

### Pedagogical Objectives

- To discuss the successive IT implementations at IR and how they help IR to cut cost and increase efficiency

- To analyse how IT is helping the passengers in better utilising the railway's services.

Industry	Transport
Reference No.	INM0093K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

### Keywords

Indian Railways; Smithsonian Awards; EDP (electronic data processing); Impress; Concert; Centre for Railways Information Systems (CRIS); CML; Passenger Reservation System (PRS); Integrated Voice Response System (IVRS); Unreserved Ticketing Service (UTS); Innovation Management Case Study; e-Ticket

### Dell: From a Low Cost PC Maker to an Innovative Company

During the late 80s, Michael Dell and his company, Dell Inc., revolutionized the global PC market by the latter's 'Dell Direct Business Model', where it eliminated all kinds of middlemen and directly supplied customized PCs to the customers. For the last two decades, the company continued to be the market leader in the small household PC segment. However, after enjoying the supremacy for two decades since 2005, it started facing competition. August 2006 was the cruelest month for Dell as the company's bottom line experienced an unprecedented decline. The company's revenue and profit failed to match the expectations. Besides, it had to write off US\$ 450 million (mn) for the installation of defective capacitors in its computers and opt for workforce alignment. It also recalled lithium batteries manufactured by Sony for its laptop. The analysts were thus, skeptical about the future of the organization. The company was termed as less innovative than its competitors as it failed to launch innovative products in the market. To be on the growth trajectory again, it planned to enter into the consumer electronics segment. But the analysts were doubtful about the success of Dell's 'Direct Business Model' in the consumer electronics segment. The case deals with Dell's business model, viable alternative of Dell's business model and its success in the consumer electronics segment. It provides a scope for discussing whether the turnaround strategy of Dell would be successful and about the scenario of global PC industry and global consumer electronics market.

### Pedagogical Objectives

- To discuss how Dell revolutionized the global PC market
- To analyse Dell's Direct Business Model
- To understand the global PC industry

- To discuss the challenges faced by Dell
- To debate on Dell's turnaround strategies.

Industry	Personal Computers
Reference No.	INM0092K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

### Keywords

Dell Inc; Apple; Dell business model; Personal computer; US computer industry; IBM (International Business Machines Corporation); Server; Printer; Innovation Management Case Study; Notepad; Sony; Graphical user interface; Gateway Computers; Premier Page web page; Product recalls

### The Implementation of an Improved Global Delivery Model in Infosys: Will it Succeed?

Infosys, a software development company in India, initially provided onsite service to its global clients. This being an expensive proposition, the company decided to complete projects at its Indian offshore development centers and then implement them at the clients' places. This was also a challenge as there was no service provider at the clients' locations, causing a deterrent to the progress of projects. Besides, miscommunication added to the delay of project completion. To serve its clients effectively and in time, Infosys decided to open proximity centers close to the clients' locations. In the late 1990s, due to stiff competition from IBM, Wipro and TCS, Infosys decided to adopt the Global Delivery Model (GDM), which was based on the principle of taking work where it could be done best in an economical manner and with the least amount of acceptable risk. In 2005 Infosys' revenue stood at \$1,592 million.

Infosys found that IBM, Accenture, TCS and Wipro had also adapted GDM. Industry observers felt that GDM was a standardized IT model but had no competitive advantage. To combat competition and to differentiate itself from other Global IT giants, Infosys started working on GDM 2.0 and called it the "Collaborative Distributed Delivery Model" (CDDM).

To implement the new GDM, Infosys had to set up more offshore development centers around the globe. To succeed in its efforts Infosys decided to acquire companies around the globe.

Would Infosys succeed in gaining the competitive advantage and the differentiator that it hoped to achieve with its improved GDM?

### Pedagogical Objectives

- To understand about onsite and offshore models for delivering software services
- To understand why and how Global Delivery Model is used by software companies like Infosys to enhance service to its clients and to implement Knowledge Management across the company
- To understand how Infosys changed its strategy to be one up on its competitors.

Industry	Software Industry
Reference No.	INM0091B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

### Keywords

Onsite Model; Offshore Model; Global Delivery Model (GDM); Process Architecture; Innovation Management Case Study; HR Recruitment; Managerial functions at Infosys; Knowledge management; Software Industry Competition; Collaborative Distributed Delivery Model

### Whirlpool: Redefining Innovation

The year 2005 had proved to be a year of exceptional achievements for the world's number one home appliance brand company, Whirlpool. It had achieved record net earnings of \$422 million on record sales revenues of \$14.3 billion, which had in turn, propelled the company's share price to an all-time high of \$92.64 by April 2006.

Much of Whirlpool's performance was attributed to the new products and features introduced by the company, based on ideas received from the company's employees working under the 'innovation system', established by the company's former CEO, David Whitwam in 1999. The innovation system was implemented to counter the company's almost stagnant performance over the past decade, judging by everything from stock price to profit margin to market share. The company's failure to introduce exciting products or product features had reduced Whirlpool's machines to mere commodities and the prices of its most important products were falling each year.

Following the implementation of the innovation drive, revenues from products that fitted the company's definition of 'innovative' increased from \$10 million in 2001 to \$800 million in 2005, i.e., 5 percent of the company's record \$14.3 billion in total revenue. In 2005 alone, Whirlpool launched more than twice as many new products in half the time, as compared to the time before the innovation process was launched.

The case looks at the introduction of this successful innovation strategy.

### Pedagogical Objectives

- To understand Whirlpool's position in the home appliances market
- Stagnation of innovation system at whirlpool
- Implementation of the innovation drive at Whirlpool
- Revival of Whirlpool through implementation of innovation strategy.

Industry	Home Appliance Industry
Reference No.	INM0090B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

### Keywords

Whirlpool; Innovation; ideas; home appliances; white goods; Innovation Management Case Study; David Whitman; Nancy Snyder; machines; innovative; Maytag; acquisition; strategies; metrics; knowledge management

### Motorola: Fostering Innovation?

Motorola, Inc. US based Fortune 100 company, was known around the world for innovation and technological leadership in embedded systems, wireless and broadband communications and made paradigm shifting contributions in two-way radio, semiconductors, paging, space flight communications, cellular communications etc. with global presence on six continents and 69,000 employees over the world of which 25,000 were engineers and scientists with passionate commitment to R&D. It had 21,300 global patents in its name and reached sales of US \$36.8 billion in 2006.

Motorola, a pioneer in wireless was criticized for not capitalizing aggressively on its innovations and failed to anticipate great demand of digital mobiles. Motorola started to rethink on its core competency, realized changing customer needs, reviewed its history of innovation and finally reinvented its focus on innovation led by vision of 'Seamless mobility', develop innovative culture through series of strategic moves like acquisitions, partnerships, spin-offs, increase R&D facilities, leadership change, differentiation in design etc.

The case discusses cost cutting strategy, adopting specific corporate structure by reorganization, impact of leadership change and organisation culture at Motorola. Would Motorola be able to sustain the vision of 'Seamless Mobility' to push Motorola forward in its innovation efforts? Can Motorola efficiently capitalize on its innovations track record?

### Pedagogical Objectives

- To understand Motorola as a technology and innovation leader.
- To understand the importance of customer-centric approach
- To discuss the importance of Innovation as a competitive strategy.

Industry	Telecommunication
Reference No.	INM0089A
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

### Keywords

Motorola; innovation; seamless mobility; technological leadership; core competency; changing customer needs; reinventing vision; spin-offs; merger & acquisitions; strategic alliances; differentiation; Innovation Management Case Study; leadership change; reorganisation; culture of innovation; fostering innovation etc

### LG Electronics: The Blue Ocean Strategy

South Korea based LG Electronics, Inc. (LGE) was a technology innovator in electronics, information and communications businesses producing CDMA handsets, DVD players, optical storage devices, canister vacuum cleaners, air conditioners and micro ovens. LGE had more than 72,000 employees working in about 77 subsidiaries and marketing units across the world.

In January 2006, the company launched "Blue Ocean Management" campaign to be one among the top 3 electronics, information and telecommunications firms in the world by 2010. But LGE was primarily known for its low-cost appliances, and faced challenges related to company's image, low profitability and stiff competition across the world. With the tough road ahead would LGE be able to achieve its target by 2010? Would it be able to make its competition irrelevant, especially Samsung, its home rival?

### Pedagogical Objectives

- To understand LG: a leading player in consumer electronics
- To understand consumer electronic market and competitor
- To understand value based technological innovation
- To understand geographic diversification and its strategies applied to gain market share
- To analyse the Blue Ocean strategy and its implementation at LGE.

Industry	Consumer Electronic Industry
Reference No.	INM0088A
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

### Keywords

LG; LG Electronics; Blue Ocean Strategy; strategy; localisation; competitive strategy; market leader; new product development; Innovation; India; China; Middle East; Digital Electronics; CDMA and GSM handset; LCD TV; Plasma TV; Innovation Management Case Study; Mobile phones; Nokia; Samsung

### ITC: Reshaping the Lives of Indian Farmers

Launched in June 2000, 'e-Choupal', a revolutionary initiative by the Indian FMCG giant ITC, became the largest initiative among all e-commerce interventions in rural India. By 2006, 'e-Choupal' reached out to more than 3.5 million farmers in over 31,000 villages growing a range of crops - soybean, coffee, wheat, rice, pulses and shrimp, through 5200 kiosks across six states (Madhya Pradesh, Karnataka, Andhra Pradesh, Uttar Pradesh, Maharashtra and Rajasthan) in India. By 2010, the e-Choupal network planned to cover over 100,000 villages, representing one sixth of rural India, and create more than 10 million e-farmers.

Encouraged by the success of the e-Choupal initiative, ITC launched 'Choupal Sagar' in 2004. The problems stumbled upon while setting up and managing these 'e-Choupals' were primarily of infrastructural inadequacies, including power supply, telecom connectivity and bandwidth, apart from the challenges of making the farmers and the users of the network e-savvy in the inaccessible areas of rural India.

Receiver of the Development Gateway Award 2005, the e-Choupal initiative demonstrated that private sector can successfully achieve a balance between the conflicting goals of creating shareholder value and also fulfill the social responsibility of development and growth.

ITC's e-Choupal initiative began by deploying technology to re-engineer procurement of soy and other crops from rural India. The e-Choupal graduated to serve as a highly profitable distribution and product design channel. The effort taught valuable lessons in rural engagement; demonstrated the magnitude of opportunity, at the same time illustrated the social and development impact of bringing global resources, practices, and better remuneration right at the doorstep of the Indian farmer.

## Pedagogical Objectives

- To understand ITC's e-Choupal initiative
- To understand the rural sector of India and impact of e-commerce initiatives on the sector
- To debate on the conflicting goals of creating shareholder value and social responsibility for a company.

Industry	Rural Development
Reference No.	INM0087A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

## Keywords

Indian Tobacco Company (ITC); Cigarette and tobacco giant; Imperial Tobacco Company of India Ltd; Innovation Management Case Study; Genesis of e-Choupal; The Sanchalak; The Samyojak; e-Choupal; e-Choupal network; Mandi System; Indian Farmers; Rural India; Indian Farmers

## Intel's Trillionizing Processor

During the International Solid State Circuits Conference, Intel has announced that they have successfully produced a multicore chip which has '80core' in it, though it is still in the research stage. It was previously announced in Intel Developer's Forum at San Francisco in September 2006 that the company planned to come out with an '80 core' micro processor chip. The new chip would be capable of exchanging data at one terabyte per second amongst its multiple cores. Intel announced that it would be able to start commercial production of such chips by 2012. This announcement marked a watershed in the industry's general shift towards multicore computing. Originally known primarily to engineers and technologists, Intel's successful 'Intel Inside' advertising campaign of the 1990s made it and its 'Pentium' processor household names. It has been ranked as the leader in the Semiconductor industry, and has been in this position from 1992 till present.

The case details the various features of the new chip, and the challenges Intel would face by the introduction of the new chip. The future of this chip is still to be determined and would require working much more closely with the hardware makers, which could give Intel or another first mover a massive advantage.

## Pedagogical Objectives

- Microprocessor and Semiconductor Industry
- Future strategies for success for a computer maker

• Technology Innovation and development

• Moore's Law

• Challenges and Competition faced by Intel.

Industry	Computer Industry
Reference No.	INM0086C
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

## Keywords

Intel; Motherboard; Personal Computers; Innovation Management Case Study; Gordon Moore; Robert Noyce; Silicon wafer; Tera Scale; Semiconductor; Micro processor; Moore's Law; AMD; Transistors; Integrated Circuits; 80 Core; Chipsets

## Apple iPhone – Will it Ring?

In January 2007, Apple launched its iPhone, a revolutionary device which combined the features of a mobile phone and an iPod. With innovative and unique features incorporated into the product, the iPhone was expected to revolutionize the mobile phone market. However, the mobile market already consisted of a number of established players like Motorola, Nokia, LG, Samsung, Sony Ericsson, Palm and others. Although experts rated the iPhone far above the existing models, Apple was expected to face various challenges in establishing itself as a major player in the existing market. The Apple iPhone was highly priced and aimed at targeting a niche market. In this scenario, it was to be seen if the iPhone would make a mark and achieve success like Apple's other products, the Mac and the iPod.

The case tracks the various technical features of the Phone, its strategies to gain market share and challenges it will face in the already crowded mobile industry. The case facilitates discussion on whether Apple's iPhone would succeed as the iPod.

## Pedagogical Objectives

- Strategies of launching a new technological product into an already competitive market
- Challenges faced by Apple with iPhone's launch
- Competition from already established players in the mobile market.

Industry	Mobile Phone Industry
Reference No.	INM0085C
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

## Keywords

Apple; iPhone; iPod; Steve Jobs; Steve Wozniak; Smart Phones; Mobile Telephony; Innovation Management Case Study; Cingular; Nokia; Motorola; Palm Treo; AT&T; Blue Tooth Device; Personal Media Player

## A Challenge to Innovation: Can Netflix sustain growth?

Netflix, the world's largest online movie, television and other filmed entertainment rental subscription service (as of 2006), was an example of 'innovation at work'. Operating almost like a mail-order business, the company had evolved a successful and proven marketing strategy, which helped it to grow into a highly profitable and established company. The success was attributed to the high levels of customer satisfaction and value added services the company offered since inception. With deals from all movie companies, and protected by a patent for its business model, the future of Netflix seemed to be certain.

However, the scene was set to change with the advent of movie downloads and analysts were skeptical about the continued success of Netflix. Although Netflix itself was to announce its own download venture in early 2007, it was to be seen how the company would remain competitive. The case tries to bring out the highly successful model that Netflix had adopted and if the success of this innovation could be sustained while facing newer challenges. The main issues that the case tries to highlight are: 1) Should Netflix alter its business model? 2) Can Netflix defend its business model and maintain its market leadership position? If so, what should its strategies be?

## Pedagogical Objectives

- To discuss how 'disruptive innovation' strategies impact companies
- To discuss how a successful business model can be sustained.

Industry	Movie rentals (Entertainment)
Reference No.	INM0084C
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

## Keywords

Netflix; Innovation; Movie rentals; Innovation; disruptive innovation; Reed Hastings; Innovation Management Case Study; movie downloads; Apple; Amazon; Patent; DVD market; Value added services; recommendation system; allocation system; customer satisfaction



### Open Innovation: The Case of P&G

By 2000, in the wake of rapidly increasing R&D expenditure, lackluster new product launches and nearly flat sales, P&G, one of the largest global consumer products companies, decided to revamp its innovation model. The company's existing innovation model was heavily dependent on its internal R&D department. This model worked well for the company over the decades. However, the above setbacks urged the CEO A G Lafley to reinvent the innovation model to ensure consistent growth. Thus, the company initiated an open innovation model, 'connect and develop'. The new model encouraged the company to collaborate with external organisations for innovation ideas. Connect and develop turned out to be a successful innovation model and helped P&G launch new innovative products. The case starts with a short introduction of the problems that P&G was facing in 2000. The next section gives a brief history of the company underlining its innovative products over the period. The case then attempts to highlight the company's new approach to innovation – shifting from R&D to C&D – and elaborates how it adopted and applied the new model. The subsequent sections present details of what is open innovation and how P&G benefited from it.

#### Pedagogical Objectives

- To understand how P&G developed and implemented its open innovation model called connect and develop (C&D)
- To understand the culture of innovation at P&G
- To assess how P&G shifted its innovation approach from in-house R&D to C&D
- To discuss the benefits of open innovation model
- To analyse why open innovation model is important for companies that want to grow consistently
- To discuss how P&G benefited from its C&D innovation model.

Industry	FMCG
Reference No.	INM0083K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

#### Keywords

P&G; Open innovation; R&D; Budgeting; Technology; 9 Sigma.

### SED Technology: Canon's New Initiative

In the late 1990s, Canon's revenue declined and few of its divisions became loss-making. Fujio Mitarai, the president and CEO of the company, closed the money-losing divisions and undertook diversification strategies through technological innovations. He focused on the flat-screen TV segment with a new technology called the SED. By 2010, Fujio Mitarai wanted to post revenue of \$50 billion with this new technology. The case gives an insight to Canon's history and the challenges that it faced over the years. It gives an overview of the global flat-screen TV segment and Fujio Mitarai's optimistic move with the SED TV.

#### Pedagogical Objectives

- To understand how Canon as a camera manufacturer had become an integrated manufacturer of precision equipments including camera, business machines and optical products
- To understand the emerging technology in the consumer electronics industry
- To understand the global flat panel TV industry
- To understand the adoption of new initiatives by Canon for its revival mode.

Industry	Printing and Imaging Equipment
Reference No.	INM0082K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

#### Keywords

Canon; Toshiba; Flat TV; Plasma; LCD; SED.

### Toyota's Prius: Car of the Future

In 1995, Toyota undertook 'Project Prius', but it was not an easy task for the Japanese auto major. Satoshi Ogiso, chief engineer of the project, recalled that the first prototypes of the car had even faced starting problem. It took almost six months to roll the car. Finally, when the car started, it moved for a few yards only. It was hard to imagine that Toyota, which was known for its efficient production systems, was facing such trouble. Analysts felt that 'Prius' was a case of technological problems, impossible demands and multiple miscalculations. It proved how a great company could overcome obstacles and turn a dream into reality. Though 'Prius' represented only a small fraction of the nine million cars and trucks that the Japanese company planned to produce in 2006, it would be the first vehicle to provide a serious alternative to internal combustion engines, designed for a world of scarce oil

and was branded as 'The car for the future'. The idea of the hybrid car was conceived by Hiroshi Okuda and Fujio Cho, the two former presidents of Toyota. But, it was Katsuaki Watanabe, the chairman of Toyota, who planned to bring hybrid cars into the mainstream automobile market. He planned to make hybrid more affordable to the consumers by improving production systems and developing better technologies in batteries, motors and inverters. The quest was to produce a third generation 'Prius' quickly and cheaply and sell one million hybrids annually by 2010. If Katsuaki Watanabe became successful in his venture, Toyota would become the world's finest automobile manufacturer and a great innovator. The story of the 'Prius' suggested that actually it was. The case study offers a scope of discussion whether Toyota would be able to bring the car in mainstream market.

#### Pedagogical Objectives

- To discuss how innovation play a key success factor in automobile industry
- To discuss the concept of product launching in the context of automobile industry
- To discuss the concept of hybrid car and how Toyota plan to make the hybrid technology into the mainstream automobile market
- To discuss how an idea was visualised and then conceptualised and then turn into a reality.
- Hybrid technology and various types of hybrid technology.

Industry	Auto Manufacturing
Reference No.	INM0081K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

#### Keywords

Toyota; Hybrid technology; Green house gas project.

### Pfizer's Foray into Sedatives: The American Dream?

It is boom time in the US sedatives market. Sales have been on the rise and pharmaceutical companies have been bombarding the public with their latest generation of branded drugs which claim to have negligible side effects while giving the user a good night's sleep. The lifestyle of the Americans in the twenty first century had given rise to a culture of insomniacs. While pharmaceutical companies and sleep centers have been advocating the immediate addressal of the problem, critics are convinced that these were mere money mongering activities.

Pfizer, the largest global pharmaceutical company has been working on a new sleeping drug generically named indiplon which was due for launch in 2006. By end 2002, Pfizer and Neurocrine entered into an agreement for the commercialisation and development of Indiplon. Neurocrine had received an initial payment of \$100 million. Pfizer has also taken the responsibility of funding the further development of the drug, payment of royalties on worldwide sales and co promotion fees in US. Pfizer's entry into this category which was hitherto dominated by Ambien with an 80% market share and Lunesta (about 11% share), has caused an increase in activity in the market. The existing players have upped their ad spends and are working towards coming up with advanced versions of their drugs.

Analysts feel that given the current low penetration levels of sleeping pills in the American market there was a huge potential for growth and room for many more players. At the same time there is also criticism about pharmaceutical companies and medical practitioners, that they are hand-in-hand, in promoting the sales of these drugs. These critics are of the opinion that sleeping pills are not an effective solution to the problem of insomnia. They advocate the identification and treatment of the underlying problem which is the root cause of insomnia, and also the adoption of proper lifestyle and habits which they feel would solve most insomnia related problems.

### Pedagogical Objectives

- Trends in the American Pharmaceutical industry using the Porter's Five Forces Model
- Strategic groups within the pharmaceutical industry.

Industry	Sedatives Market
Reference No.	INM0080C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

### Keywords

Sleeping Pill Market; Sedatives market; American pharmaceutical companies; Ambien; Indiplon; Insomnia; Corporate reputation; Social responsibility; Ethical marketing; Deceptive marketing; Block buster drugs; Direct to consumer advertising; Patents; Generic drugs; Sleep centers.

### Apple Ventures into Movie Downloads

Apple, a Fortune 159 company, was the market leader of online legal music

downloads and handheld music players. In September 2006, it expanded its presence in the video on demand market and began offering online movie download services through its iTunes stores which sold music and television shows. But here, the scenario was different. Apple became the market leader of online music downloads due to its first mover advantage in the music downloads market and also due to cooperation from the music companies which were threatened by music piracy. But in the movie downloads business there were already a few players who have been operating for a number of years and Apple was also expected to face competition from the new entrants. Apple also got low cooperation from the movie studios due to its pricing strategy. Added to these, the quality of movie downloads was only almost DVD quality which was contrary to the high quality offerings like the HDTV's, HD-DVD and Blu-ray, which was gaining popularity in the US.

This case facilitates discussion on whether Apple would succeed in its Movie Downloads venture. It also enables the students to understand the issues involved in the launch of a new technology service and develop relevant marketing strategies.

### Pedagogical Objectives

- To discuss the online movie download business in the US
- Challenges faced by Apple in its movie download business venture
- Consumer trends in home entertainment.

Industry	Entertainment
Reference No.	INM0079C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

### Keywords

Apple; Movie downloads; iPod; Music downloads; Tunes; DVD and Video market; Online movie market; Amazon; AOL; News Corp.; Technical services; VOD service; Picture quality; Downloading time; Technological difficulties.

### Mark Cuban: Breaking the Hollywood Convention?

In Hollywood, the conventional mode of releasing a movie was initially at the theatres and later on DVDs, home video and cable channels. Challenging the conventional mode, Mark Cuban, owner of Dallas Mavericks and co-owner of 2929 Entertainment, proposed to release movies simultaneously in the theatres and on DVDs, home video and cable channels. The case while examining the responses to Cuban's

proposal, details the unconventional methods followed by Cuban in all his endeavors.

### Pedagogical Objectives

- Movie making in Hollywood
- How Mark Cuban changed the movie/film exhibition process.

Industry	Entertainment
Reference No.	INM0078C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

### Keywords

Hollywood; 2929 Entertainment; Mark Cuban; Todd Wagner; DVD; Cable channels; Theatre and high definition.

### Open Source: Software Model for the future?

Open source software has been gaining a lot of popularity as compared to the proprietary model. Although the development in this arena started only in the late sixties, its growth has been phenomenal. The number of products on this platform might be small but they have been able to give established proprietary software makers like Microsoft a run for their money, forcing them to acknowledge and even enter this field.

This case study attempts to look at open source, its growth and its viability as compared to proprietary software. Efforts have been made to look at the open source model from all angles, even highlighting any possible drawbacks.

The discussion points are the advantages and disadvantages of the model vis a vis the proprietary model and whether the future of software can be completely dependent on the open source platform.

### Pedagogical Objectives

- To discuss the advantages and disadvantages of the model vis a vis the proprietary model
- Future of the open source platform.

Industry	Software
Reference No.	INM0077C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

### Keywords

Open source model; Open source code; Free software; Linux Torvalds; Netscape Navigator; Microsoft; Open source programming; Eric Raymond; Proprietary model.

### Console War VII

The popularity of video games is on the rise. The top players in the video games console market in the US, Sony, Microsoft and Nintendo, are busy bringing out their latest versions and the market is heating up. Sony is the undisputed leader in the market and its Playstation I and II are very popular amongst the gaming population. Nintendo, who was the leader for the first ten decades of the gaming industry, has lost share rapidly and been relegated to third position as a niche player targeting the younger gamers.

Microsoft though a late entrant in this market, has come out with the Xbox which managed to end up in the second position. Though Microsoft incurred losses in the sixth generation of console wars, it is determined to strengthen its position. So, in 2005, it released the latest version of its console Xbox 360 looking to increase its share by virtue of being the first mover in this round of console wars. Sony and Nintendo are expected to release their latest version by the end of 2006.

The case details the various generations in the video gaming industry and gives a brief history of the top three players. The latest moves by Sony, Microsoft and Nintendo are discussed in detail, along with the implications of the first mover advantage which is expected to be in favour of Microsoft in this latest round. The case also raises the following questions: Will Microsoft gain mileage from its first-mover advantage? Will Sony be able to retain its dominant position and sustain its growth in this industry?

#### Pedagogical Objectives

Understanding the video game console industry in terms of

- First mover advantage
- Production Efficiency Methods: Economies of Scale, Learning Curve Effects, The Experience Curve
- Pricing Strategies
- Co-branding Techniques.

Industry	Video Game
Reference No.	INM0076C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

#### Keywords

Sony; Play Station; Microsoft; X Box; Nintendo; Game Cube; Wii; Video gaming consoles; Entertainment media; HDVD; Blu-ray; Branding; Gaming industry; Loss leader pricing; First mover advantage.

### Offshore Outsourcing in Legal Services: DuPont Leads all the Way

Companies across the globe are increasingly concentrating on their core activities and outsourcing a number of their non-core activities to more cost advantageous locations. One non-core activity being increasingly outsourced is related to legal work. DuPont pioneered Legal Process Outsourcing with its 'DuPont Legal Model', to tackle the growing number of litigations being faced by the company and also to reduce the costs involved. This led to the emergence of an organised Legal Process Outsourcing (LPO) industry, with a number of companies following DuPont's example. Besides corporate entities, a number of US-based law firms also started outsourcing a part of their legal work. India has emerged as a favoured destination for majority of the work related to legal outsourcing. However, a number of challenges remain for the country in making a success story out of its LPO industry in the future.

#### Pedagogical Objectives

- To discuss the outsourcing industry since its inception and the reasons for companies to outsource their non-core activities and supposed-to-be core activities in some cases
- To debate whether the model of legal process outsourcing has the potential to become a future trend with more and more companies willing to outsource their legal work
- To understand the initiatives taken by DuPont in pioneering legal process outsourcing and to understand the 'DuPont Legal Model'
- To discuss the factors that resulted in India becoming a favoured destination for majority of the legal outsourcing work
- To debate the challenges India could face in the future to continue as a favoured destination for majority of the legal outsourcing work.

Industry	Legal Process Outsourcing
Reference No.	INM0075
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

#### Keywords

Outsourcing; Offshoring; Legal Process Outsourcing (LPO); DuPont; DuPont Legal Model; Knowledge management; Office Tiger; Gaining competitive advantage through LPO; Cost savings through offshoring; India; Favoured Destination for LPO; Patent outsourcing.

### Will Nokia Keep Buzzing?

In mid-2004, Nokia faces stagnant revenues and falling market share. Olli-Pekka Kallasvuo (Kallasvuo), Nokia new CEO, undertakes several initiatives to increase Nokia's market share and revenue growth. He pushes snazzier products to market faster and works towards bringing out more models that appeal to status and trend-conscious buyers. To make up for a shortage of flip phones, Kallasvuo turns to outside manufacturers in Taiwan. To overcome the difficulty of making different handsets for individual operators without a reorganisation of its logistics chain, Nokia decides to customise handsets through software rather than hardware modifications. Nokia has also agreed to operator customisation. It is committed to including Wi-Fi in virtually all future devices from its multimedia and enterprise products groups. It is offering FM radio in some phones. Next on cards is Digital TV, new variations of 3G, support for RFID, and faster alternatives to Bluetooth. Kallasvuo wonders if Nokia should focus its research and resources solely on cellular technology or should it invest in various alternatives to cellular phones.

#### Pedagogical Objectives

- The case traces Nokia's growth strategy over the years
- It discusses Nokia's product and marketing initiatives taken to regain its market leadership.

Industry	Mobile Phone
Reference No.	INM0074P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

#### Keywords

Nokia; Ollila; Strategy; Kallasvuo; Mobile phone; US; Europe; N-Series; Wi-Fi; Wi-Max; Nokia Business centre; RFID; Marketshare; Developing world; 3G.

### Philips-Seeking Commercial Success through Innovations

Royal Philips Electronics (Philips), is one of the largest electronics companies in the world. Philips has to its credit over 100,000 patents, including iconic products like compact disc, compact audio-cassette and digital video discs. In 2000, Philips had earned an income of \$11.3 billion on sales of \$44.4 billion. However, by 2001, its profits started declining and it suffered losses in 2002. This case discusses Philips' failure to translate its technical expertise into commercial gains and the subsequent turnaround strategy adopted by Philips.

### Pedagogical Objectives

- The case discusses Philips' failure to convert its technical expertise into commercial gains
- It also discusses the turnaround strategy adopted by Philips.

Industry	Consumer Electronics
Reference No.	INM0073P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Compact Disc; Philishave; DVD formats; Matsushita; Magnavox; LG Electronics; LCD; Sony Corp.; Gizmos; Sense and Simplicity.

challenger to Intel. Though Intel dominated the microprocessor industry since 1980s, AMD's introduction of dual core Opteron resulted in a steady increase in its market share. AMD planned to move to quad-core processors by 2007. Intel planned its pricing, marketing programmes, product bundling, new product introductions and other strategies to hamper AMD's growth. With a stiff competition in the microprocessor market, analysts were of the opinion that it would be difficult for AMD to achieve a growth of 30% by 2008. Does AMD have the brand image to achieve growth amidst stiff competition? Will AMD's position in the microprocessor market improve further? Can AMD win over Intel using its virtual gorilla strategy on a longer run?

### Pedagogical Objectives

- To understand how a small player can compete with the market leader
- To discuss how technology plays a vital role in company's growth.

Industry	Microprocessor
Reference No.	INM0071B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

AMD; INTEL; Microprocessor industry; Strategic; Partnership; Innovation; Leadership; Virtual Gorilla strategy; Secondary source of intel; Technological leadership; Low price.

### Motorola: Differentiation through Designing

The case focuses on Motorola's use of design as a tool for differentiation. Motorola, the 2<sup>nd</sup> largest cellphone manufacturer, under the leadership of Edward Zander, has used designing to stop the decline in its market share and reclaim the number two position from Samsung. The case talks about Moto Razr, the thinnest cell phone ever created. Along with the design innovations for the Razr, the case talks about the evolution of design as a strategy at Motorola and the basis of the future generation of cell phone such as the Pebl, the Slvr and the Rokr. The case study also showcases the importance of marketing and supply chain management and the integration of the various functions to make the Razr the most successful product in the Motorola portfolio after StarTac. The case ends with a discussion of the competitors' strategy and the challenges that Motorola might encounter in the future.

### Pedagogical Objectives

- To understand about Moto Razr in Motorola

- To understand the importance of marketing and supply chain management
- To understand how Motorola differentiated its products through designing.

Industry	Cellphone Industry
Reference No.	INM0070B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Differentiation; Design; Cellphone market; Evolution of design; Integration; Marketing; Supply chain management; Competitors; Market share.

### Piggly Wiggly Carolina's tryst with 'Pay By Touch'

The case deals with the deployment of biometric payments in Piggly Wiggly Carolina Company (PW), an American supermarket chain. This largest employee-owned, privately held retail company in South Carolina is leading the movement towards a new way of shopping with its Pay By Touch scheme. The pilot phase, covering four stores, ends successfully, satisfying both the convenience-minded customers and cost-conscious management. The scheme helps in faster check-outs, more payment options and highly secure transactions. But will the company-wide roll out of the scheme covering 120 stores be successful? With questions being raised by human rights activists on potential abuses in future the situation demands sensitive handling of customer relations by the company. The case can be used to discuss the potential impact of biometric payments on both the retailer and its customers and lessons learnt by a first mover in implementing a relatively new technology.

### Pedagogical Objectives

- To understand how biometric payment was deployed in Piggly Wiggly
- To discuss the impact of the payment system.

Industry	Retail
Reference No.	INM0069B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Supermarket; Electronic payment; Cost cutting; Self service; Payby touch; Biometric payments; Promotions; Convenience minded customers

### Motorola – Fighting to Win

Motorola has seen a slide in fortunes since the mid-1990s. A pioneer of various wireless technologies, it has missed the shift from analog to digital cell phones, losing its market leadership to Nokia. Edward Zander (Zander), the man hired to turn Motorola around, decides to focus on innovation and revamps Motorola's the strategy for new products with greater emphasis on design. The success of Razr, a new sleek phone launched by the company, has a very positive impact on both Motorola's image and employee morale. Zander realizes that heavy dependence on one phone is risky and looks for ways to systematically develop new products. Zander has also streamlined operations and restructured the organisation. The case discusses Zander's turnaround strategy and efforts to increase Motorola's market share.

### Pedagogical Objectives

- The case discusses Zander's turnaround strategy and efforts to increase Motorola's market share
- The case also emphasises on Zander's product line strategy and promotion strategy for Motorola.

Industry	Mobile Phone
Reference No.	INM0072P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Motorola; Wireless; Turnaround strategy; Moto; Zander; Pebl; Razr; Mobile phones; Nokia; 3G; Management; Product profile; Mobile phone design; Promotion; Rokr.

### AMD's "Virtual Gorilla" Strategy

Since its origin in 1969, AMD had evolved from a second source player, to an upcoming

### Knight Transportation Incorporated in 2004

Knight Transportation Inc. (KTI), a US-based trucking company has figured in the Forbes list of '200 Best Small Companies in the US' for ten years in a row (1995-2004). In an industry whose fortunes are dictated by the growth of the economy, KTI has emerged as the market leader in the short-to-medium haul category. Under the leadership of Kevin P. Knight, KTI is following a business model characterised by high asset utilisation and a disciplined operating system. The effective use of low emission engines, intelligent vehicle technologies and Pre-Pass scheme has provided definite cost advantages to KTI. By adopting better pay packages for its drivers, KTI is performing better than industry standards in the area of driver retention. But of late KTI is planning to enter unfamiliar terrains in the northeast dominated by a competitor. The case is designed to help students to analyse the steps taken by KTI to maintain low operating expenses, to evaluate the importance of integrating technology into its operations to remain profitable, and to examine whether a change is needed in its business model when facing heads on competition with an established player. The case can be used as part of the operations management curriculum for MBA students.

#### Pedagogical Objectives

- To understand about the tracking industry in the US
- To understand how knight's operating model worked
- To discuss how knight used technology in its path towards excellence.

Industry	Trucking
Reference No.	INM0068B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

transportation; Trucking industry; ICC regulations; Competition; Shipment payments; Operating model; Cost control; Freight volume; Truckload freights.

### Peer-to-Peer (P2P): Yesterday, Today and Tomorrow

The latter part of the 1990s saw the development of P2P technology with the launch of 'Napster'. The main aim behind creating the Napster software was to enable users or peers on a network to swap music files. Although Napster became a worldwide phenomenon within a year of its launch, it was also held responsible for the proliferation of music piracy on the

Internet. Despite Napster being forced to shut down, other services like 'Gnutella' and 'Kazaa' took over the P2P domain. Despite the negative image associated with P2P, the early 2000s saw a horde of developments that aimed at using P2P technologies to develop applications which had the power to change the nature of businesses in the New Economy.

#### Pedagogical Objectives

- To discuss about the birth and growth of P2P technologies
- To highlight the latest developments in enterprise-based P2P applications
- To debate on P2P's potential to influence businesses across the world.

Industry	Information Technology
Reference No.	INM0067B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

P2P technology; Sharing files; Client server; Napster model; Network; Gnutella model; Fasttrack network; Decentralised approach; Media channels; Media promotions.

### Playstation Portable: The Walkman of the 21<sup>st</sup> Century

This case describes Sony Corporation's (Sony) entry into the handheld gaming market in 2004 with the launch of the Playstation Portable (PSP). It discusses in depth the strategy used by Sony to gain market share from its chief rival Nintendo which had dominated the handheld market with its GameBoy series since 1998. The case also talks about Sony's attempt to create an all-in-one entertainment device, with the PSP capable of playing games, music and movies to compete against convergence devices like the Apple's iPod music player. The case ends with the challenges that Sony might face in attracting non-gamers to a gaming device.

#### Pedagogical Objectives

- To discuss about the gaming industry in Japan
- To understand the strategies adopted by Sony.

Industry	Electronic Industry
Reference No.	INM0066B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

multiplayer gaming; Memory stick; gaming; Handheld gaming machine;

Playstation; LCD screen; Innovation; Marketing.

### Sharp Corporation: Sustaining Leadership through the Aquos LCD TV

Since the launch of its Aquos brand in 2001, Sharp had maintained its leadership position in the Liquid Crystal Display (LCD) TV market. The company's leadership was a result of early investment in the LCD technology and manufacturing processes, development of the Aquos brand and concerted efforts in the sales and marketing and constant introduction of new models. However, with the demand for the LCD TVs estimated to reach 50 million units worth \$47 billion in 2007, competition was getting intense. Companies like Sony and Samsung were setting up new manufacturing facilities along with launching new brands while second tier manufacturers were under cutting prices. As a result, Sharp's market share had declined from 50% in 2003 to 35% in 2005. The challenge for Sharp was to sustain its leadership position and maintain its operating margins with increasing competition in the LCD TV market.

#### Pedagogical Objectives

- The strategy of the company to make LCD its core technology; its pros and cons
- The steps taken for the development of the Aquos brand
- The future plan of action adopted by the company
- Steps taken by Sharp to address its competitors.

Industry	Television
Reference No.	INM0065B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Sharp Corporation; Tokuji Hayakawa; Aquos; LCD TV; CRT TV; PDP TV; Japan China; Sony; Samsung; LG; Philips; Fujitsu; Matsushita; Hitachi.

### From Community of Practice to On-Demand Workplace: IBM's Journey in Knowledge Management

In 2004, IBM was the world's largest information technology and Services Company with revenue of 96 billion dollars. IBM Global services, largest unit of IBM had played a very active role in

starting the knowledge management initiative (Annexure I) within the organisation to capture the valuable experiences and insights of employees. IBM Global Services had implemented a knowledge management initiative called community of practice to enhance communication and collaboration among employees.

The success of community of practice in IBM Global Services prompted IBM to offer it as a solution to its clients. The acceptance of this solution in the market encouraged Lou Gerstner, the then CEO of IBM, to invest in further research in the area of knowledge management. Gerstner felt that IBM should become more proactive in knowledge management activities and develop knowledge management systems and related products. With that objective in mind, IBM developed a knowledge management system known as Lotus Discovery System which was successfully implemented in IBM and was offered as a product in 2001. But due to problems like incompatibility and pricing, it was withdrawn from the market in 2004.

#### Pedagogical Objective

- To discuss about knowledge management in IBM.

Industry	Information Technology Services
Reference No.	INM0064B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

IBM; Knowledge management; Community of practice; IBM Global Services; Lotus Discovery System; Knowledge Portals; Knowledge management system; Enterprise Information portal; On-Demand workplace; Tacit Knowledge; Explicit knowledge evolution of community practice; Externalisation; Intellectual capital management; Socialisation.

#### IBM: On-Demand Losing Demand?

When Sam Palmisano took over the reins at IBM in late 2002, he laid out a grand vision for the company. He termed his vision 'E-business On-Demand' and placed a gamble on the concept of providing computing power and services on-demand, like electricity, where the user paid for services used. Although On-Demand was publicised as the best thing to happen after the Internet, the concept itself was inlaid with a few major flaws that needed to be ironed out before the idea took root in the market. The early 2000s saw IBM lose major contracts with its customers plugging

the entire On-Demand initiative into uncertainty.

#### Pedagogical Objectives

- To discuss the concept of On-Demand computing
- To understand the problems that needs to be resolved before accepting On-Demand
- To elucidate how IBM uses On-Demand model.

Industry	Information Technology Services
Reference No.	INM0063B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

IBM; Big Blue; On-Demanding Computing; IBM Global Services; Grid Computing; PWC consulting; Computing on tap; E-business On-Demand; Open standards; Resource sharing; JP Morgan Chase; Hewlett-Packard; Sun Microsystems; Sam Palmisano; Web services.

#### New Balance: Striking Balance with Comfort

In 2004, New Balance Athletic Shoe Inc. was the third largest athletic shoe manufacturer in the US. With its unique set of philosophies that included an 'endorsed by no one' stand, retention of 25% manufacturing in the US, and a middle-aged customer segment as its primary target customers, the company was the only company to grow during the stagnated shoe industry in the mid 1990s. Despite huge advertising expenses and celebrity endorsements from the major players such as NIKE, Reebok and Adidas, the company grew and gained market share in the highly competitive athletic shoe industry. This case discusses the survival and growth strategies adopted by New Balance.

#### Pedagogical Objectives

- New Balance's growth strategies
- State of the US Athletic Shoe Industry
- Future outlook of New Balance.

Industry	Sports Shoe
Reference No.	INM0062B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

New balance; US Athletic Shoe Industry; Athletic Shoes; Jim Davis; Nike; Reebok; Adidas; New Balance Suspension System Jim Tompkins; Width-sizing; Celebrity endorsements.

#### Pixar Animation Studio: The Success Story

Pixar was one the leading digital animation studio in the US. As of January 3<sup>rd</sup> 2004, Pixar had created and produced five animated feature films, Toy Story, A Bug's Life, Toy Story 2, Monsters, Inc. and Finding Nemo, which were marketed and distributed by The Walt Disney Company . All of these were blockbusters which grossed a total of \$1.2 billion, with an average of around \$200 million per film. With the success of all the films in a row, Pixar had built up a brand image for itself. The case discusses about various factors behind the success of Pixar studio. The case further highlights on the business model of Pixar and its unique work environment and culture.

#### Pedagogical Objectives

- The state of the digital animation industry in the US
- Pixar strategy of blend between the technical and the creative process
- Pixar's dependence on the senior management personnel
- Pixar's lack of diversification from the core business.

Industry	Digital Animation
Reference No.	INM0061B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Digital animation industry in the US; Pixar Animation Studio; Walt Disney; Dream Works; Ed Catmull; Steve Jobs; Apple computers; John Lasseter; Animation process; Renderman; Block buster movies; Business model; Creative process; Story line; Lucasfilms.

#### Carbon Nanotechnologies Incorporated-Gearing up for the Nanomarket

Carbon Nanotechnologies Incorporated (CNI) is a Texas based nanotechnology company, whose journey begins in 2000, as a spin-off from Rice University. By 2005, with the support of a broad Intellectual Property (IP) portfolio in the areas of production processes, enabling and end-use technologies, CNI has emerged as the world's leading producer of nanotubes. The case study traces the growth of CNI from a startup to its emergence as a leading supplier of nanotubes. CNI has formed strategic alliances with companies like Sumitomo, 3P, Entegris, etc., to reach a wider market. It is also focusing on consolidating its own intellectual property portfolio by way of patent protection and

licensing its technical know-how to potential buyers. While future seemed bright, questions were still being asked on how the company would shape up in the emerging nanotech industry.

### Pedagogical Objectives

- Potential benefits of consolidating a broad Intellectual Property portfolio for a nanotech start-up company like CNI
- Market entry strategies of CNI
- Market positioning strategies of CNI
- Strategies to develop end-use market for a relatively new technology.

Industry	Nanotechnology
Reference No.	INM0060B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Carbon Nanotechnologies Incorporated (CNI); Nanotechnology; Nanomaterials; Carbon nanotubes; Start-up companies; Age funding; Richard Smalley; Bob Gower; Business Strategy; Intellectual Property Portfolio; Patents; Strategic alliances; B2B; Market entry strategies; End-use markets.

### Biogen IDEC: Troubles with Tysabri

In 2003, Biogen IDEC was formed by the merger of Biogen NV and IDEC Pharmaceuticals Corporation (IDEC). It became the world's third largest bio-pharmaceutical company after the merger. In 2003, IDEC merged with Biogen to form Biogen IDEC. Biogen IDEC had a revised product line, resulting from the synergies of both the companies. (Exhibit-11). In 2004, Biogen IDEC submitted for FDA approval, a new drug, Tysabri, which was to be used for the treatment of multiple sclerosis. By mid February 2005, Biogen IDEC ran into trouble, when two of the patients, who were part of the clinical trials of Tysabri, developed a very rare brain disease, Progressive Multifocal Leukoencephalopathy (PML). Despite all the roadblocks, Biogen IDEC had high hopes of getting Tysabri back into the market by 2005 end. Biogen IDEC faced the risk of patent expiry, by 2011, for its blockbuster drug, Avonex. In April 2005, Biogen IDEC released a two year clinical study report on Tysabri, which reaffirmed the positive effects of the previously reported one year data of clinical trials. Biogen IDEC planned to continue the safety probe till 2005 end. Based on those reports, the company planned to submit a request to FDA about resumption of Tysabri sales. But industry experts believed that if Tysabri came back, its prescriptions could

be restricted to patients who did not respond to any other existing drugs available for MS.

### Pedagogical Objectives

- To discuss the perils of accelerated drug approvals
- How Biogen would re-launch Tysabri in the market, and what would be the market reaction
- How Biogen would face the patent expiry of its block buster drug, Avonex.

Industry	Bio-pharmaceutical
Reference No.	INM0059B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Tysabri; Biogen IDEC; FDA; Bio-pharmaceutical industry; Accelerated approval; Block buster drug; Side effects of drug; Drug withdrawal; Avonex; MS patients; Clinical trials; PML; Multiple sclerosis; Alternative multiple Clinical trials; PML; Multiple sclerosis; Alternative multiple sclerosis drugs.

### Michelin: Managing PAX Innovation

In 2003, Michelin Group was the number one original equipment (OE) tire manufacturer in the world with a market share of 19.2%. The group which pioneered the radial tire came out with a new concept of PAX system in 1998. PAX system was based on the run-flat technology, wherein the vehicle could move smoothly even if the tire was flat. It could run up to 125 miles at a constant speed of 50mph. Michelin commercially launched the PAX system in Europe in 2002. It was first made available in the limited series of the Renault Scenic minivans. But as the sales of PAX equipped vehicles fell short of expectations Renault decided to discontinue using the PAX system. Having failed in the European market, Michelin was keen to extend its innovation in the US market. Honda Motor Company first adopted the PAX system on its Odyssey model. The case discusses the structure of the tire industry and the scope of the OE and Replacement Equipment market. Product innovations in the tire industry and the delayed entry of radial tires in the US market are also discussed. The case then talks about Michelin's product innovation and the various dimensions of the PAX system.

### Pedagogical Objectives

- The state of the tire industry and the acceptance of innovations in the industry

- The role played by the other tire manufacturers in making PAX innovation a worldwide product
- Michelin's strategy of emphasising on product innovation
- The success of the PAX system in comparison to successful radial tires
- Will PAX have an edge over the radial, since PAX has been accepted in the US market at an early stage of its innovation?

Industry	Tire Industry
Reference No.	INM0058B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Michelin Group; PAX system; Radial tires; Product innovation; Tire manufacturers; Self supporting tires; Original equipment; Market Delayed Entry; Global Tire Industry; Channels of distribution Run-flat technology; Flat tires; Goodyear; Pirelli.

### Microsoft in Blog World

The case talks about the phenomenon of blogging which appeared on the Internet in the 1990s. Soon they caught the attention of regular Internet users, leading to the sudden spurt in the number. In 1998, there were about 30,000 blogs. In 1999, the introduction of Blogger, a free blogging tool by Pyra Labs led to the sharp rise in growth of blogs. Big players like Google and Yahoo entered the market with the release of free blogging tools. Microsoft though a late entrant had undertaken many initiatives to capture the mass market through the release of innovative blogging tools and ideas. It had also incorporated RSS technology in its products to be released soon. Analysts were however keeping their fingers crossed over the reaction of hard-core bloggers to these initiatives.

### Pedagogical Objectives

- To discuss about the evolution of blog
- To discuss about the initiatives of Microsoft in blogs.
- To understand the concept of RSS technology.

Industry	Blogs/Internet
Reference No.	INM0057B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Microsoft; Blogging; Bill Gates; Community; Networking; Web Log; MSN Spaces William Gates; Blogosphere; Blog word; Bloggers; Online Journal; Online Communities.

## Mphasis: Grappling with New Challenges

Mphasis BFL Ltd, a mid-tier ITES-BPO player with twin head offices, one in Bangalore and another in New York, is a pioneer in launching an integrated business model offering both IT and BPO services in 2001. Its initiatives to bag repeated business from clients by offering smarter, cheaper software for a process undertaken by them has helped in building a strong set of customers. But by mid-2005, the company seems to have entered a rough patch. The financial fraud involving its BPO employees has raised serious concerns about data security of clients. Barings, a key investor with 35.6% of shares also has plans to exit the company by December 2005. The case talks about the initiatives taken by Jerry Rao, the chairman and CEO of Mphasis to tide over the problems. With the backlash against outsourcing in the US, steps were taken to lessen client concentration and geographic risk by entering into Far East markets and focusing more on domestic businesses. But with the entry of global tech MNCs into the ITES-BPO sector the competition is proving tougher.

### Pedagogical Objectives

- To understand about the business model in Mphasis
- To discuss the effects of the steps taken by the CEO.

Industry	ITES – BPO
Reference No.	INM0056B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

ITES – BPO industry; Mphasis; Jerry Rao; Barings India Investment Limited; Mergers and Acquisitions; Off-shore billing rates; Niche positioning; Expansion plans of global tech MNCs; Integrated business model; Global platform-based company; Transaction-based pricing model; Divestiture move by investors; NASSCOM; Information security; Customer Satisfaction.

## Blackberry: Wired for Growth

Wireless communication technology grew rapidly during the 1990s. Towards the end of the decade, a need was felt to develop a technology that combined the benefits of cellular phones and email. Canadian company 'Research in Motion' developed the 'Blackberry' handheld device to cater to the increasing demand for mobile email applications. The innovative combination of voice and email services on a single device contributed to the massive popularity of Blackberry. But criticism on

the device's addictive nature and the emergence of products that supported a variety of platforms posed a challenge to Blackberry's dominance in the mobile email market.

### Pedagogical Objectives

- To discuss about the market driven business model of RIM
- To highlight the problems of having a proprietary system in a market increasingly dominated by open standards and solutions.

Industry	Computer Networking Equipment
Reference No.	INM0055B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Wireless email; Mobile email; Blackberry; Research in Motion; RIM; Good technology; Vodafone; Visto; Handled devices; Wireless communication; Mobile messaging systems; Non-voice mobile services; SEVEN.

## Mobile Email – The Latest in Messaging Mania

The evolution of wireless communication technology has revolutionised the way in which people communicate. By the late 1990s, email and devices like cell phones and pagers had become an indispensable part of daily life. In order to combine the efficiencies of paging and email, the idea of mobile messaging was conceptualised. But problems like the lack of open standards and the question of interoperability between various devices stood in the path of growth of the technology.

### Pedagogical Objectives

- To discuss about the evolution of mobile messaging and looks at the practical hurdles that the technology has to overcome
- To analyse the reasons behind technological developments
- To discuss the potential problems that a technology has to overcome before becoming commercially viable for wide-spread use.

Industry	Mobile Messaging
Reference No.	INM0054B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Mobile messaging; Wireless email; Mobile email; Blackberry; Open standards; LEAP

Protocols; LEMONADE; WAP; Short Messaging Services; Handled devices; Wireless communication; Mobile messaging systems; PDA; Non-voice mobile services; Smart phones.

## Skype: Leading the VoIP Revolution?

In 2004, the global market for Voice over Internet Protocol (VoIP) had reached around \$82 billion. There were around 1,100 VoIP providers in the US. Skype technologies was one such privately held Global Internet Telephone company which offered VoIP services. Skype revolutionised the VoIP market by offering free internet telephony to the customers. Backed by the success of its music file sharing system Kazaa, Skype offered its services based on the P2P technology which eliminated the middlemen and the benefits thereof was passed on to the customers. Since its launch, Skype's software had been downloaded nearly 145 million times, and around 35 million registered users were using Skype's services as of March 2005. The case discuss on the business model of Skype and the technology behind it. The case further highlights on the challenges faced by the company.

### Pedagogical Objectives

- To understand the Business model of Skype
- To discuss the implications of the P2P technology
- To discuss the long-term implications of the revenue model of Skype.

Industry	Internet Telephone
Reference No.	INM0053B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Product Launch; Disruptive Technology; Skype; VoIP; InternetTechnology; KaZaa; Business Model; Niklas Zennstorm; Vonage; World of mouth; Napster; VoIP Providers in the US; Free calls.

## Innovation at Wyeth: 'Managing' Scientific Productivity

The late 1990s marked the beginning of tumultuous years for the global pharmaceutical industry. Companies were plagued by problems such as declining R&D productivity, rising costs of commercialisation and shortening exclusivity periods. Wyeth, one of the world's largest research-driven pharmaceutical and healthcare products companies, was also faced with the same



problem – rising R&D expenses but lowering R&D productivity levels.

Robert Ruffolo, who joined Wyeth as executive vice president, Pharmaceutical Research and Development, in November 2000, attributed Wyeth's problem to inefficient handling of its R&D (drug discovery) product pipeline. Using lessons drawn from non-pharma manufacturing industries, Ruffolo reorganised the entire R&D's drug discovery function, internally referred to as, "The New Way of Working", with a view to instill discipline and to bring about efficiency in the existing system. Wyeth pledged to deliver an unprecedented two New Molecular Entities (NMEs) every year beginning from 2006 and for many years thereafter. How successful was Ruffolo's action? Would Wyeth be able to deliver its promise?

### Pedagogical Objectives

- To help develop 'out of the box' thinking
- To understand the process of looking at the 'business angle' in areas like science and medicine
- To understand HR issues better.

Industry	Pharmaceutical
Reference No.	INM0052B
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

### keywords

Innovation; R&D; Pharmaceutical industry; Robert Ruffolo; Wyeth; Bonus; Drugs; Incentive; Productivity; US; Discovery pipeline; Scientist; Scorecard; Performance.

### Space Tourism: The Sky is Not the Limit

On April 12<sup>th</sup> 1961, Yuri Gagarin (Russian Astronaut) travelled to space and etched out his name in the annals of history books forever. For the next forty years space travel was only confined to astronauts. In April 2001, American businessman, Dennis Tito became the first civilian traveller to pay \$20 million for a trip to space. In April 2002, South African entrepreneur, Mark Shuttleworth, became the second commercial space tourist.

These events initiated the discussions on space tourism and opened the doors for further flights by customers. These trips marked the beginning of what could be a lucrative 21<sup>st</sup> century industry. There were already several space tourism companies planning to build suborbital vehicles and orbital destinations within the next two decades. These companies had invested millions, believing that the space tourism industry was on the verge of taking off.

Analysts felt that it was too early to conceive a burgeoning market for space tourism. It was important to understand the size of the future space market, the growth potential of the market and customer characteristics of the market.

Analysts had conflicting opinion on the success of space tourism. Some opined that a successful venture and new market were at the threshold. In the years to come, mankind would take yet another gigantic step by commercialising the space arena. They saw a potential impact of public space travel on the aerospace industry, the tourism and hospitality industries, and in the countries where public space travel organisations would be located. They further envisioned that by the end of the century, there would be thousands of common people who would witness the charm of seeing the earth from the space and explored the enigmatic space beyond.

On the other hand, some other analysts opined that space tourism would fall flat after the initial zeal and innovative efforts on grounds of extreme high cost and sustainability of the industry. They thought that unlike aeroplane, which remained an indispensable means of transport even after accidents, the spaceplane would suffer serious jolts and cause ruination of the industry if some accidents occurred in the future.

The coming years would only tell whether a market beyond the blue sky existed or not.

### Pedagogical Objective

- To understand the advancements in space tourism.

Industry	Space
Reference No.	INM0051B
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

### keywords

Space Tourism; Dennis Tito; Space market; Suborbital Space Travel; Orbital Space Travel; Price factor; Revenue forecast; Commercial space venture; Virgin Galactic; space challenges.

### Herman Miller: Designing Furniture for Office Comfort

Herman Miller Inc., the second biggest office furniture company in the US, launched a new product, a cubicle-variant of office furniture system called 'My Studio Environment' at the NeoCon World Trade Fair in June 2006. The cubical-variant, designed by Douglas Ball, went on to win the coveted NeoCon 2006 Best of Competition award and the Gold Award in the Furniture Systems Category, in the 17th annual NeoCon Awards function where

more than 1,200 companies exhibited their products.

Herman Miller believed that their product was a new reference point for progressive, productive workplaces, designed specifically to attract and support knowledge workers. The competition had proved that My Studio was a successful innovation. Yet, the commercial success of the product remained to be seen. Also, the bigger question was, could products like 'My studio' be helpful in countering the expected shortages of knowledge workers?

### Pedagogical Objective

- To understand the role of ergonomics in retaining and attracting employees.

Industry	Office Furniture
Reference No.	INM0050B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Herman Miller; Office; Furniture; My studio; Environment; Work place; Knowledge; Workers; NeoCon awards; Behaviour; Organisation; Work station; Cubicle; Cubicle-variant; Douglas Ball; Psychology; Employees.

### Connect and Develop model in P&G

This is a narrative case about 'Connect and Develop' model in P&G. Till the 1990s, most of the companies used 'closed innovation' models to leverage their businesses. But in 2000, as companies using 'closed innovation' model witnessed decline in their sales, they adopted a new model called 'open innovation'. P&G, which witnessed failure in its business in 2001, introduced an 'open innovation' model, called the 'Connect and Develop' model. With the success of the new model, a few analysts wondered whether it would become a universal model for companies, which were struggling to control their businesses.

### Pedagogical Objectives

- To understand what is Connect and Develop model
- To discuss how C & D model can be used in leveraging business.

Industry	Retail
Reference No.	INM0049B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Procter & Gamble; Connect and develop; Research and Development; Closed Innovation; Open innovation; Networks;

Nine Sigma; Dell; Xerox; IBM; Cisco; Innovations; P&G products; Yet 2.com; Technology.

### Acer: Will its LCD TV venture be successful?

In 2005, Taiwan's Acer, was the world's No.4 branded PC vendor with a market share of 4.4%. In the same year the revenues of the company reached to US\$9.7 billion. Acer's product portfolio included notebook and desktop PCs, Liquid Crystal Display (LCD) TVs, projectors, servers, cameras and handhelds.

Acer executives predicted that their desktop computer sales would gain strength and that the company would soon surpass China's Lenovo, which was No.3 in the global PC sector. To bolster earnings, Acer sold the stakes which it had in Taiwan Semiconductor Manufacturing company (TSMC) and other companies. The company did this because it was facing two very significant competitive challenges by Dell and Hewlett-Packard. These two American giants were putting lots of pressure on the Taiwanese company by lowering their prices. Dell was cutting prices so much that Acer's price advantage was disappearing.

As a result Acer decided to focus on LCD TVs to reduce its reliance on notebook PC sales and other computer peripherals. LCD was another business area of Acer. It was believed that moving into TVs represented a major about-face for the company. By 2008, the company was expecting revenues from LCD TVs to surpass \$1billion.

Would Acer's diversification into LCD TVs guarantee retention of its market position?

#### Pedagogical Objectives

- To understand the evolution of Acer company
- To understand Acer's entry and focus in the LCD TV market and reducing its reliance on notebook PC sales and other computer peripherals
- To understand Acer's Australian market.

Industry	Electronics
Reference No.	INM0048B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

LCD; PDP; Micro-processor; Micro-processor; Form factor; Heuristic Thermal power; Management system; Palm operating system; Response time; Contrast ratio; Resolution; integrated circuit; displays; X computer concept; 'Hongya'.

### Method's Innovation: A Cutting Edge?

Home-cleaning products were one of the most sluggish, lack-luster categories in the US market. Industry giants like Procter and Gamble (P&G), the Clorox Co., Colgate-Palmolive (CP), and SC Johnson had massive infrastructure, thousands of employees, and billions of dollars in sales. However, their products looked very similar to each other and had not changed much from how they looked 50 years ago. With the advent of Method in the market, the scenario changed. A company with just 45 people dared to challenge giants like P&G which had 140,000 employees world wide. The company went on to become one of the fastest-growing household products companies in the US in 2005 with revenue of about \$35 million and it was the pioneer in making mundane home-cleaning products into catchy items.

The company believed that "your home is a reflection of who you are and how you want to live, and we know that you want to live clean". Created by two San Francisco young entrepreneurs, the Method team tried to transfer the household cleaner from an object that remained under the sink to a must-have counter-top accessory. The products' innovative packaging design took cleaning to a whole new level functionally, aesthetically and environmentally. In the category of "have to buy" commodities, Method made the consumers "want to buy" dishwashing soap. The entire organisation was based on speed and innovation and the organisation culture was fueled by passion, a 'can-do' entrepreneurial spirit, challenging conventional thinking and a great group of witty and talented individuals.

FMCG analysts said that Method did everything differently. Analysts were allured by the start-up company's innovative strategies and they questioned whether Method would be able to entice the American consumer away from the giants of the household products industry. Would Method's product innovation guarantee long-term success and sustainability in the market?

#### Pedagogical Objectives

- To understand the roles of Eric Ryan and Adam Lowry in constructing the Method firm
- To discuss Method's innovation strategies as a start-up company in the home-cleaning products industry
- To understand the role of Karim Rashid in designing dish soap bottles.

Industry	FMCG
Reference No.	INM0047B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Method; Dish soap; All purpose cleaners; entrepreneurship; Products; Designing; Merchandising; Home cleaners; Branding; USA.

### Canon: Betting on SED Technology

Canon is one of the leading names in the business of printers, copiers and cameras. In 2006, Fujio Mitarai, the CEO of Canon invested billions on a new technology called Surface-conduction Electron-emitter Display (SED), developed jointly with Toshiba Corporation. It was expected that this new technology would enable Canon to muscle into the flat-screen TV market. It was believed that this technology would yield images of superior quality; compared to Liquid Crystal Displays (LCD) or plasma screens, while consuming much less power. With this technology Canon was making attempts to enter into the flat TV market by 2007. However, many big players like Panasonic kept away from this new technology because of high costs. Industry analysts felt that Canon's success in SED TV would be possible only if the price gap was closed between SED technology and other technologies like LCD and PDP.

#### Pedagogical Objectives

- To understand the role of SED technology in gaining a strong foothold in the flat-TV market
- To understand the digital display technology market
- To understand the role of Fujio Mitarai in enhancing the brand value of Canon.

Industry	Consumer Electronics/ Television
Reference No.	INM0046B
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

#### keywords

Canon; SED; Flat panel; Toshiba; LCD; Television; Fujio Mitarai; PDP; Plasma; Display; CRT; Digital display; Image; Fidelity; Technology; High-definition; Digital Television.

### Communispace Corp.: Using Web for New Product Development and Creating Customer Bonds

Founded in 1999, Communispace Corp. creates private online communities to generate market insights for its clients like Unilever, Reebok, Whirlpool, Kraft, Johnson & Johnson, etc. It designs

communities based on the research needs of its clients, recruits respondents and provides analysis of the surveys conducted. The insights generated help the corporate to identify customer preferences and new business opportunities that help in increasing customer loyalty and market penetration.

### Pedagogical Objectives

- To analyse the business model of Communispace Corp.
- To understand how consumer research through online communities help in generating ideas for new products and services
- To highlight the benefits that businesses accrue from online consumer communities in terms of increasing customer loyalty and business growth.

Industry	Web-based Software and Services
Reference No.	INM0045
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Private Online Community; Market Research; Brainstorm; Respondent; Chat Bulletin Board; Insights; Market penetration; Product innovation; Positioning; Traditional research; Customer loyalty.

### Toyota: Driving Hybrids into the Mainstream

Toyota Motor Corporation, the world's No. 2 car maker in 2004, was the first to launch a hybrid vehicle, 'Prius', in 1997 in Japan and in 2000 in the US. The Prius brought about a revolution in car manufacturing, and opened a niche market for hybrid vehicles.

The case talks about the first mover advantage Toyota got by launching Prius. It discusses the initiatives undertaken by Toyota to bring their environmental friendly hybrid car into mainstream. The case highlights the growth strategy and brand building exercises adopted by Toyota. Looking at the success of Prius, big car makers like Ford & Nissan licensed Toyota's Hybrid Synergy Drive Technology to produce hybrid vehicles.

### Pedagogical Objectives

- To discuss Toyota's first mover advantage in hybrid cars
- To analyse the impact of such environment friendly version of cars and imitation by the competitors

- To debate whether it was an advantage for Toyota or was it a commercial risk.

Industry	Global Automobile Industry
Reference No.	INM0044A
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Business strategy; Innovations; Product Launch; Product life cycle; First mover Advantage; Product life cycle.

### Promoting Water Management in India

Chennai – a metro of India had recurring water shortages. In 2001 after an acute shortage, Shekhar Raghavan, a professor of physics reintroduced Rain Water Harvesting (RWH) systems. A citizen's action group formed, educational institutions and corporates participated and the concept was promoted widely in the city. The state government was involved and RWH became a part of urban planning in Chennai. The people's movement became a government's initiative. A variety of promotions including door to door campaigns were carried out and technical assistance was provided for installations. The success of RWH brought international recognition to Chennai, and was the result of a workable idea, backed up with perseverance and community and government support.

### Pedagogical Objectives

- To discuss the six P's of social marketing and the gradual implementation of RWH at various levels in the city
- To discuss the role and importance of public-private partnerships in increasing adoption of resource management techniques
- To debate on the methods of natural resource management and innovative practices in use.

Industry	Urban Environment
Available at	www.ibscdc.orgwww.ecch.com
Reference No.	INM0043A
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Social marketing; Change management; Public-private Partnerships; Policy change; Social behavioral change; Resource Management; Rain water harvesting.

### Music Piracy and iTunes

In mid-2004, the launch of the first non-governmental, manned 'rocket-powered sub-orbital vehicle' called SpaceShipOne ushered in the new era of space travel. Richard Branson's Virgin Group, a British business conglomerate entered into a licensing deal with Mojave Aerospace Ventures, which owned the technology of the spacecraft. With this technological assistance, Branson's 'Virgin Galactic' company aims to become the world's first commercial space tourism operator. Branson plans the commercial launch of his sub-orbital space vehicles by 2007. The company has further plans for orbital space travel, space hotels and eventually carrying travellers to moon. However, skepticism abounds about Virgin Galactic's plans of affordable space travel in terms of safety and cost.

### Pedagogical Objectives

- To understand the development of online digital music market and its influence on music piracy
- To discuss the effectiveness and adequacy of the combative measures adopted by the music industry
- To debate the role of Apple's iTunes to usher in an alternate business model to curb digital music piracy.

Industry	Appliance
Reference No.	INM0042
Year of Pub.	2005
Teaching Note	Available
Struc.Assig.	Available

### keywords

iTunes; Music piracy; Napster; IFPI (International Federation of the Phonographic Industry) commercial piracy report; Music sales; World Intellectual Property Organisation; EMI; Sony; Universal; BMG; CD-ROM piracy; MP3; Kazaa; Pirated music market; Music piracy and organised crime.

### 3M's Innovations: A Rethink on the Guiding Principles?

Minnesota, Mining and Manufacturing Co., known as 3M, is known for its culture that had spawned ground-breaking research products. 3M had developed this culture under the guidance of one of its earliest president's, William McKnight. This innovation-oriented culture had served the company well until the 1980s, when sudden downturn in the economy and other radical changes in the business environment resulted in the company's fortunes plummeting. Sensing a deficit of inherent leadership talent in the company, its board roped in an outsider, James McNerney

(McNerney), who had been previously with GE, for the first time in 3M's history to rescue it out of its quagmire. McNerney was initially successful with his policy of job cuts and other cost-cutting measures like Six Sigma, in boosting 3M's bottomline, but his policies had an adverse impact on the employee morale. Eventually, he quit to lead Boeing Co. 3M next hired another outsider George Buckley, who was entrusted the task of ensuring active bottomline and yet preserve 3M's unique innovation-oriented culture.

### Pedagogical Objectives

- To discuss the evolution of the unique organisational culture that gave 3M its innovation orientation and helped it to forge path-breaking inventions
- To discuss how a change in business environment can force an organisation to bring about a change in its internal culture
- To discuss what possible factors enable decadence to seep into the culture of an organisation
- To discuss how restructuring strategies must be designed keeping in view the driving force of various organisations (for example, at 3M – Innovation).

Industry	Specialty Chemical Manufacturing
Reference No.	INM0041
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Innovation; Manufacturing; Organisational culture; Business research; Research-assisted production; 15% rule; McKnight principles; Post-it notes; Six Sigma; Management strategy; Emerging business opportunities.

### Innovation at Whirlpool: The DNA of Corporate Culture

Whirlpool Corporation, the world's largest manufacturer and marketer of home appliances had a very strong engineering and manufacturing culture, with constant focus on cost and quality. But by the mid-1990s, its annual sales levelled off. Consumers were unable to differentiate Whirlpool's products. And with falling prices of home appliances, Whirlpool witnessed that its products were being reduced to commodities. Consequently, the company decided to change its corporate culture. With the vision 'Innovation comes from Everyone Everywhere', Whirlpool transformed itself from the traditional manufacturing discipline to a customer-focused enterprise providing innovative products to its consumers.

### Pedagogical Objectives

- To understand the need for a culture change at Whirlpool
- To discuss the need for global companies to understand consumer needs and preferences in each of their markets and adapt their offerings accordingly
- To understand the process of culture change at Whirlpool
- To discuss whether the culture of innovation at Whirlpool will enable the company to sustain its leadership position in the appliance industry
- To debate Whirlpool's acquisition of Maytag and whether it would continue to innovate and launch distinct products.

Industry	Appliance
Reference No.	INM0040
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Corporate culture; Innovation management; Change management; Supply Chain Management (SCM); Barriers to Innovation; Differentiation; New product development; Knowledge management system; Brand management; Brand value; E-learning; Communication systems; Use of technology in change management.

### China's Baidupedia: An Authoritarian Alternate to Wikipedia?

Since 1995, Internet usage in China has continued to expand rapidly as the Chinese government has managed to promote the development of the Internet for its economic benefits while controlling it through strict censorship. Wikipedia, the free online encyclopedia was blocked like many others in China, as the government felt that it featured articles on politically sensitive issues. To fill in the gap, Baidu.com, a domestic Internet company launched Baidupedia, an online encyclopedia in Chinese language. Unlike Wikipedia, whose members are free to add content without being monitored, Baidupedia is highly censored and its entries are thoroughly screened before being uploaded to the site. Skepticism runs high about the future success of Baidupedia as it is opined that Baidupedia ignores the basic principle of any online free encyclopedia, which is giving freedom to its patrons to write and edit content.

### Pedagogical Objectives

- To understand the business model of free, open-ended, online encyclopedias

- To highlight the Internet censorship in China and the methods used by the government to censor online information
- To debate whether Baidupedia would be successful in the long run and whether Chinese people would accept the authoritative source of information management.

Industry	Internet Content Providers
Reference No.	INM0039
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Internet Censorship in China; Free Online encyclopedia; Wikipedia; Open Content Business Model; Communist Government in China; Great Firewall of China; Internet Usage in China; Self-censoring Online Encyclopedia; Authoritarian View of Information Management; Politically Sensitive Content; Internet Censorship Law in China; Freely Accessible Content.

### Cirque du Soleil: Creating a Blue Ocean by Balancing Creativity and Business

In a maturing circus industry dominated by more than a century old giant players like the Ringlings and Barnum & Bailey, Guy Laliberté and Daniel Gauthier founded Cirque du Soleil (Circus of the Sun) in 1984. Cirque was a new entrant in an industry, which was afflicted with falling revenues and profit for a long time. During this time, children, the traditional patrons of the circus, were more attracted towards television, computers and video games compared to animal acts, clowns and jugglers featured in a circus. Rather than sticking to the age-old formula for running a circus, Laliberté and Gauthier built their circus along unconventional lines. After identifying that the three core elements of any circus were the tent, the clowns and the acrobatic acts, they did away with the expensive animal acts and launched shows based on unique themes, soundtrack, costumes and sets. Cirque's 'one of a kind' shows that resembled theatric and ballet performances, targeted adults rather than children. After achieving phenomenal success in a matter of two decades, Laliberté planned to extend the Cirque du Soleil brand to spas, restaurants and resorts.

### Pedagogical Objectives

- To discuss and contrast the traditional business model of the circus industry and the new business model of Cirque du Soleil
- To discuss the Blue Ocean strategy in the context of Cirque du Soleil

- To discuss the sustainability of Cirque du Soleil's unique brand of entertainment in the light of an increasing number of 'copycat' circus shows
- To debate Cirque's proposed diversification strategies.

Industry	Circus
Reference No.	INM0038
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Cirque du Soleil; Circus industry; Traditional business model; Blue Ocean strategy; Red Ocean strategy; Guy Laliberte; Daniel Gauthier; Ringling Brothers; Barnum & Bailey; Brand management; Cost control R&D; Talent acquisition; Trade offs strategic fit; Set and costume design; Mystere Alegria Quidam; Reinventing the circus.

**Xerox's Palo Alto Research Center: Getting Inventions to the Market**

Xerox PARC (Palo Alto Research Center), the research division of Xerox was established in 1970 for the development of 'future technologies'. It pioneered technologies like the Mouse, Personal Computer (PC), Graphical User Interface (GUI), Ethernet and Laser Printer. But Xerox's management failed to perceive the commercial opportunities in most of these innovations. Short-sightedness on part of the management, communication gap between marketing and research divisions, inappropriate market positioning strategies, ineffective business model, poor technology management, lack of leadership and lack of efforts to protect intellectual property and licensing, resulted in PARC's failure to capitalise on its innovation and in turn it affected Xerox financially. As part of the turnaround of Xerox, PARC was spun-off into a wholly-owned subsidiary of Xerox. Xerox adopted a sharper strategy for the research center to commercialise its latest technologies.

**Pedagogical Objectives**

- To understand the prominence of PARC as a leading technological innovation hub
- To discuss the failure to commercialise the innovations at PARC
- To discuss various business strategies adopted by Xerox to commercialise technologies of its research centers
- To understand the process of commercialisation of technologies and innovations
- To debate on the economic relevance of spin-offs.

Industry	Innovation and Technology
Available at	www.ibscdc.orgwww.eech.com
	Reference No. INM0037
	306-453-1
Year of Pub.	2006
Teaching Note	Not Available
	Struc.Assig. Not Available

**keywords**

Xerox PARC (Palo Alto Research Center); Innovation; Commercialisation failure; Commercialisation; Business model; Intellectual property rights; Licensing; Product development; Technology management; Leadership; Restructuring; Sponsored research.

**AMD: The Customer-centric Innovation Strategies**

Jerry Sanders (Sanders) and seven of his friends founded AMD on May 1<sup>st</sup> 1969. Based in Sunnyvale, California, Advanced Micro Devices (AMD) ranks No.2 in the design and manufacture of PC microprocessors, flash memory chips and embedded processors and generated sales revenue of \$5,847.6 million in 2005. As customers sought higher performance, lower cost solutions to help revitalise their business, AMD transformed itself from a perennial also-ran into a formidable threat to the dominance of the industry giant, Intel. AMD made advances against Intel and gained popularity with the success of its Athlon and Opteron chips. AMD employs the path of 'Customer-centric Innovation' to deliver innovative solutions that its customers seek to succeed.

**Pedagogical Objectives**

- To understand the evolution of AMD into one of the biggest competitors to industry giant Intel
- To discuss the strategies to outwit an aggressive rival
- To highlight the importance of customer-centric initiatives in technology companies
- To discuss customer-centric innovative strategies initiated by AMD
- To debate whether customer-centric innovative strategies would enable AMD to become stronger, more efficient, more responsive and intensely focused on delivering innovative solutions that its customers seek to succeed.

Industry	Microprocessors, Microcontrollers & DSPs
Reference No.	INM0036
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

**keywords**

AMD (Advanced Micro Devices); Flash memory chips; EEPROM (Electrically Erasable Programmable Read-only Memory); Fujitsu AMD Semiconductor Limited; Spansion; NexGen; 3D! Now technology; MirrorBit; PowerNow technology; SDRAM (Synchronous Dynamic Random Access Memory); 'QuantiSpeed' architecture; True performance initiative; China Basic Education Software Company; mySAP CRM (Customer Relationship Management); Prefetching

**Steve Jobs: The Disruptive Innovator**

With the launch of Apple iPods in 2001 (100 pieces sold every minute) and the iTunes Music Store in 2003 that has sold one billion songs online since its inception, Steve Jobs has re-defined the rules of the digital music business. Disney's acquisition of Pixar made Steve Jobs a powerful competitor in the global entertainment and media industry. When chronicled, Job's business practices right from the establishment of Apple Inc. through iTunes music store might qualify him as a disruptive innovator. Not only has he made each of his companies worth their salt, but also reinvented a business practice.

**Pedagogical Objectives**

- To understand the concept of disruptive innovation and debate whether Steve Jobs can be characterised as disruptive innovator
- To discuss the need for companies to manage disruptive innovations
- To analyse the growth strategies of Apple and Pixar and the innovative business approaches of Steve Jobs
- To discuss how disruptive innovations create challenges for the incumbent companies and affect an industry as a whole.

Industry	Not applicable
Reference No.	INM0035
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Disruptive innovation; Apple Computers; Graphical User Interface (GUI) operating system; Pixar Animation Studios; Competition in the global Personal Computer (PC) market; On-line entertainment; Digital music players; On-line music stores; iPod; Video iPod; Disney's acquisition of Pixar Animation Studios.

## Corning, US Glass and Ceramics Maker: 150 years of Innovative Experience

In the history of global businesses, it is observed that some companies prosper by making continuous innovations in their business practices, as others grow by using their financial muscle to acquire other companies. A few prosper by making patient investments that can take decades to pay off. Corning – a glass and ceramics maker established 150 years ago, is one of those companies that stuck to innovation since its incorporation and made investments in ambiguous technologies, some of which paid off and some did not. Still, the company persisted with innovation and eventually made technology its competitive advantage in specific fields like LCD glass, flat-panel screens, optical fiber products, environmental technologies and laboratory products for life sciences research. It is observed that matching Corning's strength in these areas would be a Herculean task for any other company.

### Pedagogical Objective

- To discuss continuous innovation as the competitive advantage of Corning.

Industry	Optical Switching and Transmission Components
Reference No.	INM0034
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Corning; Innovation as competitive advantage; Glass industry; Optical fibres; Liquid crystal display (LCD) screens; Flat screens; Technology as competitive advantage; Laboratory equipment; Emission control systems.

## Olympus' 'Creative Destruction': Tsuyoshi Kikukawa Revamping the Innovation Process

Since his appointment as the President of Olympus in 2001, Tsuyoshi Kikukawa has introduced the concept of 'creative destruction' wherein each department and every employee is allowed to critically examine the existing processes in the company and reinvent them if required. In 2003, Kikukawa also established the Future Creation Laboratory in Tokyo, conducting various research projects and creating sustainable competitive edge for Olympus by focusing on product development for the future.

### Pedagogical Objectives

- To discuss the merits and demerits of the tradition of innovation at Olympus

- To discuss Tsuyoshi Kikukawa's strategy to revamp the innovation process in the company.

Industry	Photographic and Optical Equipment Manufacturers
Reference No.	INM0033
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Olympus; Japan; Innovation; Product development strategy; Research and development; Future Creation Laboratory; Creative Destruction; Digital camera business; Tsuyoshi Kikukawa.

## EOS Airlines, World's First All-business Class Carrier: Low-cost Model in Long-haul Air Travel?

Yet another new business model has taken birth in the wired commercial aviation industry. But, unlike its predecessors, this time the new model is in the much lucrative transatlantic route between New York and London and in the high-yield business travellers' segment. A new airline called EOS, a single-class airline, started operations in mid-October 2005, with a single Boeing 757 (accommodating 200 passengers), redesigned to carry 48 passengers. EOS likes to call its passengers 'guests' and the experience of flying, the airline says, will be like travelling on a private jet. The carrier offers a separate cabin for every passenger furnished with: (1) 21 square feet (two square metres) of space; (2) fully reclinable 78-inch bed with cashmere blankets and Tempur-Pedic pillows; (3) china crockery; (4) a personal DVD player; (5) individual in-flight entertainment devices; and (6) a guest seat for every passenger, with arrangements made to host dinner or a business discussion. The aim is to make the passengers arrive refreshed and revived after a seven hour flight across the Atlantic. All this for a lower price than the competitors. Even though analysts express doubts over the success of the single-class and lone flight business model, seasoned players are taking a note of the experiment, lest they lose business as happened in the early 1970s in the case of low cost carriers.

### Pedagogical Objectives

- To discuss on the necessity and viability of EOS' business model
- To discuss the strategies of the new carrier and the sustainability thereof.

Industry	Aviation
Reference No.	INM0032
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Eos Airlines; All-business class carriers; Commercial aviation industry; Long-haul air travel; Transatlantic commercial aviation; European airlines; Heathrow Airport; Premium airlines; Stansted; David Spurlock.

## Toshiba's Innovation Strategies

Toshiba Corporation had a long history of being a technological innovator. The company depended on its innovation strategies to gain a competitive edge over its competitors, which it plans to employ in the future as well.

### Pedagogical Objectives

- To highlight the innovation strategies of Toshiba
- To discuss whether the innovation strategies would also enable Toshiba to stay ahead of its competitors in the future.

Industry	Electronics
Reference No.	INM0031
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Toshiba Corporation; Innovation strategies; Technological innovator; Commoditisation; Technical collaboration; Technological breakthroughs; Pioneer in electronic products; Notebook PC (personal computer) segment; Memory chips; DVD segment.

## High Sales with Low Margins: Notebook PC Makers' New Success Formula?

Notebook computers were introduced in the early 1980s and formed a smaller segment of the personal computer market. However, notebook computers have started registering high sales since the early 1990s. By 2005, notebook sales even surpassed desktop sales in the US market. Rapid technological developments and reductions in the prices of notebooks were primarily responsible for the surge in sales. Though sales increased for the notebook industry, the margins kept declining due to the drop in prices of notebook computers owing to intense competition among the industry players.

### Pedagogical Objectives

- To highlight the changing trends in the notebook industry
- To discuss the problem of low margins with high sales.

Industry	Personal Computer Industry
Reference No.	INM0030
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Personal computer (PC) industry; Notebook industry; Margins; Economies of scale; Low costs; High sales; Competition; Technology; Average retail price; PC manufacturers

**Google Print Program: Encouraging 'Fair Use' or Copyright 'Infringement'?**

Google launched its 'Print Program' in December 2004. With the objective of integrating all the books in the world into on-line content, it approached various publishers and libraries. But the conventional libraries and publishing houses felt that the Google 'Print Program' violated copyright laws and filed a lawsuit against the company. They felt that Google amassed books without seeking permission of the copyright-holders, which affected the revenues of authors and publishers. The controversy forced Google to suspend its 'Print Program' until November 2005.

**Pedagogical Objectives**

- To highlight the controversy involving the fair use of the copyright law
- To discuss whether retrieving and indexing of unfound books on the web was fair use or infringement
- To discuss the impact of suspension of the 'Print Program' on Google's growth plans.

Industry	Internet Searching Services and Portals
Reference No.	INM0029
Year of Pub.	2005
Teaching Note	Available
Struc.Assig.	Not Available

**keywords**

Google; Print service program; Expansion; Search engine; Copyright; Copyright violation; Mass digitisation programme; On-line computer library; Library project; Association of American University Press; Copyright Law.

**Podcasting: Revolutionising the Radio**

In mid-2004, the era of on-demand radio started with the phenomenon of Podcasting (derived from iPod and broadcasting). The new technology encourages individuals to build their own radio stations by playing music, airing talk

shows, news and sharing opinions over the Internet. Listeners of these Podcasts (audio programmes) can download these audio files onto their PCs or iPods and listen to them at their leisure. For a good Podcast, the potential audience might be to the tune of 10,000 listeners. By February 2005, the number of Podcasts on the web had increased from 36 (in mid-2004) to more than 4,000. While Podcasting competes with Satellite and Internet radio, it poses a threat to the traditional radio industry.

**Pedagogical Objectives**

- To highlight the evolution of radio technology
- To discuss whether Podcasting is going to change the radio industry forever.

Industry	Radio
Reference No.	INM0028
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

The invention of radio; Wireless telegraphy; AM radio; FM radio; Traditional US radio industry; Satellite radio industry; Internet radio; Cable and radio; HD (High Definition) radio; RSS (Real Simple Syndication) technology; Adam Curry; Podcasting; Podcasts; Podcasting as business; Competition in podcasting; iPod's.

**Novartis: Globalization of Pharmaceutical Research**

Until 2000-2001, the global pharmaceutical industry used to consider Novartis as a 'sleepy European giant' till it released Glivec, a therapeutic drug that established itself as one of the most successful cancer therapies. By the turn of the 21st century, while major pharma players globally were facing a crisis of patent expiry on key drugs and poor research results, Novartis had 10 new drug launches slated between 2000 and 2003, three times that of any of its competitors. It had a Strategic Alliances division, which by 2004 had signed over 320 collaborations, out of which 90 collaborations were with biotech companies and 230 with academic centres in 19 countries. Due to its innovative research strategies, Novartis was adjudged by Fortune, as the fourth best pharmaceutical company in the world in 2004.

**Pedagogical Objective**

- To discuss how Novartis, under the leadership of professor Paul Herrling, the head of corporate research, is making efforts to sustain its growth by leveraging on its globalised research strategy.

Industry	Pharmaceuticals Manufacturers
Reference No.	INM0027
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Pharmaceutical research; Novartis; Blockbuster drugs; Patent expiry on blockbuster drugs; Generic drugs; Collaborative research in global pharmaceutical industry; Strategic alliances of Novartis; Novartis product pipeline.

**Innovation at Pixar: The Key to Sustainable Profitability?**

Pixar Animation Studios has produced some of the most successful movies in Hollywood history. A rare combination of high quality computer graphic animation, comedy, strong characterisation, engaging scripts and technical innovation is considered to be the key behind the success of Pixar's movies. Pixar is also known for its talent pool that is considered to be one of the best in the industry. But with its distribution contract with Disney coming to an end along with Pixar's decision to step up production, questions have been raised about its future success.

**Pedagogical Objectives**

- To highlight how Pixar was able to attract and nurture a team of highly talented artists and computer experts
- To discuss Pixar's unique selling proposition
- To discuss possible future courses of action that Pixar can take in the light of its partnership with Disney coming to an end.

Industry	Motion Picture Production and Distribution
Reference No.	INM0026
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Pixar Animation Studios; Toy Story; Finding Nemo; The Incredibles; Innovation; Steve Jobs; Renderman; Marionette; Ringmaster; Disney-Pixar partnership.

**Google Mini: Search Appliance for Small and Mid-size Businesses**

Since the introduction of Google's first search appliance in 2002, it has been popular among large enterprises like Xerox and the World Bank Group as it enabled them to enhance their information search capabilities, reduce work duplication and

achieve higher revenues. But, all this was provided at a premium price of \$32,000. In early 2005, Google introduced 'Google Mini', a smaller version of its earlier search appliance at \$4,995, which was targeted at small and mid-size businesses (SMB's) that according to Google remained largely untapped.

### Pedagogical Objectives

- To highlight Google's competitive challenges
- To discuss the company's foray into the enterprise search business for SMB's.

Industry	Internet Searching Services and Portals
Reference No.	INM0025
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Google Search Appliance (GSA); Google in a box; Google Mini; Google's competitors in enterprise search; Google's Search Appliance clients; Google Mini's clients; Google Mini's technical advantages; Google's revenue model; Google's brand strategy; Competition in search appliance business; Enterprise search market; Small and mid-size businesses.

### Magink Display Technologies Inc.: Israeli Firm's Billboard Innovations

The advertisement industry had always been the arena for innovations, with a race between companies to improve display media with a technology that would incorporate 'viewability' and ease of use. One such innovation in the outdoor advertisement category was Magink Display Technologies Inc.'s Digital Ink. This Israeli firm, in collaboration with Mitsubishi Electric of Japan, had developed a new technology that reflects light in different colours on applying a small electric charge. Magink's Digital Ink was economical when compared to LCD's (liquid crystal displays) and flexible when compared with a paper printed billboard. But it had some limitations and challenges to overcome before being approved as the advertising technology of the future.

### Pedagogical Objectives

- To provide an insight into Magink's Digital Ink and various other competing billboard technologies
- To discuss outdoor advertising and the challenges for Digital Ink to emerge as the technology for the future.

Industry	Advertising
Reference No.	INM0024

Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Magink Display Technologies Inc.; Mitsubishi Electric Corp.; Digital Ink; Outdoor advertisement; Advertising industry; Billboards; e-Ink Corp; Gyricon; LED (light emitting diodes) technology; Display boards; Multiple revenue streams; Clear Channel International; Point of purchase (POP) displays; Smart paper; Promotional displays.

### Google's Innovation-driven Growth

Very few technologies, no matter how influential they are in the day-to-day human life, make it to the lexicon. One such technology is Google – the most used search engine to explore the World Wide Web. Although Google was not the first search engine on the Internet, with its innovative page ranking method it revolutionised the search engine technology to become an e-guide for the non-specialised Internet users.

### Pedagogical Objective

- To discuss Google's innovations and its sustainability as a stand-alone search engine in the wake of increasing competition from the likes of Yahoo and Microsoft.

Industry	Internet Searching Services & Portals
Reference No.	INM0023
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Google; Sergey Brin; Lawrence Page; Search engine technology; Crawling and indexing; World wide web (www); Alta Vista; PageRank; Page ranking; AdWords.

### Virgin Galactic: Game Plans for Space Tourism

In mid-2004, the launch of the first non-governmental, manned 'rocket-powered sub-orbital vehicle' called SpaceShipOne ushered in the new era of space travel. Richard Branson's Virgin Group, a British business conglomerate entered into a licensing deal with Mojave Aerospace Ventures, which owned the technology of the spacecraft. With this technological assistance, Branson's 'Virgin Galactic' company aims to become the world's first commercial space tourism operator. Branson plans the commercial launch of his sub-orbital space vehicles by 2007. The

company has further plans for orbital space travel, space hotels and eventually carrying travellers to moon. However, skepticism abounds about Virgin Galactic's plans of affordable space travel in terms of safety and cost.

### Pedagogical Objectives

- To discuss the viability of Virgin Galactic's plans of safe and affordable space travel
- To discuss the potential of commercial space tourism.

Industry	Space Tourism
Reference No.	INM0022
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Virgin Galactic; SpaceShipOne; White Knight; Richard Branson's plans for space travel; Scaled Composites Ltd; Tier One Programme; Sub-orbital space flight; Ansari X-Prize; Mojave Aerospace Ventures; VSS Enterprise; Space Hotel; Space tourism.

### A G Lafley: Innovating P&G's Innovations

Procter & Gamble Co. (P&G), one of the world's largest consumer products companies, failed to double its sales between 1990 and 2000 – a goal that it had met in each decade since 1940. During that period, the company reported a slump in the growth of its sales and its market value plunged. By all accounts, the then CEO of the company, Durk I. Jager had tried to implement too many changes too quickly. He had introduced a slew of new products that failed to generate revenues. Jager was ousted after only 17 months at the top – the shortest tenure of a CEO ever at P&G. In June 2000, Alan George Lafley, a P&G veteran for 23 years, took over the reins of the company. In contrast to Jager, Lafley directed the company's focus on the established brands such as Pampers, Crest and Tide.

### Pedagogical Objectives

- To discuss Lafley's renewed focus on innovation to improve the sales and profits of the company
- To discuss the different strategies adopted by Lafley to accelerate the innovation process
- To discuss as to which strategy for growth is better – focusing on incremental innovation of existing products or taking a radical approach to innovation and introducing new products that can create growth opportunities for the company.



Industry	Fast Moving Consumer Goods
Reference No.	INM0021
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Procter & Gamble (P&G); AG Lafley; Durk I. Jager; Organisation 2005; 360-degree innovation; Connect and develop; Billion-dollar brands; Tide; Crest; Pampers; Kimberley-Clark Corp.; Colgate-Palmolive Co; Unilever.

**The Napster Sour Note in Bertelsmann's Symphony**

Bertelsmann, one of the biggest media conglomerates in the world, faces two lawsuits, thanks to a decision made during the dot com boom to partner Napster, the highly popular and controversial peer-to-peer network. The lawsuits filed by the music publishers, and two of its competitors, claim damages worth \$17 billion. The lawsuits charged that the loans provided by Bertelsmann to Napster helped the company to keep its services, which facilitated a copyright infringement by its users, running for eight months longer than it would have otherwise done.

**Pedagogical Objectives**

- To discuss Bertelsmann's motives behind its decision to partner with Napster
- To discuss the merits and demerits of the lawsuits filed against Bertelsmann.

Industry	Music Industry
Reference No.	INM0020
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Bertelsmann; Thomas Middelhoff; Media conglomerate; Reinhard Mohn; Gunter Thielen; Napster; Shawn Fanning; Recording Industry Association of America (RIAA); The music industry; Bertelsmann Music Group (BMG); Copyright infringement; On-line music; Sony BMG Music Entertainment; Universal; EMI (Electrical and Music Industries).

**Samsung's Washing Machines: The "Nano" Innovation**

In 2003, Samsung Electronic Co. Limited developed 'silver nano' washing machines, which utilised the disinfectant property of nano-sized silver ions and come out with a new genre of washing machines. Leveraging on this new technology,

Samsung is poised to revolutionise the global washing machine industry.

**Pedagogical Objective**

- To discuss the future scenario of the global washing machine industry when innovative technology would keep garments germ-free even after a month of them being laundered.

Industry	Electronics
Reference No.	INM0019
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Samsung Electronics; Evolution of washing machines; Global washing machine business; Samsung's quantitative to qualitative growth; Silver nano technology; Nano definition; The process of silver wash; Major models of Samsung washing machines; Germ free clothes from Samsung's washing machines; Innovations in washing machines; Samsung's future growth plans; The future of washing machines.

**FedEx: Revolutionising Global Express Delivery**

Frederick W. Smith invented the express delivery industry by starting the Federal Express Corp. (FedEx) in 1971. Since then, FedEx has transformed the business of global logistics by integrating information technology with logistics and by reducing the cost and time involved in the transportation of raw materials and finished goods.

**Pedagogical Objective**

- To discuss the innovative techniques and practices of FedEx, which has transformed the global express delivery industry.

Industry	Express Delivery Services
Reference No.	INM0018
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Federal Express Corporation; Express delivery industry; Overnight delivery services; Logistics management; Just-in-time; Build-to-order; Frederick W. Smith; Customers; operations and services master on-line system (COSMOS); Barcode; Hub-and-spoke system; Global Operations Control Centre (GOC); Malcolm Baldrige National Quality Award in Services; Integrated logistics management; FedEx; FedEx super tracker.

**European Football Clubs' New Business Model: The Prospects and Perils**

By 2004, the revenues of the European football clubs touched \$12 billion and the revenues of British, German, French and Italian clubs had increased three times since the mid-1990s. However, their expenditure had also increased by leaps and bounds, thanks to the EU (European Union) ruling that eased the movement of footballers between the different clubs of Europe. It resulted in severe competition between the clubs to sign in the star footballers by offering hefty signing fees and salaries.

**Pedagogical Objective**

- To discuss the new business model of the premier football clubs and its implications on the global football business.

Industry	Sports and Recreation
Reference No.	INM0017
Year of Pub.	2004
Teaching Note	Available
Struc.Assig.	Available

**keywords**

European football; Manchester United; Real Madrid; Olympique Lyonnais; David Beckham; Zinedine Zidane; Luis Figo; The Union of European Football Associations (UEFA); Champions League; Television rights in football broadcasting; Football related merchandising; Inter Milan.

**The iPod: Apple's Trojan Horse?**

Apple's iPod, introduced in 2001, has become one of the company's best selling products of all time, even overtaking the Mac in sales. It has become a fashion statement, heralding the computer maker's entry into consumer electronics. Steve Jobs is keen on using the iPod as a revival engine for the company and a catalyst in its efforts to create a 'digital hub'. Though it occupies the top slot, the iPod faces stiff competition from companies like Samsung, Dell, Creative Technologies and Sony.

**Pedagogical Objectives**

- To discuss the development of the iPod and the cultural impact it had on the way people listen to music
- To discuss the current and future competition that iPod faces and Apple's marketing efforts to promote the iPod
- To discuss whether the iPod can sustain its lead in the face of cheaper, 'me-too' competitors.

Industry	Consumer Electronics
Reference No.	INM0016
Year of Pub.	2004
Teaching Note	Available
Struc.Assig.	Available

### keywords

iPod; Apple computer; iTunes; Steve Jobs; Hard disc players; MP3 players; Portable players; Creative technologies; Dr Michael Bull; Low battery life; Sony Vaio; FireWire.

### Segway HT: Troubles and Challenges of the Revolutionary Human Transporter

In 2001, Dean Kamen invented Segway HT, which was to revolutionise the transport system. Designed to address the problem of pollution and congestion in urban areas and to improve the travelling efficiency of the urban populace, Segway HT was expected to be widely accepted across the globe. However, by 2003, Segway was selling much less than expected, and it remained a novelty rather than an alternative means of mass transport system.

### Pedagogical Objective

- To discuss the troubles and challenges faced by Segway in promoting its innovation as a safe and effective mode of transport.

Industry	Transport Machinery
Reference No.	INM0015
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Segway HT; Human transporter; Dean Kamen; Ginger; Intelligence transporter; Dynamic stabilisation system; City Segway Tours; Electronic personal assistive mobility devices; I-series; P-series; Rad2GoQ; Saga; Revolutionising human transport.

### eBay's Technology Management

eBay is the most successful on-line person-to-person trading community on the Internet. Within four years, eBay's site was able to attract millions of people from around the world through its auction-style and fixed-price formats. But as the number of users grew, eBay was plagued with problems pertaining to IT (information technology) architecture. It was believed that eBay's IT department failed to keep up with the speed of eBay's growth.

### Pedagogical Objectives

- To discuss the technology glitches that eBay faced and how it completely overhauled its technology architecture to reduce site outages and improve its site availability
- To discuss the importance of technology in a fast-growing Internet business.

Industry	Internet Auctions
Reference No.	INM0014
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

eBay; On-line trading; Pierre Omidyar; Meg Whitman; Technology architecture and infrastructure; Outages; Maynard Webb; eBay's front-end and back-end applications; V3 technology; Technology glitches; The trust factor; Scaleable user interface.

### Innovating 3M's Innovations

3M, a globally admired company that was consistently ranked in the list of top innovators for several years, has seen a decline in the number of breakthrough products that characterised the company. 3M then brought in James W. McNerney, the first outsider to head the company. McNerney advocated a more structured approach to innovation and brought changes that became a matter of speculation.

### Pedagogical Objectives

- To discuss the essence of 3M's strengths in innovation and the corporate culture that encouraged new ideas
- To discuss whether McNerney's new approach to innovation would succeed or stifle the innovation that has been the cornerstone of the company since its inception.

Industry	Chemicals and Computer Software
Reference No.	INM0013
Year of Pub.	2004
Teaching Note	Available
Struc.Assig.	Available

### keywords

3M innovations; Post-it-notes; Minnesota mining and manufacturing; 3M restructuring; James McNerney restructuring 3M; Six sigma; Global innovator; Cost cutting strategies at 3M; Organisational restructuring; Leadership development at 3M; 3M 30% rule; Grant genesis at 3M; Corporate culture for innovation; Most admired company.

### Tivo: Pioneering the Interactive Television

Digital video recording, a relatively new concept, was pioneered by TiVo Inc. The concept of digital video recording eventually resulted in the emergence of the interactive television industry. But many media and broadcasting companies opposed the practices followed by TiVo, whose service allowed a television viewer not only to pause, rewind and record television shows according to the preferred schedule but also to skip commercials. Realising the potential, cash-rich companies like Microsoft and America Online (AOL) also made their foray with extended services. TiVo's future appeared to be in trouble. But TiVo survived by way of tie-ups, multiple revenues and technology licensing.

### Pedagogical Objectives

- To discuss how a venture capital funded firm like TiVo, turned an idea into a new industry
- To discuss the growing competition in the interactive television industry.

Industry	Consumer Electronics
Reference No.	INM0012
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Interactive television industry; Personal television industry; Digital video recorder; Sources of revenues; TiVo's manufacturing and service partners; ReplayTV; Microsoft's ultimate TV; Word-of-mouth endorsement; Marketing budget; Subscriber base.

### Utility Computing: IBM On-demand

Since the late 1990s, the IT industry witnessed the growth of a new concept – 'utility computing'. The core idea of this concept was to transform computing power and peripherals into utility like water and electricity so as to enable businesses to convert their fixed costs on IT infrastructure into variable costs. Under this concept, businesses could hire computing software and services as and when required rather than outrightly purchasing those resources. Sensing a huge opportunity, International Business Machines (IBM) came up with its own version of utility computing named 'on-demand computing' and in late 2002, IBM announced that it had committed \$10 billion for this project.

### Pedagogical Objectives

- To discuss the conceptual framework of 'utility computing'
- To discuss the competitive advantages of IBM as a forerunner in this new IT revolution.

Industry	Information Technology Services
Reference No.	INM0011
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Utility computing; International Business Machines (IBM); On-demand computing; Grid computing; Autonomic computing; Metered service model of computing; Outsourcing in IT utilities; Microsoft dynamic systems; IBM global services; Tivoli software; IBM i-series; Open standards in computing; Linux; Sun Microsystems N1 data platform; HP utility data centre.

### Honda into the Safety Car Market

Automobile manufacturers have innovations up their sleeves. Car designers and manufacturers have always focused their research to provide comfort, safety and ease of driving to their vehicle users. Honda Motor Company went beyond that with its commitment to provide 'safety for everyone' that included pedestrians who shared the roads. The increasing number of pedestrian deaths due to road accidents further reinforced its commitment. Besides enhancing its image as a company committed to its corporate social responsibility, Honda's initiative was also leveraged as a tactic to differentiate Honda from its competitors. On its anvil, Honda has the new safety technology in all its cars to comply with the stricter safety rules being implemented by Euro NCAP that would hit the market from 2006 onwards.

### Pedagogical Objective

- To analyse Honda's initiatives to make its cars safer for the pedestrians and its implication on the company's future business potential and profitability.

Industry	Automobile
Reference No.	INM0010
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Honda Motor Company; Safety for everyone; Euro NCAP; Honda Civic; G-Con; Polar II; Crash test; Pedestrian safety; Tochigi Research and Development (R&D) Centre; Vehicle stability assist system;

Intelligent speed adaptation system; Honda City; Colligation mitigation brake system; Takeo Fukui; Automotive safety research facility.

### Nanotechnology: New Vistas for US

Nanotechnology, the science of small things, seems to have arrived to rule the world in a big way. It all started with Richard Feynman's thought of writing an encyclopaedia on a pinhead. The researchers are now aiming for something big: space elevators, nanorobs that can build copies of themselves, nanobots that can be swallowed to cure cancer and solar cells for using inexpensive energy. Nanoproducts, which are expected to create a \$1 trillion market by 2015, is being hailed as the next industrial revolution.

### Pedagogical Objectives

- To understand the role of clusters in research and development of new technology and how the US is developing nanohubs
- To discuss the importance of venture capitalists and academia in the successful implementation of research and the benefits of successful development of this new technology to the US economy.

Industry	Nanotechnology
Reference No.	INM0009
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Nanotechnology applications; National Science Foundation; National nanotechnology initiative; Richard Feynman; Rice University; Zyvex; Nanohubs in US; Nanodefend and nanogreen; Venture capital; Government support; Lux Capital; NanoBusinessAlliance; Nanotechnology and government's role.

### Dr. Reddy's Laboratories: On the New Drug Discovery Trail

With India's imminent shift from process patent regime to product patent regime, post 2005, a host of top Indian drug firms such as Dr. Reddy's, Ranbaxy, Wockhardt, Lupin Laboratories and others, realised the need to do their own drug-discovery research. Dr. Reddy's, one of the leading players in the Indian pharmaceutical industry, is also one of the leading Active Pharmaceutical Ingredient (API) and generics players in the top pharma markets of the world. It has also challenged and won a lawsuit against the world's leading

pharmaceutical company, Pfizer, for norvasc (the world's top-selling hypertension medicine) with its generic version. The company, after being successful in its API and generic business, is heading towards new drug discovery. By 2008, the company intends to be among the top 50 global pharmaceutical companies and by 2013 among the top 25.

### Pedagogical Objectives

- To discuss the impact of a product patent regime on the top drug manufacturers in India
- To analyse Dr. Reddy's strategy of heading towards new drug discovery and being a discovery-led global pharmaceutical company.

Industry	Pharmaceuticals
Reference No.	INM0008
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Dr. Reddy's Laboratories Limited; Ranbaxy Laboratories Limited; Drug discovery; Research and development; Indian pharmaceutical industry; Novartis; Active pharmaceutical ingredients; Pfizer Inc.; Generic drugs; Bulk active pharmaceuticals; Branded generics; Specialty pharmaceutical; United States Food and Drug Administration; New drug application; Abbreviated new drug application.

### Airbus: Flying High with A380

When the European consortium, Airbus Industrie (Airbus), announced the development of the world's biggest passenger plane – the A380 – on December 9th 2000, many aviation experts wondered whether the consortium was taking a reckless gamble. Though the A380 was the most advanced, spacious and efficient aircraft ever conceived, assembling such a huge plane was considered as a technological feat involving huge complexity. Based on its prediction that there would be a huge demand for larger aircrafts in the future, Airbus took a calculated risk in manufacturing the A380 superjumbo. Airbus partnered with many manufacturers to help build and fund the A380. Analysts feel that if the A380 fails, it would become a crushing burden not only to the shareholders of Airbus but also for suppliers and European taxpayers, as they invested billions of dollars on this plane.

### Pedagogical Objectives

- To discuss the reasons behind Airbus' decision to introduce the A380 superjumbo

- To discuss the probable outcomes in case the A380 fails to deliver the expected returns.

Industry	Aerospace
Reference No.	INM0007
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Airbus Industrie; Airbus Consortium; Relationship with suppliers; Supply chain management; Mission-critical systems; Composite materials; Assembling the A380; Manufacturing sites; Political considerations; Risk sharing partners; Goodrich and Rockwell Collins; Conditional agreements; Trade dispute.

### 7E7: Boeing's Big Bet

Since its entry into commercial aircraft manufacturing in 1916, Boeing was the undisputed leader in the industry. But the emergence of Airbus in 1970 held back Boeing's marathon success. Particularly, the Airbus A340 seemed to eclipse the success of the 747, Boeing's time-tested aircraft since 1969. For the first time in its history, Boeing's market share fell to 49% in 2001, while Airbus reigned with 51% market share. Problems multiplied for Boeing when Airbus commenced the manufacturing of the A380 in 2001, which was touted to beat the 747 on all parameters. Having being crisscrossed by Airbus and ridiculed by industry observers for being slow to react, Boeing, finally, announced its plans to build the 7E7, which, the company said, would outperform all the existing aircrafts. While Boeing based its future on the speed of aircrafts (less travel time), Airbus relied on the seating capacity.

#### Pedagogical Objectives

- To discuss Boeing's philosophy for the future after it shelved two of its earlier projects, the 747X and the Sonic Cruiser
- To discuss Boeing's competitive strategies vis-à-vis Airbus
- To analyse the changes Boeing had initiated in its manufacturing process.

Industry	Aerospace
Reference No.	INM0006
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Boeing 7E7; Dreamliner; Airbus A380; Hub and spoke system; Composites; Risk sharing partners; Life cycle product teams; Layoffs; Sonic Cruiser; Outsourcing.

### Eli Lilly's Cialis: A Rising Star

For men with Erectile Dysfunction (numbering 23 million in the US alone) Pfizer's blockbuster pill, Viagra, was the only answer until September 2003. It held a colossal 96% of the US market for impotence pills. In 2002, Viagra, the first oral drug to treat this male condition, reached \$1.7 billion of global sales, of which \$1.1 billion came from the US. In September 2003, Bayer and GlaxoSmithKline's Levitra hit the impotence market. In November 2003, Cialis, co-marketed by Seattle's Icos and Eli Lilly & Co, entered this market space. Cialis is a yellow coloured pill and Viagra, a blue one. Viagra and Levitra each had an effectiveness window in the range of 4-6 hours. Cialis expanded this window to 36 hours. Following its success in Europe, Australia and New Zealand, Cialis entered the lucrative US market in December 2003.

#### Pedagogical Objective

- To discuss Cialis' strategy in the US where the pill has to contend with Levitra and the market leader, Viagra.

Industry	Pharmaceuticals Manufacturers
Reference No.	INM0005
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Cialis; Viagra; Levitra; Eli Lilly; Icos; Lilly Icos; Pfizer; Bayer; GlaxoSmithKline (GSK); Impotence market; Erectile dysfunction; Pharmaceutical; Strategy; Food and Drug Administration; FDA.

### Project Platypus: Mattel's Unconventional Toy Development Process

The US toy maker Mattel is world leader in the design, manufacture and marketing of toys and family products. Barbie, the most popular fashion doll from Mattel accounted for nearly a third of Mattel's revenues and 40% of its profits in 1999. However, the 1990s saw rapid changes in the tastes and preferences of children. The product life cycles of many a toy lasted only a couple of years. Mattel needed to move beyond regular products such as Barbie. Mindful of this, Mattel unveiled a new product development process dubbed 'Project Platypus'. It was an unconventional, cross-functional and re-occurring toy development process that laid stress on open idea sharing. The first Project Platypus session concluded in December 2001. Ello, a construction set for girls, resulted from this session.

### Pedagogical Objective

- To discuss Project Platypus, Mattel's out-of-the-box, unconventional and creative product development process.

Industry	Toys and Games
Reference No.	INM0004
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Project Platypus; Mattel; Ivy Ross; Ello; US toy industry; Fashion dolls; Robert A. Eckert; Skunk works; Creativity; Corporate story telling; Out-of-the-box thinking; Collaboration; Innovation; Barbie; Product development.

### Biogenics: Opportunities and Challenges

Back in 1982, the first biotech product, recombinant human insulin hit the market. Hitherto, the biotechnology industry had largely been immune to generic competition with most firms still struggling to turn their ideas into products. The boom in generic pharmaceuticals has not included biotech medicines. The last five years however saw the biotech market growing at a CAGR rate of 27.7%. Patent protection on many biotech drugs is on the verge of expiry. By 2006, 11 biotech drugs worth more than \$13 billion in annual sales would face generic competition in America and the EU. However, hurdles remain in the form of the complexity of the biogeneric development process, regulatory barriers and lobbying by patent holding companies.

#### Pedagogical Objectives

- To highlight the increasing competition in the biotechnology industry that has largely been immune to generic competition
- To discuss the challenges facing the generic drug manufacturers such as complexity of biogeneric development process, regulatory barriers and lobbying by patent holders.

Industry	Biotechnology
Reference No.	INM0003
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Generics; Biogenics; Pharmaceuticals; Biotechnology; United States Food and Drug Administration (USFDA); European Medicines Evaluation Agency (EMA); Hatch Waxman Act; Dr. Reddy's Laboratories Limited; Teva Pharmaceuticals; Sico; Barr Laboratories;

Novartis; Patent; Abbreviated new drug application; Exclusivity period.

Industry	Pharmaceuticals
Reference No.	INM0001
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assig.	Not Available

### Nokia's 'N-Gage'ing Initiative

In 2002, Nokia, the world's No.1 mobile phone maker, troubled with falling mobile phone sales and increasing competition, was looking for new growth opportunities. The company known for its innovation in mobile phones ventured into the lucrative but highly competitive mobile gaming industry with the launch of N-Gage, a mobile phone-gaming device. After spending millions on the development and promotion of N-Gage, Nokia found itself competing with giants like Sony, Nintendo and Microsoft.

#### keywords

Lipitor; Research and development; Drug; Blockbuster; Zocor; Pfizer; Warner Lambert; Pharmaceutical industry; Food and Drug Administration; Celebrex; Generics; Mergers and acquisitions; Atorvastatin; Patent; US pharma industry.

#### Pedagogical Objective

- To discuss how mobile phones have emerged as a popular medium for playing games and Nokia's efforts and challenges in establishing itself in the gaming market through N-Gage.

Industry	Wireless Telecommunications Headsets
Reference No.	INM0002
Year of Pub.	2004
Teaching Note	Available
Struc.Assig.	Available

#### keywords

Nokia; N-Gage; Mobile phones; Mobile gaming market; Gaming industry; Video; TV and console games; PC and Internet based games; Mobile gaming; Nintendo; Playstation; X-box; Sega; Game Boy Advance.

### Lipitor: The Case of a Blockbuster Drug

The major driver of the pharmaceutical industry is R&D. While research and innovation costs increase, companies are pressurised to improve their R&D productivity. To leverage on their investments and research capabilities, companies turn to mergers and acquisitions. But consolidation has always decelerated R&D productivity. The industry has become increasingly dependent on blockbuster drugs. Most blockbusters that emerged are cardiovascular drugs. Statins belong to this class. Lipitor, a statin, was discovered and developed by Warner Lambert and quickly became a blockbuster.

#### Pedagogical Objective

- To discuss the importance of blockbusters in today's global pharma industry and how Lipitor emerged as a megabrand.