CATALOGUE

List of Case Studies on

STRATEGY - I

(Competition and Strategy/Competitive Strategies, Core Competency and Competitive Advantage, Corporate Strategy)

IBS Case Development Centre

Competition and Strategy /Competitive Strategies

Nokia – Global Market Share 40%; US Market Share 10%: Competitive Strategies

In 2008, Nokia, the global leader in mobile handset manufacturing faced difficulties in capturing a sizeable market share in the US. Nokia's profit margins reduced year after year in US since 2004. One often cited reason was its unwillingness to customise according to the preferences of the markets there. As the US telecommunication industry is one of the world's biggest telecommunication markets, Nokia had to establish itself in this market to retain its global No.1 position. The case study outlines the US telecommunication industry structure and the obstacles Nokia faced in finding a foothold in this marketplace. It has grabbed a 40% global market share; but in the US it has been able to rake it up to just 10%. What possible steps should Nokia take to capture a sizeable portion of US market share? What challenges does it face? What prevents it from having a formidable market position in the US? Should it, succumbing to the market pressures (realities!), decide to customise its business model? What are the consequences if it does? For a company, which adopted a standardised business model across the world, what would be the consequences of altering it?

Pedagogical Objectives

- To understand the evolution of mobile phones and the revolutionary trends in the mobile handset industry
- To analyse the telecommunication industry's standards and their impact on the industry and handset manufacturers
- To analyse the structure of the US telecommunication industry and its relevance for handset manufacturers
- To identify the reasons for Nokia's failure in the US telecommunication industry and to debate on its strategic response.

Industry	Mobile Telecommunications
Reference No.	COM0172
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Nokia, Mobile Phones, Five Forces, Business Model, iPhone, 3G, Motorola, Value Chain, Convergence

SunTzu's The Art of War: Industry Analysis Excercise (B)

This is a set of 102 Multiple Choice Questions (MCQs) based on Sun Tzu's The Art of War book. Designed primarily to ensure that the students have read the book, this can be used as an evaluation tool for this exercise.

Industry	Not Applicable
Reference No.	COM0171
Year of Pub.	2009
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Leadership, Military, The Art of War, RMAS, Henry Fayol, Sandhurst, Strategy, Sun Tzu, Warfare, Culture, Wars, Crisis, HRM, Marketing, Drucker

Sun Tzu's The Art of War: Industry Analysis Exercise (A)

Sun Tzu's The Art of War, written 2,500 years ago holds powerful lessons for running businesses, managing people, honing leadership abilities, motivating the employees, preparing for a battle, etc. If the book is used in a highly structured way to underscore the underpinnings of priceless wisdom contained throughout the book, the derived learning would be highly enriching. No doubt, the book's principles can be applied across all the functional areas of management – may it be manufacturing/production, marketing, finance, HR or any other dimension of managing a company. Most interestingly and effectively, the book's powerful lessons can be related to Strategy course, especially for analysing industries. When this book is used for analysing an industry, along with the other established industry analysis tools and techniques, the students would have definitely widened their horizons. To that end, this note provides how competition shapes up the strategy making, an overview of Sun Tzu's The Art of War and how to go about integrating this book with industry analysis exercise. A set of 100 MCQs and two videos (one on Indian Banking Industry and other on Indian Telecom Industry) are also available along with this note.

Industry	Not Applicable
Reference No.	COM0170
Year of Pub.	2009
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Leadership, Military, The Art of War, RMAS, Henry Fayol, Sandhurst, Strategy, Sun Tzu, Warfare, Culture, Wars, Crisis, HRM, Marketing, Drucker

India's Subhiksha – Aping Wal-Mart's EDLP Strategy?

Subhiksha, a popular Indian retailer is on an expansion mode and hoped to make its presence felt in all parts of the country by the end of 2008. As part of its marketing strategy, Subhiksha adopted Wal-Mart's popular EDLP pricing strategy. Though Subhiksha did not aspire to compete with the conventional retailers like Nilgiri's or Spencer's Daily; it hoped to create a niche market with its discount model. Subhiksha relied heavily on organised retailing and economies of scale. Would an EDLP strategy suit the Indian retail scenario?

Pedagogical Objectives

- To comprehend the trends in the Indian retail industry
- To analyse the rationale behind the EDLP strategy of Subhiksha
- To study the challenges of a low pricing model in the competitive Indian retail sector.

Industry	Retail Industry
Reference No.	COM0169C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Indian Retailing Industry; Competitive Strategies Case Studies; Global Retailing industry; Subhiksha; Customer Behaviour; EDLP Strategy; Wal-Mart's EDLP strategy

Hershey vs Mars: The Candy Store War

Hershey and Mars had been rivals in the chocolate industry for decades, and had shown no signs of backing off from the way they had competed so far. The greatest irony was that, Mars and Hershey were partners in chocolate making way back in the 1930s. And when they split, it was said that, Mars vowed to replace Hershey as the number one chocolate maker in the US. But till 2006, Hershey had been going in full throttle and held the top position in the US market. Though Hershey was on the top, it faced new threats when its share price came down, the sales declined, and Mars started taking them head-on in the retail front too. So is the vow that was taken decades back getting fulfilled and will Mars overtake Hershey in 2007?

Pedagogical Objectives

- To discuss how the trend of health consciousness affects the chocolate industry
- What strategies Hershey should adopt to counter competition from Mars

- Discuss rivalry and competition of Pepsi and Coke or of companies in other industries
- The newest trends in chocolate retailing.

Industry	Confectionery Industry
Reference No.	COM0168B
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Business Rivalry; US Chocolate Industry; Competitive Strategies Case Study; Chocolate Retailing; Gourmet Chocolates; M&M World; Health and Wellness Products; Hershey; Mars

Airbus 350 vs Boeing 787 – Battle for the Skies

Over the decades, Airbus and Boeing, the two major players have been at loggerheads for aircraft orders. This case details the intensity of the rivalry between the two companies by elucidating facts and figures of a new aircraft being developed from each of their stables. Boeing's 787 Dreamliner being designed with new composite material is meant to set industry standards. As according to the company, this aircraft would help airliners save fuel costs. The aircraft is also intended to be tons lighter than other models. Airbus, on the other side, with its A350 XWB intends to offer the airline market with the largest aircraft it has produced till date. Post, Paris Air Show and the Dubai Air Show held in 2007, A350 claims to give a stiff competition to 787. Boeing plans to deliver its Dreamliner by 2008, and Airbus by 2013. Boeing with 5 years of advantage, and confirmed orders, industry observers inquire, if Airbus would beat the time advantage or bank on the strength of the A350, or better still use the time to their advantage and modify the aircraft to being user friendly.

Pedagogical Objectives

- To understand competition existing in a duopoly market
- To understand demand and supply of aircrafts in the aviation industry
- To analyse the competitive strategies deployed by Airbus and Boeing and the possible threats from various new entrants to their duopoly
- To analyse whether the competition between Airbus and Boeing would be a healthy sign for the aircraft manufacturing industry or would they lose their market share to the new players of the industry.

Industry	Aircraft Industrys
Reference No.	COM0167B
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Airbus 350; Boeing 787; Aircraft Manufacturing Industry; Airbus Boeing; Dreamliner; A350 XWB; European Union; Subsidies; A330; Competitive Strategies Case Study; Bombardier; Commercial Aircraft

The Coffee War: McDonald's vs Starbucks

Companies can stick with their competitive advantage, by either satisfying customers' need or else altering them. Firms that shape customer needs in new directions dramatically increase the customer value proposition and improve business systems – a strategy best described as market-driving. Many pioneering companies follow this strategy and are hugely successful. Case (B) discusses how an Indian hotel, The Park – a pioneer of 'boutique' hotels in India – followed this strategy to create a small but exclusive chain of sleek designer boutique hotels. In a country accustomed to large, marble-clad hotels, The Park's strategy to create the hotel was considered highly risky and bizarre. But the hotel's chairperson, Priya Paul, fought for her idea and her transformational leadership qualities has seen the hotel chain create a niche in the boutique hotels segment. The case is a good illustration of a hotel chain with a market-driving approach that came up with breakthrough innovations and deeply reshaped business systems.

Pedagogical Objectives

- To analyse the dynamics of the food service industry of the US
- To analyse the core competencies of McDonald's and Starbucks
- To understand the rationale of Starbucks and McDonald's expansion
- To highlight the challenges involved in product offering enhancements
- To discuss how McDonald's and Starbucks would retain their core competencies.

Industry	Food and Beverages
Reference No.	COM0166A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Food Service Industry US; Fast Food Industry US; Coffee Shops; Starbucks Experience; Convergence; Speciality Coffee; Howard Schultz; Baristas; Brand Dilution; Competitive Strategies Case Study; Product Offering Enhancements; Core Competencies; Breakfast Segment

Indian Hotel Industry (B): The Park's Eye for the Unconventional

Companies can stick with their competitive advantage, by either satisfying customers' need or else altering them. Firms that shape customer needs in new directions dramatically increase the customer value proposition and improve business systems – a strategy best described as market-driving. Many pioneering companies follow this strategy and are hugely successful. Case (B) discusses how an Indian hotel, The Park – a pioneer of 'boutique' hotels in India – followed this strategy to create a small but exclusive chain of sleek designer boutique hotels. In a country accustomed to large, marble-clad hotels, The Park's strategy to create the hotel was considered highly risky and bizarre. But the hotel's chairperson, Priya Paul, fought for her idea and her transformational leadership qualities has seen the hotel chain create a niche in the boutique hotels segment. The case is a good illustration of a hotel chain with a market-driving approach that came up with breakthrough innovations and deeply reshaped business systems.

Pedagogical Objectives

- To understand the boutique hotel concept and its uniqueness among the other formats, and also highlight its success factors in India
- To discuss The Park's positioning, before and after India's economic liberalisation, and analyse the reasons for the hotel's repositioning
- To discuss the framework in creating and implementing a market-driving culture, to gain a competitive advantage.

Industry	Hospitality Industry
Reference No.	COM0165
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Boutique Hotel Concept in India; Priya Paul; Apeejay Surrendra Group; Market Driving Strategy; Target Customers; Value and Lifestyle Group; Repositioning Strategies; Leadership through Differentiation; Innovations in the Indian Hotel Industry; Key Success Factors in Indian Boutique Hotel; Competitive Strategies Case Study; Indian Hotel Segmentation; Transformational Leadership; Change Management

Dell vs Lenovo: The Competitive Strategies in China

Dell entered China, the world's fastest growing PC market, in 1998. Though it was a late entrant, Dell initially did well through its direct selling business model that primarily targeted the industrial and public service departments. But this model left out the Chinese consumer's desire to touch the product before buying it. Even the actual growth zones, the third and fourth tier cities, were overlooked. But the same Chinese turf was tamed by a domestic brand, Lenovo. Its relationship and transactional business model - coupled with a highly efficient supply chain network - helped Lenovo corner 35% of market share, dipping Dell's further. So should Dell alter its business model is just one of the many questions discussed in this case.

Pedagogical Objectives

- To discuss critical success factors in the Chinese PC market
- To understand and contrast the business models of Dell and Lenovo
- To analyse the reasons behind Dell's declining profits and falling market share in China
- To discuss Dell's choices to gain a market foothold in China.

Industry	Personal Computers
Reference No.	COM0164
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Chinese PC Industry; Business Models; Direct Selling Business Model; Relationship and Transaction Business Model; Den Xiaoping; Joint Ventures and Partnerships; Chinese Consumer Behaviour; Acquisition of IBM's PC Division; Market Entry Strategy; Supply Chain Management; Competitive Strategies Case Study; Developing a Business Strategy for China; Critical Success Factors in Chinese PC industry; Business Model Comparison; Second Mover Disadvantage; Challenges Faced by a Foreign Player

Virgin Atlantic's Business-Class-only Airline: Emerging Threat to Niche Air Carriers?

In 2007, the open skies pact between Europe and US was rapidly changing the competitive scenario on transatlantic routes. The small BCO (business-class-only) carriers like Eos, MAXjet, Silverjet, and L'Avion grew significantly creating a niche market on the New York-London route. Though all major traditional carriers like British Airways, Virgin Atlantic, United Airlines and American Airlines had well-established business-class services, these new niche players successfully positioned themselves against these established players. The success of these small niche carriers forced the established carriers including Virgin Atlantic to re-assess their services and networks. In June 2007, Virgin Atlantic announced its plan to start BCO service on various transatlantic routes between New York and various European destinations. Though Virgin Atlantic held significant competitive advantages, the first mover advantage of these small niche players posed a major challenge to Virgin Atlantic. How well Virgin Atlantic can position itself in this niche market was yet to be seen.

Pedagogical Objectives

- To understand the dynamics of the transatlantic aviation market
- To understand the factors that led to the emergence of the transatlantic BCO market
- To analyse the positioning of small niche players and their strategies
- To discuss the entry strategies of established players in emerging niche markets.

Industry	Airline Industry
Reference No.	COM0163A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Transatlantic Aviation Industry; Deregulation; Open Skies Pact; Competitive Advantage; Growth Strategy; Niche Market; Business Travel; Virgin Atlantic; Business-Class-Only Services; Brand Positioning; Product Cannibalisation; Market Segmentation; Eos; Competitive Strategies Case Study; MAXjet; Silverjet and L'Avion

Piaggio vs Honda: The Strategy Lessons

Most companies that rose to become global leaders, most often, started with limited resources and capabilities. But they were bent on winning and then sustained that obsession, termed as "strategic intent". Piaggio, the Italian motorcycle manufacturer, who tasted initial success with the launch of 'Vespa' motor scooter in 1946 faced numerous challenges ahead and was close to bankruptcy in 2003. In contrast, Honda, the Japanese automobile manufacturer, leveraged its initial success of 'Supercub' motorcycle to foray into automobile production and achieved the status of a global automotive player. The Piaggio vs Honda case compares the strategies adopted by both manufacturers, each with a point of uniqueness, in a market that required greater flexibility, high complexity, quick changes and competitive strategies. A comparison - of these two companies' strategy models - reveals that strategy is never static and involves continuous adjustments.

Pedagogical Objectives

- To understand the strategies used by Honda and Piaggio in their pursuit for global leadership
- To discuss and analyse the reasons behind the success of Honda and failure of Piaggio
- To debate why good companies go bad
- To understand and discuss the need and importance of strategy formulation.

Industry	Automobile
Reference No.	COM0162
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Enrico Piaggio; Soichiro Honda; Vespa; Ape; Supercub; US Automobile Industry; Japanese Motorcycle industry; Giovanni Agnelli; Roberto Colaninno; Market Entry Strategy; Restructuring Strategies; Competitive Strategies; Global Expansion Strategies; Marketing and Promotional Strategies; Cash on Delivery (COD); Competitive Strategies Case Study; Strategic Intent; Need and importance of Strategy Formulation

Jack in the Box: Combating the Breakfast War in US

Jack in the Box was the fifth largest hamburger chain in the US. The company operated in 2100 locations across the US with revenues of $2766 million for the year 2006. But the company had been overshadowed by rivals like McDonald's and Burger King, which were far greater in size. The fast food market of US was in a slump after decades of over expansion. But the breakfast market was emerging as the silver lining, accounting for 8% of the $500 million in restaurant sales in the US. As a result, all the major fast food chains competed for a share of the breakfast market with even speciality coffee chains like Starbucks joining the fray by offering different breakfast products. Jack in the Box also decided to defend its share of the breakfast market and thought of promoting its breakfast products, which it had been serving all day since the last 20 years with help of an advertising campaign. As competition among various fast food chains intensifies with different companies adopting strategies like menu innovation, advertising and better restaurant experience, whether a regional chain like Jack in the Box would be able to fight the goliaths of the fast food market remains to be seen.

Pedagogical Objectives

- To understand the drivers of the fast food industry

- To understand the strategies to be adopted to survive in an over crowded and fragmented fast food market
- To discuss the various strategies adopted by companies in the fast food segment specifically the breakfast market
- To analyse the strategies adopted by Jack in the Box to survive in the breakfast market
- To analyse the challenges faced by Jack in the Box and evaluate the future trends for the fast food industry.

Industry	Fast Food Industry
Reference No.	COM0161A
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Fast Food Industry; Menu Innovation; Advertising; Breakfast Market; Brand Reinvention; Demographic Trends; Competitive Strategies Case Study; Brand Differentiation, Social Networking, McDonalds, Burger King, Reimaged Restaurants, Fast Casual Segment; Drive Thrust; Jack In The Box; Healthier Food Options

China's Retail Industry (C): The Competitive Strategies

This is the last case in China's retail industry series. While case (A) looks at the competitive landscape of China's retail industry, case (B) helps analyse the competitive responses to Chinese consumer behavior. Case (C) presents a a gallery of competitive strategies. From what has been learnt in cases A and B, C helps know which company stands a better chance to carve a niche for itself. What is their unique advantage? If not, what should they still do - immediately, remotely or forever? If strategy is all about creating unique advantages, this case is much more than how companies deploy different strategies to become unique. Should companies enter China with their time-tested business models? Or should they go for new business practices? How the local players (incumbents) adjust their game plans to the moves of bigger and better competitors (new entrants)? Can both co-exist? Or would they exit with the entry of foreign players? The big picture would be how intensified competition can catapult an industry.

Pedagogical Objectives

- To understand and analyse various competitive strategies of creating unique positions in China's retail industry
- To compare and contrast competitive strategies of foreign players (the new entrants) with local players (the incumbents); who is better equipped to tap China's retailing potential?; can foreign players leverage on their experience and learning curves from other markets?; should they work on their strengths or create new ones to operate in China's market?; what are the strengths of incumbents as well as the new entrants?
- To debate on the co-existence of new entrants and the incumbents; what happens to the local players as a result of increased and intensified competition from multi-national retailers?

Industry	Retail
Reference No.	COM0160
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Wal-Mart in China; Carrefour in China; Metro AG in China; Tesco PLC in China; Wumart Stores, Inc.; Lianhua Supermarket Holdings Co. Ltd.; Competitive strategies of retailing companies; Protectionism in China in retailing; Territorial restrictions in China; China's traditional retail industry; Competitive Strategies Case Study; Chinese retailing in the new era; Profitability in Chinese retailing; Sustainability Chinese retailing

Nintendo's Competitive Strategies in Gaming Console Market

Nintendo Co. Ltd., one of the leading producers of video games in the world, is facing severe competition from Sony and Microsoft. Nintendo's last launch, the Game Cube has failed to make a mark in the market place. In order to regain its market share in November 2006 the company has launched Wii videogame console. The case discusses Nintendo's positioning, segmentation, pricing, marketing and product launch strategy of Wii. The Case further debates whether Nintendo can sustain the success of Wii or not.

Pedagogical Objectives

- To analyse the causes for decline of Nintendo in Electronic Gaming Console Industry
- To analyse Nintendo's strategy for launch of its new console Wii to recover market share.

Industry	Electronic Gaming
Reference No.	COM0159P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Nintendo's Decline; Gaming Industry; Strategy to recover market share; Wii; Xbox; Competitive Strategies Case Study; Play station; Nintendo; Game Cube; Video Games; CEO Satoru Iwata; New product launch strategy

Convergence of Media: Impact on Viacom's Entertainment Business

Viacom, the largest cable network in the US in terms of revenue in 2004, had its presence in film production and music distribution and popular cable networks like MTV and BET in its portfolio.

With the digitisation, all media companies were shifting their focus to new digital formats, as digital media content could be accessed on a variety of devices. Viacom also recognised the importance of digital media convergence, and changed its course of business to accommodate digital media offerings in its services. However, Viacom was neither the first mover nor the leader in the field of digital media. It had to face stiff competition from other players of media and entertainment industry.

Pedagogical Objectives

- The case study offers scope to learn about new media platforms such as DVR, VOD, iPod, Mobile TVs and the Internet as media offering different content
- The case deals with the emerging media platforms due to changing customer preferences
- It raises debate as to the possible strategic options available to Viacom in the wake of digital media convergence.

Industry	Media and Entertainment
Reference No.	COM0158A
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Viacom Inc; Cable Networks; Entertainment Industry; Convergence; Digital Media; Competitive Strategies Case Study; Internet Video; IPTV; Time Warner; Business

Mattel: Competitive Strategies in the US

Since 1995 till 2007, the global toy industry has been experiencing changes like the rise in the number of video game players and shift in consumer preferences. Due to the unpredictable shift in the play patterns of kids, traditional toy manufacturers – losing market share to video game companies – are toiling hard to retain their positions in the minds of Gen X kids. During 2003, Mattel Inc., the top player in the US toy industry realised that its total market share including the market for its flagship brand, Barbie, were under attack from competitors like MGA, Hasbro, LeapFrog, Jakks and video games players. Mattel swiftly retaliated by chalking out initiatives to counter the changes in the industry threatening its market leader position. Mattel broadened its product lines and undertook several other measures, as a result of which, its revenue increased for fiscal 2006. But industry observers are not sure if Mattel would succeed in retaining its industry leader position in the years to come.

Pedagogical Objectives

- To understand Mattel's growth strategies in the US toy industry
- To get an insight of the changing landscape in the global toy industry
- To study the competitive threats faced by Mattel
- To analyse the strategies chalked out by Mattel Inc. to tackle the competition.

Industry	Toy Industry
Reference No.	COM0157B
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Barbie; Mattel; Toy Indutry; Video Games; Competition; Hasbro; Age-compression; Fisher-Price; KGOY; Handlers; Leapfrog enterprises; Jakks Pacific; Competitive Strategies Case Study; Learning Company; Bratz; Toy Fair

Liz Claiborne: The US Apparel Retailer's "Three-M's" Strategy

During the mid-2000s, Liz Claiborne, a US apparel retailer, was whacked by the changing dynamics in the apparel industry. The industry has been undergoing many changes, due to consolidations among major departmental stores and the stores preferring their own private labels. These changing market trends forced companies to rethink ways of doing business. As a result, companies implemented strategies to expand their brand portfolios and widen the distribution network across channels. To bring back its lost glory, William L. McComb, Liz Claiborne's CEO, initiated 'Three-M's' strategy – multi-brand, multi-geography and multi-channel. Through which he hopes to win out in the fiercely competitive apparel industry.

Pedagogical Objectives

- To analyse the value chain of the apparel companies
- To understand the impact of trade regulations on the textile and clothing industry
- To discuss the changing dynamics in the apparel industry
- To examine the effect of changing consumer preferences on the apparel companies
- To discuss the resulting challenges and strategies of Liz Clairborne.

Industry	Women's Clothing
Reference No.	COM0156
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Branded apparel; Quota restrictions; Free-trade agreements; Textile and clothing trade; Multi-Fibre arrangement; Outsourcing; Supply chain of apparel manufacturers; Trends in global apparel industry; Departmental stores; Competitive Strategies Case Study; Private labels; Multi-brand; Multi-geography; Multi-channel; William L. McComb; Fashion Trends

Napster Inc.: Singing a New Tune

Napster Inc. (Napster) was the first widely-used peer-to-peer (or P2P) music sharing service on the internet. Its technology allowed music fans to easily share MP3 format song files with each other. Its services were popular among internet users who downloaded copyrighted music. However, between 2002-2005, growing competition had led to Napster's sales decline. To reverse the declining sales and recapture lost consumers, Napster launched its free downloading service. The case study discusses Napster's strategies to regain market share in the online music industry.

Pedagogical Objectives

- Understand the dynamics of online music industry.
- How Napster became a legendary icon.
- Impact of legal controversy on online music business
- Reason for Napster downfall
- Analyses the future prospects of Napster with reference to the increasing competition.

Industry	Music Sharing
Reference No.	COM0155P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Peer-to-peer (or P2P) music sharing service; Internet; Mp3; Free downloading service; Napster; Music industry; Increasing popularity; Competitors; No. of users; Legal challenges; Recording Industry Association of America; Improved technology; Digital online service;Competitive Strategies Case Study; Expansion; Promotional efforts

Dunkin' Donuts' Competitive Strategies

In 2005, $4.8 billion-Dunkin' Donuts (Dunkin) is one of the largest coffee and baked goods chain in the world serving 2.7 million customers every day. With rising competition, Dunkin had lost its position as a market leader which it had enjoyed all through the 1990s. In March 2006, Dunkin was acquired by a consortium of private equity firms- Capital Partners LLC, The Carlyle Group and Thomas H. Lee Partners LP. The new owners outlined an aggressive growth strategy for Dunkin including tripling its size over the next ten years, entering new markets across the country and expanding the menu offerings beyond breakfast. The case discusses competitive strategies adopted by Dunkin to reposition itself and expand into newer markets.

Pedagogical Objectives

- Growth strategies adopted to reposition Dunkin, the largest coffee and baked goods chain in the world
- Business expansion strategies by entering new markets
- To discuss the dynamics of the fast food and beverage industry.

Industry	Food & Beverage
Reference No.	COM0154P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Doughnuts and coffee; Value for money segment; Competition; New owner; Growth strategy; Competitive Strategies Case Study; New markets; Expanding menus; Advertisements; Coffee market; Premium segment; Market survey; Change outlook of stores; Expanded market; Online promotion; Product line; Global Positioning System; Loyal clientele

Best Buy: Growth through Segmentation

Best Buy is a $30-billion-a-year consumer electronics superstore with more than 930 outlets across US and Canada. Its warehouse-style superstores with yellow tag logo offer branded consumer products like televisions, DVD players, home audio, car audio, computers, cameras, music, movies, software, games and personal computers. Since the 1990s, Best Buy followed 'the bigger the better' strategy which helped it grow but with increasing competition the company felt the need to consolidate its position. This case study discusses Best Buy's strategy to overcome competition.

Pedagogical Objectives

- The case evaluates the strategies adopted by Best Buy, to segment its target customers to overcome the increasing competition in the consumer electronics market.

Industry	Retail
Reference No.	COM0153P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

US retail industry; Future shop; Magnolia Audio vedio; Geek squad; Accenture; Musicland; Customer centricity model; Reward zone; Competitive Strategies Case Study; RFID tag; Studio D; Escape; Ask A Blue Shirt programme

ASDA: Competitive Strategy in UK Retail Market

ASDA was the second largest supermarket chain in the United Kingdom (U.K.). Positioned as a value for money store, it sold groceries, apparel, CDs, books, videos, and other household items. ASDA, which was taken over by Wal-Mart in 1999, had used the formula of Every Day Low Prices (EDLP) to gain market share in the British retail market. The initiative proved successful for a few years, but stopped yielding results as competition increased. In 2005, ASDA's sales declined and market share fell from 16.7% in 2004 to 16.5% in 2005. This case study discusses the strategy adopted by ASDA's to make a turnaround

Pedagogical Objectives

- Changes in retail industry in UK
- To analyse the ASDA's Pricing Strategy
- To discuss the ASDA's trouble shooting initiatives.

Industry	Retail
Reference No.	COM0152P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Supermarket chain; Wal-Mart; Value for money; Changing management; Business management; Business strategies; Greg Benneman; Aggressive price; Competitive Strategies Case Study; Competitors; Market share; Price-rollback strategy; In-store promotion; Morale boosting; Service quality; Online selling; Store extension and new openings

Yahoo vs Google: The Challenge

With the battle of portals heating up, internet companies – Google and Yahoo! (Yahoo) are aggressively vying to become the world's leading internet portal—the site that most internet users rely on for everything, from searching the web to sending e-mail and catching up on the news. By 2005, Yahoo has become much more than a portal; it is a full-fledged media company. During 2006, Google's dominance in search continues to give it a commanding lead in Internet advertising. The search engine major maintains its growth momentum through organic and inorganic growth. Yahoo has missed out on acquisitions and setbacks such as the delay of its search-advertising system, and decelerating revenue growth are increasing the pressure on Yahoo. As analysts compared the two internet companies, the companies themselves try to outdo each other in areas such as search, advertising and products and services. The case compares the product offerings of the two companies, their strength in search and their advertising models and revenue. It also compares their growth strategy.

Pedagogical Objectives

- The case discusses the critical success factors in the IT industry
- The case outlines Yahoo and Google's growth strategy
- The case compares their new product launches, search engines and advertising strategy
- The case discusses their future growth prospects.

Industry	IT Industry
Reference No.	COM0151P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Yahoo; Google; Search engines; business models in the IT industry; advertising strategy; electronic mail; Competitive Strategies Case Study; desktop search; web traffic; flickr; orkut; business goals; product design

Toyota's Success in the US Auto Industry

The Case study is about business strategies of the auto company –Toyota Motor Corporation in the US market. Toyota is a Japan based leading automaker worldwide which offers a product portfolio including passenger cars, sport-utility vehicles (SUVs), minivans and trucks. It also manufactures automotive parts, components and accessories.

The case study talks about the dynamics of the US auto industry as of 2006-07 and position of the major players in the US market- the US Big 3- General Motors(GM), Ford and DaimlerChrysler.The big three were experiencing huge losses by 2006-07 and closing down some of their US manufacturing plants and rationalising their staff. In contrast, Toyota was flourishing in its business and expanding its operations in the US .It had become the second largest player in the US in 2006. The case study discusses Toyota's success in the US market in two stages: Stage 1: Since entry into the US market till 2003-04 when it became the second largest player in the US and Stage 2: Toyota's strategy to become No .1 from 2004 onwards till 2006-07.

Pedagogical Objectives

- To discuss business dynamics of US Auto Industry
- To anlyse the changing trends in the US auto industry
- To discuss Toyota's strategy for achieving success in the US automobile market.

Industry	Automobile Industry
Reference No.	COM0150P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Toyota; Camry; Corolla; Avensis; Lexus; Tacoma; Tundra; US Auto industry; Toyota's strategy for success; Kaizen; JIT; Lean manufacturing; Global Body Line; Hybrid Vehicles; US youth market; pick up trucks; Competitive Strategies Case Study; CCC21; Value Innovation (VI)

The Future of Gap Inc

Gap Inc (Gap) is one of the leading international specialty retailers offering clothing, accessories and personal care products for men, women, children and babies under the Gap, Banana Republic, Old Navy and Forth & Towne brand names. Paul. Pressler (Pressler) who became Gap Inc's CEO in October 2002 has been heralded for his cost- cutting strategies that have restored financial discipline in the company. But there has been a trade-off. Pressler, who has little retail experience, has not steered Gap toward its customers' tastes. Realising his mistakes, Pressler has changed his strategy in mid 2004 to generate growth. He has revitalized the marketing strategy, tied up with renowned designers and increased the focus on emerging economies. Will he succeed in rejuvenating Gap Inc and attracting customers once again?

Pedagogical Objectives

- The case discusses the dynamics of the US garment industry
- The case analyses Gap's repositioning strategy and its decline
- The case debates over Gap's revival strategy.

Industry	Garment Industry
Reference No.	COM0149P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Gap; Competitive Strategies Case Study; Banana Republic; old navy; marketing strategy; repositioning strategy; brand cannibalisation; consumer preference; turnaround strategy; employee exodus; SWOT analysis; merchandise

Southwest vs JetBlue in the Changing Market

Southwest Airlines and JetBlue were two leading low cost airlines in the US. Both airlines adopted a similar business strategy to compete against each other in the LCC market in the US. However in 2006, the two airlines faced increasing cost pressures due to high costs, increased competition and rising fuel prices. The case study discusses Southwest Airlines and JetBlue's strategies to overcome cost pressures and compete against each other buy differentiating their services.

Pedagogical Objectives

- The case compares the business model of the two leading companies in the field of low cost airlines i.e. Southwest Airlines and Jet Blue
- It evaluates various strategies adopted by the two companies to gain cost competitiveness.

Industry	Airline Industry
Reference No.	COM0148P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Southwest airlines; jetBlue; low cost airlines; David neeleman; New Air; XM satellite radio; Embraer; homesourced reservation system; Airbus A320; hobby Airport; Morris air; Competitive Strategies Case Study; Arizona One

Pringles– Combating the Launch of Lays Stax

Pringles the global market leader in the 'potato crisps' category in the US is facing a new threat. In late 2003, Frito Lays has launched Lays Stax—a variety of potato crisps that closely resembles Pringles. Though people across the world are accustomed to the crunchy taste and the unique packaging of Pringles, Frito Lays, is offering an extensive range of flavours in the potato crisps segment. It also offers unique packaging and competitive pricing and enjoys a huge distribution network. Being a market leader in the potato chips market, Frito Lays is a formidable competitor. How can Pringles maintain its market share in the face of stiff competition from Frito Lays?

The case can be used to teach competitive strategy, branding strategy and market strategy.

Pedagogical Objectives

- Analyse the snack industry and the changing trends in the industry
- Pringles' strategy vis-à-vis other brands
- Relationship between product differentiation, brand premium and pricing.

Industry	Food & Beverage Industry
Reference No.	COM0147P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Potato chips; innovative packaging; premium branding; Competitive Strategies Case Study; pricing strategy; frito lays; impulse purchase; mini brands

Managing Diversity at Toyota

Toyota Motor Corporation, a leading auto manufacturer has built its reputation for quality on the idea of continuous improvement and respect for people. In 2001, it has launched the Toyota Diversity Strategy, a ten year, multi-billion dollar sustainable commitment to minority participation in Toyota. The strategy is based on minority participation, equal opportunity and inclusion. It also uses a mentoring programming called 'champion programme'. For Toyota diversity is not just a social responsibility but a business imperative. It believes that its strategic diversity plan reflected well on its business culture.

Pedagogical Objectives

- HR; Diversity; Quality; Corporate responsibility; minority participation; continuous improvement; Competitive Strategies Case Study; champion programme; inclusion; Toyota

Industry	Auto Industry
Reference No.	COM0146P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Nokia Media Master; AMPS/TDMA; 3G; Tetra; WAP; W-CADMA; Nokia E series; Competitive Strategies Case Study; Symbian OS

HMV: Competing in the Digital World

HMV Group plc (HMV) was one of the world's leading retailers of music, DVD/ video, computer games and books in the UK, US and Asia. An increase in the number of online purchase of CDs and DVDs, a rise in digital downloads and stiffer competition from general supermarkets had an adverse impact on HMV's revenue in 2005. Changes in musical tastes also affected HMV's sales adversely. HMV hoped to improve its profitability by initiating fresh price cuts and expanding its online product offerings. To reverse the downfall, HMV introduced various initiatives. In late 2006, HMV had revamped its online and offline offer, as well as its pricing, to turn itself around.

Pedagogical Objectives

- Business dynamics of HMV
- Impact of changing consumer taste and preferences
- Competition in music industry and its impact on HMV
- HMV's revitalizing strategies.

Industry	Music Industry
Reference No.	COM0145P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Music retailer; waterstone; his master's voice; EMI; Billionconsumers' taste; Competitive Strategies Case Study; revitalizing; competitiors; market share; online offering; new pricing and promotional efforts; cyclic game market; Ottaker; hmv.co.uk; Kiosksand supermarket

H&M vs Zara: Competitive Growth Strategies

The case compares the competitive growth strategies of two 'fast fashion' retailers –

H&M and Zara. Swedish retailer H&M has been growing at an average rate of 20% annually in the past two decades. No other European retailer has expanded so quickly and so successfully beyond its own borders. At the heart of Zara's success is a vertically integrated business model spanning design, just-in-time production, marketing and sales. Inditex and its flagship store Zara have been growing at a furious pace.

The two European retailers are known for their 'fast fashion' had unique business models and growth strategies which have enabled them to expand quickly and successfully beyond their own borders. With the European markets becoming saturated, the two companies are looking for ways to expand outside Europe and establish their hegemony in the U.S., in many ways the world's most important market.

The case outlines the growth strategy of the two companies in the US, emphasizing the similarities and the differences in their approach. H&M has tailored its product strategy to fit the US market. It has headed for more upscale malls and busy downtown centers and decided to open smaller stores. Zara has decided against developing a manufacturing base in the US. However, it has followed the same business model and product strategy that it followed in Europe. Its clothes are however priced higher in the US than in Europe to take case of supply costs.

Pedagogical Objectives

- To compare the growth strategies and business models of fashion retailers – H&M and Zara
- To understand how these European companies are trying to expand beyond their borders.

Industry	Garmnet Industry
Reference No.	COM0144P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

H&M; Zara; Inditex; fast fashion; Competitive Strategies Case Study; business model; supply chain; management; retail strategy; pricing; marketing strategy; concept store; shelf life; Spain; Sweden; store chain; expansion strategy

BBC's Challenge

In 2006, the £4 billion- British Broadcasting Corporation (BBC), a dominant broadcaster in the United Kingdom, operates several public TV channels, a 24-hour cable news channel, digital channels, national and digital radio networks, and an online news service. In 2004, the broadcaster is facing more scrutiny than at any other time in its history - and is under pressure from all quarters to justify its existence and the license fee which primarily funds the corporation. The BBC's charter is coming up for renewal in 2006 and its future, its funding and its role in general, is up for discussion and debate. People are questioning the need for a license fee which funds services they either cannot receive or do not watch. The BBC is also under pressure from the UK government because of the 2003 highly public row with the government and also from the media – including its commercial rivals.

Its commercial rivals are concerned that the BBC is encroaching into their territory. The rapid growth of the BBC's online services together with the launch of digital radio and television stations has elicited protests. Industry observers opine that the charter's review process has to find an answer to the 'catch 22' situation. The charter renewal is expected to be a battle over how to maintain the benefits of the public service broadcaster in a much more competitive environment. The BBC has been criticised for making programmes that are not popular but are worthy, and it has also been criticised if it has made programmes which reach millions of people. Aware that the renewal of the charter will increase the spotlight, the BBC has decided to prepare itself for remaining relevant in the digital age. Will the outcome of its digital strategy justify the public funding of the BBC?

Pedagogical Objectives

- The case outlines BBC's Royal Charter and traces BBC's growth over the years
- It also discusses the challenges being faced by BBC including its splintered audience
- The case discusses BBC's strategy to remain relevant in the digital age.

Industry	Media and Broadcasting Industry
Reference No.	COM0143P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

BBC; BBC's charter; digital strategy; BBC's license fee; audience profile; on screen marketing; broadcaster; public sector companies; debate; channel 4; Competitive Strategies Case Study; ITV

Apple's Challenges in the MP3 Player Market

The case is about challenges faced by Apple computers in the MP3 players market. Apple which is basically into design, manufacturing and marketing of personal computers (PCs) and related software and services to begin with, launched its MP3 player iPod in 2001. iPod was well received by the market and continued to maintain its leadership position. iPod also became a significant contributor to Apple's bottom-line, accounting for 40% of its revenues in 2005.

The competitor companies — SanDisk, Samsung, Sony, Creative Technology and Toshiba largely shared the remainder of the portable player market. They took aims at iPod several times but without much success. With the lucrative portable MP3 music player market growing in size, these players were not wiling to call it a day yet. Despite the intense competition new players like Microsoft were keen to enter the market.

The case discusses the challenges faced by Apple iPod amid increasing competition in the MP3 player market.

Pedagogical Objectives

- The case discusses about the changing business model of Apple Company in the MP3 market. It evaluates the product launching and product positioning strategies of Apple, and its competitive strategies to face competition.

Industry	Music Player Industry
Reference No.	COM0142P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Apple ipod MP3 player; evolution of MP3 playermarket; Apple's entry in the MP3 player market; launch of 1st generation ipods; launch of online media store iTunes; competitors; Microsoft; SanDisk; Competitive Strategies Case Study; Sony; competing MP3 player; Zune; Sansa; launching of subsequent generations of iPod by apple; launching of iPod Nano

Home Depot vs B&Q: The Battle for China's Home Improvement Market

In 2006, China's home improvement market was estimated to be worth $50 billion, growing at 20% annually. As of 2006, various domestic and international players had a presence in the market. While B&Q of UK was the market leader, others such Home Mart, Home Way and Orient Home also had a stronghold. Besides, Home-Depot of the US, the largest retailer of home improvement products in the world, was planning to enter China soon. In this scenario, analysts felt that the market was ready for a fierce battle among various retailers. They also debated how

China's home improvement market would shape up.

The case gives a brief account of the evolution of home improvement market in China. It then discusses B&Q's entry, growth strategies and expansion in the country. It also talks about Home-Depot's planned entry and the challenges it would face in China.

Pedagogical Objectives

- To understand the emergence and growth of China's home improvement market
- To assess how B&Q entered China and established itself as the largest home improvement retailer
- To understand how Home Depot's entry would impact China's home improvement industry in general and B&Q in particular
- To discuss who would lead the Chinese home improvement market – Home Depot or B&Q.

Industry	Retail
Reference No.	COM0141K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Home improvement; Chinese home improvement market; B&Q; Kingfisher; Home Depot; China's retailing scenario; China's competitive landscape; Major players; Evolution of home improvement market; Competitive Strategies Case Study; IKEA; Home Mart; Orient Home

Europe's Grocery Market: Traditional Retailers vs Discounters

Since early 2000s, discount retailers, which were once looked down upon as cheap stores, were rapidly enhancing their presence in Europe. Apart from catering to low income customers, the discounters were increasingly attracting consumers from all income levels. Between 1991 and 2005, discount grocery retailers in Europe nearly doubled their store count. Also, by 2005, discount stores were the fastest expanding format across Europe. Analysts forecast that discounters would enjoy consistent growth in the region through 2010, gaining significant market share. This made the traditional grocery retailers worry about their future growth. In order to retain their dominance in the market, the retailers decided to follow Head to Head combat strategies against the discounters. With both retailers and discounters fighting, analysts wondered how the grocery market of Europe would shape up in future.

The case deals with how discounters are making inroads into the European grocery market and the steps taken by the mainstream retailers to counter the attack. It also raises a question as to who would dominate the grocery retailing market of Europe.

Pedagogical Objectives

- To get an idea of grocery retailing in Europe
- To discuss the emergence of discount retailers and how they made inroads into the European grocery market
- To evaluate the steps taken by the traditional retailers to compete against discounters
- To argue who would dominate the grocery retailing market of Europe.

Industry	Retail
Reference No.	COM0140K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Evolution of modern retailing; Grocery retailing in Europe; Discount retailers; Types of discount operators; Competitive Strategies Case Study; Leading discount store operators; Top grocery retailers in Europe; European grocery market size; Market size by geography; Top discount retailers in Europe 2005; Forecast of top grocery retailers; Convenience store; Hypermarket; Price difference between brands and private labels

Digital TV War: Korea vs Japan

The two Korean companies, LG and Samsung were trying to overtake Sony and the other Japanese outfits in attaining digital TV leadership. In 2005, Sony was the market leader in the LCD TV segment and continued this status till 2006. But by the end of 2006, Samsung wanted to take the leadership status in LCD, Plasma and rear projection TVs. They had set a target of selling digital TVs worth $8.8 billion by 2006. Whereas LG also aspired to become leader in both these product categories by 2007. The case deals with the industry overview of the digital TV segment with the increasing competition between the Japanese and Korean manufacturers.

Pedagogical Objectives

- To understand the emergence of flat panel television in the global TV industry
- To understand the dominance of the Korean and the Japanese manufacturers in the Digital TV segment, globally
- To discuss the overview of the global digital TV market
- To assess how the Korean companies like LG and Samsung were trying to overtake Sony, the Japanese major
- To debate whether the Korean companies will be able to dethrone the Japanese competitors.

Industry	Consumer Electronics
Reference No.	COM0139K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Digital television (TV); Liquid crystal display (LCD); Plasma; Korean; Japan; Sony; Samsung; LG (Lucky Goldstar Corporation); Competitive Strategies Case Study; Sharp; Matsushita; Flat TV; Consumer electronics; Business strategy; Pioneer Corporation; Rear projection TV

AMD: Challenging INTEL

AMD, the second largest chip maker challenged the market leader Intel with its server chips. AMD had been growing steadily in the server market with its Opteron chips. AMD's revenue increased in 2005 in comparison to 2003. In the server chip segment AMD had a market share of around 26% and the company was aiming for a 40% global market share for server chips by 2009. The case deals with the background of both companies AMD and Intel. It also gives an insight into the chip industry overview with the increasing competition between AMD and Intel.

Pedagogical Objectives

- To discuss the challenges faced by Intel from AMD
- To understand the chip industry
- To understand the competitive scenario in the processor industry and the strategic initiatives taken by both the companies
- To debate whether AMD could eat away Intel's market share or not.

Industry	Semiconductor
Reference No.	COM0138K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

AMD (Advanced Micro Device); Intel; Chip; Semi conductor; Microprocessor; Server; Competitive Strategies Case Study; Personal computer (PC); Dell; IBM (International Business Machines Corporation); Hewlett Packard (HP);

Opteron; Business strategy; Lenovo; Random access memory (RAM); Pentium

Microsoft's Zune: Competitive Challenges for Apple's iPod

Global entertainment industry was heating up at the end of 2006. In the time of global music revolution when Apple's iPod was ruling the roost in the portable digital music player segment, as it was almost unchallenged and holding 76% market share in the US market since 2001. But at the end of 2006 Microsoft decided to launch Zune in the iPod segment to take on Apple's iPod. It created a lot of interest among US nationals and immediately Zune had made its mark by pricing aggressively forcing Apple to reduce the iPod base model price by US $50.

This case deals with the new product launch by Microsoft and how they positioned their new product to challenge Apple and problem associated with it. It also enlightens what reactive measure Apple might take to counter the onslaught. The case also talks about the mixed reactions it got from the experts and users and discusses the probable outcome of Microsoft's new initiatives to launch an iPod killer.

Pedagogical Objectives

- To understand the portable music player industry
- To discuss the evolution of Apple's iPod
- To analyse the challenge from Microsoft's Zune
- To debate on Microsoft's new initiative.

Industry	Digital Music Industry
Reference No.	COM0137K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft; Apple; Zune; iPod; Entertainment industry; Portable digital music player; Competitive Strategies Case Study; Business model; Positioning of new product; Product management; Competitive challenges; Pricing strategy; Zune Marketplace; iTunes; ZuneZone; Downloaded music

Airbus and Boeing: Building Planes in Global Factories

Lots of fear and apprehension cropped up among the nationals of Europe and America as both the continents' prime aircraft manufacturer Airbus and Boeing were transferring technical know-how to Asia that they were losing out the expertise to build the next generation aircrafts. Boeing 787 Dreamliner which was due to take the skies in 2007 was being built in a virtual factory, which was spread across the continents. The prototype of the aircraft was being built in several countries (Japan, Korea, China, Australia, Sweden, and Canada). Almost 70 percent of the Dreamliner was being built outside the United States. A350 was the answer of Airbus to Boeing 787.The manufacturing race between Boeing versus Airbus was evolving. Up to 60 percent of the production work of A 350, which was due to be launched in 2010 would be done outside Continental Europe. That even contributed to the battle of racism and corporate war between the US and Europe. Industry people started to apprehend that the volume of the core manufacturing activities that the two companies outsourced to other countries were so big that their national identity was fading away.

Pedagogical Objectives

- To discuss the importance of outsourcing in aerospace industry
- To analyse the core and peripheral activities in aircraft manufacturing
- To discuss the implication of strategies taken by Boeing and Airbus to outsource outside Europe and America.

Industry	Aircraft Manufacturing
Reference No.	COM0136K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Competitive Strategies Case Study: Airbus; Boeing; Global factories; Boeing 787 Dreamliner; A350; Aircraft manufacturer; Outsourcing; Europe; America; Civil aerospace market; Cyclical; Political influence; Mitsubishi Heavy Industries (MHI); Kawasaki Heavy Industries (KHI); Ministry of Economy Trade and Industry (METI)

Microsoft's Internet Explorer 7: A Competitive Response to Mozilla's Firefox?

Microsoft Corporation launched the latest version of its web browser, Internet Explorer 7, in October 2006. Some industry analysts believed that the latest offering from Microsoft was more as a response to the pinch it was feeling in terms of market share erosion since 2004, when its nearest competitor, Mozilla Corporation released Firefox 1 rather than a proactive market strategy.

Internet Explorer 7 was reported to include various features that were pioneered by Mozilla like integrated search window, tab browsing and pop-up window blocker besides adding certain enhanced security features. However, at the juncture of Microsoft's latest release, Mozilla was reported to release Firefox 2, an upgraded version of its earlier web browser. The two back-to-back releases were found to herald a new era of strategic warfare between the corporate entities fighting for their dominance in the web browser market.

Pedagogical Objectives

- To seek an overview of the competitive landscape in the web browser market during the 1990s
- To understand and analyze the competitive strategies of Microsoft and Mozilla over the years
- To analyse the future implications of Internet Explorer 7's launch by Microsoft.

Industry	Operating Systems and Utilities Software
Reference No.	COM0135K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Internet Explorer; Mircrosoft; Mozilla; Netscape Navigator; Web browsers; Safari; Competitive Strategies Case Study; Opera; Open source; Windows XP; Windows Vista; Downloadable applications; HTML (hypertext markup language); Phishing protection; Firefox 2; Integrated search window

Toyota Motors in Emerging Markets (PartA)

In the year 2000, Toyota rolled out its multi purpose vehicle (MUV) 'Qualis' in India which was an instant success. Gradually It introduced Camry, Corolla and later in 2005, Innova. All these models created success saga for Toyota Kirloskar. Notwithstanding of its initial success, Toyota could manage to have meager 5% market share in Indian passenger car market which remained far away from its mission statement to grab 10% market share in Indian passenger car market by 2010. Analysts predicted that unless Toyota would enter into compact car segment, it would unlikely to have that much market share.

The case deals with the decision dilemma in Toyota India operation. Would it pursue its aggressive cost leadership strategy or follow the path of differentiation? Would it follow the rule of the industry and try to be best in the known path or would it reshape the industry dynamics by introducing alternative fuel cars in a mass scale?

Pedagogical Objectives

- To understand the macro and micro environment of Indian Automobile Industry
- To discuss the entry strategy of Toyota Motors in India
- To analyse Toyota's strategy of adapting localisation strategy while maintaining the company's Global vision.

Industry	Automobile
Reference No.	COM0134K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Competitive Strategies Case Study; Toyota; Entry strategy; Late mover; Planned obsolescence; Prius; Cost leadership; Differentiation; Indian automobile industry; Price competition; Innova; Camry; CBU (completely built unit); CKD (complete knocked down); Midsize sedans; MUV (Multi utility vehicle)

Boeing 747-8 – Airbus A380: The Big Fight

The global aviation market was strongly dominated by Airbus and Boeing. Both Airbus and Boeing had contrasting views about the future of the aviation market. While Airbus promoted hub to hub method of air transportation and thus preferred long haul flights, Boeing preferred point to point method of air transportation. This case gives an idea about the contrasting views of the two aircraft manufacturer along with the future of commercial airlines.

Pedagogical Objectives

- To understand the market dynamics of civil aerospace industry
- To understand business model of Airbus and Boeing
- To analyse competitive position of Airbus vis a vis Boeing
- To analyse the sustainability of the contrasting business models of Boeing and Airbus.

Industry	Aviation
Reference No.	COM0133K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Boeing; Airbus; Japan Airlines; Boeing 747-8 freighter; Boeing 747-8 passenger; Short haul service; 787 Dreamliner; Aerodynamic principle; Point-to-point; Hub-to-hub; British Airport Authority; Nippon Cargo Airlines; Project 747-8; Mach number; Competitive Strategies Case Study; EADS (European Aeronautic Defence and Space Company)

Toshiba versus Sony: The Next Generation DVD Format War. Who Would Set the Standard?

In the last week of March, 2006 Toshiba Corp. launched its first version of HD-DVD player, HD-XA1, priced at $799.Within few weeks, on 18th April 2006, the company launched another simpler version of HD-DVD player, HD-A1 which was priced even lower at $499 with a per-unit loss of $200. According to analysts, the cost of the HD-A1 player was about $700 or more which included the internal electronics, packaging and manufacturing of the player. Toshiba's marketing department intentionally undertook a substantial per-unit loss on the HD-A1 to boost sales and give the company's HD-DVD platform (player and disc), a head start and build an early lead in the format war over the Blu-Ray format technology which was developed by Sony Corporation. The competitors of Toshiba were Sony and a few others using the rival Blu-ray format. Sony was scheduled to launch the Blu-ray format player in September-October 2006 with price tag of $999 or more.

Consumer electronics analysts and tech-industry watchers remained glued watching the movements of the two rivals Sony and Toshiba as they took a head-on-clash over the race to establish the next-generation, high definition industry standard for Digital Video Disc(DVD) players and discs. Ultimately, there could be only one winner whose format would become the industry standard. Whether Toshiba's apparent 'loss-leader strategy' would help to get an early advantage for HD-DVD format remained to be seen. Most consumers were expected to be neutral during the early stages of the format war; there would not be a winner immediately. In the times ahead, the answer would be known, but, till that time it was a marketing war of the technology titans.

Pedagogical Objectives

- To understand the HD-DVD and Blu-ray format Strategies adopted by Toshiba and Sony
- To understand that customers now can have opinions of formats in the future
- To understand HD-DVD's China Risk
- To understand the HD-DVD and Blu-ray Market
- To understand the concept of a loss leader strategy
- To understand that technological warfare could lead to the market getting divided
- To understand pricing strategies of the HD-DVD and Blu-ray formats.

Industry	Electronics
Reference No.	COM0132B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

HD-DVD and Blu-ray format Strategies; HD-DVD's China Risk; technological warfare; Loss-leader Strategy; Competitive Strategies Case Study; pricing strategies of the HD-DVD and Blu-ray formats; Hollywood Film Studios; marketing war of technology formats; Betamax and VHS(Video Home System) war; Toshiba Corporation; Analytical Optical Disc; Sony Corporation Ltd; Entertainment Market

Motorola's Competitive Strategy: Will It Work?

In the 1990s, Motorola Inc. was the no.1 mobile manufacturer in the global handset market. In the mid 1990s, due to the emerging popularity of digital mobile industries, Motorola lost its no.1 position in the global handset market. Nokia, a Finland based digital mobile manufacturer started growing and in 1997, with 22.5% market share, surpassed Motorola and grabbed the no.1 position. In 1998, under Chris Galvin, Motorola planned on restructuring which included the introduction of a new section within the company, job cuts, transforming Motorola into a Net company and collaborating with internet giants. In 2003, Motorola's market share rose to 13% as compared to Nokia's 34% but it failed to gain back its position. The company also had to face stiff competition from Siemens, Samsung and Sony Ericsson. In 2004, Ed Zander joined Motorola as CEO to succeed Chris Galvin. Zander adopted strategies of diversification, product innovation, promotion, corporate culture and pricing. With all these strategies, Motorola's market share rose to 22.1% from 19% in 2005. Despite this, Motorola was unable to catch up with Nokia which retained its position as the market leader with 36% market share. What could be the next strategy for Motorola to regain its position?

Pedagogical Objectives

- To understand the impact of changing trends in the mobile industry
- To analyse reasons behind Motorola's inability to gain back its position in the global handset industry
- To analyse the strategies adopted by Chris Galvin
- To analyse the strategies adopted by Edward Zander.

Industry	Mobile Handset
Reference No.	COM0131B
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Global Handset Industry Performance; Motorola's declining market share; Nokia's leading market share; Competitive Strategies Case Study; Chris Galvin's Strategy; Ed Zander's Strategy; Product Innovation; Collaboration; Pricing Strategy; Diversification; Corporate Culture; Stiff competition in Worldwide Handset Industry; Six sigma

Japanese Luxury Cars overtake American Cars in the US Market

In the US luxury car market, two Japanese automakers, Toyota and Honda made a mark for themselves and outperformed luxury cars made indigenously by American automakers like General Motors and Ford. The growing popularity of Japanese cars in the US was evident by its high sales figures. In 2005, particularly, Lexus (Toyota) sold 150,000 units, which was more than the sales of any other luxury cars in the US. Acura (Honda) was also doing fine in the US market. These Japanese luxury cars were upsetting American automakers. How had the Japanese luxury carmakers been able to supersede US luxury cars on their home ground?

Pedagogical Objectives

- To understand the competitive scenario in the US luxury car market
- To analyse critical success factors for Japanese luxury car manufacturers in the US soil
- To assess the potential challenges to the Japanese automakers in the US luxury car market.

Industry	Automobile Industry
Reference No.	COM0130B
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US Luxury Car Market; Luxury Cars; General Motors and Ford; Japanese Automakers; Toyota; Honda; Nissan and BMW; Mean Selling Price (MSP); Competitive Strategies Case Study; Quality Improvement; Pricing Strategy; Fuel Efficiency; Lexus, Acura; Eight-Speed Transmission; European competitors

Toyota Ahead of Ford in the US

Toyota Motor Corp. (TMC) surpassed Ford Motor Co. as the No.2 car maker in the U.S, in July 2006. It was for the first time that Toyota overtook Ford in its home market. Toyota had earlier outsold Ford in terms of global sales. TMC which replaced Chrysler as the No.3 in the Big 3 of the U.S car market, earlier in 2006, outsold Ford by a margin of 1,837 vehicles. What were the factors that helped Toyota surpass Ford? Was it American's growing preference for foreign models or Toyota's product quality and more fuel-efficient models or was it something else? And what were the factors that affected Ford's sales declines? This case discusses various reasons for Toyota's achievement.

Pedagogical Objectives

- To understand the relevance of innovation as a growth strategy and for competitive advantage
- To discuss the evolution of competition in the US automobile industry and the entry and expansion of foreign brands
- To analyse the market success of Toyota and growing competition from its rivals
- To assess Ford's moves to regain its position and Toyota's need to sustain its growth.

Industry	Automobile Industry
Reference No.	COM0129B
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Toyota and Ford; Toyota's sales; US car market; Toyota in the US; The Big 3; Ford struggling; Competitive Strategies Case Study; Toyota ahead of Ford; Stock prices; Market share; SUVs and Hybrid cars; Fuel efficiency; American Customer satisfaction Index; Customer retention rates; Ford - Looking to bounce back; Ford - Rejuvenation process

Vertical product integration at Microsoft: Will it succeed?

The Microsoft Corporation (Microsoft) with its global annual revenues of US $44.28 billion had 71,553 employees in 102 countries as on July 2006 and stood as world's second largest software company after IBM. Microsoft's best selling products were the Windows Operating System for servers and single computers and the Office suite of productivity software. The company had gained more than 90% of market share in its segments of operating system and web browser.

With its first product Xenix, the operating system, the company developed successful software like Dos, windows, MS- Office. The company expanded its business to Web based software in the mid 90s, mobile ended devices in early 2000 and in 2001 it diversified in to home and entertainment segment with the launch of video game console 'Xbox'. After successfully building roots with Xbox and its later version of Xbox 360, the company stepped into the music player industry with its new project 'Zune'. Microsoft was gearing its resources towards services, and integrating various devices to stop the dominance of Apple's iPod.

Microsoft began to concentrate on hardware, and was planning to play a bigger role in product design. As the software was becoming increasingly commoditised, it needed to find new revenue streams to keep growing. Would Microsoft succeed to get more control over the new vertical markets to dominate, before monopoly of its Windows erodes?

Pedagogical Objectives

- To understand the Microsoft's monopolized business in Operating systems segment
- To understand the importance of related diversification
- To discuss the competitive strategies
- To analyse the relevance of vertical integration strategy.

Industry	Software
Reference No.	COM0128A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft; Integration strategy; expansion strategy; competitive strategy; market leader; new product development; Innovation; core competencies; vertical markets; product integration; software; computers; Xbox; Zune; Windows; DOS; Microsoft Office; application software; system software; Competitive Strategies Case Study; Web browser; operating system

Home Depot- A Strategic Dilemma

The Home Depot Inc (Home Depot), an American retailer for home improvement and construction products, the second largest retailer in the United States, behind Wal-Mart, and third largest retailer in the world, was considering sale or spin-off or Initial Public Offering of its supply HD Supply. The new separate entity would face heavy competition from market leader Wal-Mart and its next arch rival Lowe's in retail market.

The decision was seen as a strategic move, which would optimize shareholders value and improve Home Depot's commercial business a network of companies that provided pipes, concrete and lumber to professional builders.

Pedagogical Objectives

- Understanding Corporate Restructuring
- Understanding Spin-off as a restructuring tool.

Industry	Retail
Reference No.	COM0127A
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

The Home Depot Inc.; US retail; Home improvement Market; Spin-offs; Split-off; Strategic Evolution; Competitive Strategies Case Study; Wall-Mart; Lowe; Strategic Inflection Point

Ford vs. GM in Asia

Routed around a century back, the automobile industry had been one of the most globalize and competitive of all industries. It had a global turnover of $ 1.66 trillion in the year 2003. The industry was dominated by a small number of companies with worldwide recognition. In the NAFTA region the Big three players (Ford Motor, General Motors, and Daimler Chrysler) constituted more than 60% share in the world automobile production in 1980. During the 1990s the US auto industry faced a recession due to some inherent problems of excess capacity, higher price, inflation which made this auto-player to move into the growing regions of Asia. Due to high population and rapid economic growth the Asian market had great potential for foreign auto manufacturer.

The case revolves around the two biggest auto manufacturer General Motors and Ford Motors, which were already geographically diversified, had also moved into the growing region of Asia. The case talks about their entry strategies into the Japan, China and India as well as market positioning and competitive strategies to win the Asian market share. With cut-throat competition from Japanese players and the domestic manufacturers will this players be able to sustain their position as an industry leader?

Pedagogical Objectives

- To discuss the Entry Strategies in developing nations
- To analyse competitive strategies of Ford and GM to compete with Asian rivals like Toyota and Suzuki
- To understand the importance of technological innovations and marketing strategies.

Industry	Automobile Industry
Reference No.	COM0126A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Entry strategies; Competitive strategies; Automobile Industry; Asia; Japanese automobile Industry; Competitive Strategies Case Study; Chinese Automobile Industry; Indian Automobile Industry; Car; Geographic Expansion

Pizza Hut: Pleasing 'Indian Palates'

Pizza Hut Inc. is the world's largest pizza chain with over 12, 500 outlets in more than 90 countries worldwide. In India, the company has gained a firm footing over the years by imbibing Indian values and tastes in its restaurants and its menu, while maintaining its international heritage and quality. The case discusses Pizza Hut's localisation strategy in India. How the company has tailored its menu, ambience and even positioned itself to better appeal to the Indian consumers. The company has used popular Indian celebrities and launched advertising campaigns accordingly. The case covers the menu, positioning, outlook, and pricing of the company in India and the competition it faces.

Pedagogical Objectives

- To understand Pizza Hut's localisation Strategy in India
- To discuss the Advertising Strategy of Pizza Hut in India
- To discuss the Pricing Strategy of Pizza Hut in India
- To discuss rising competition in fast food Industry of India and evaluate the future of Pizza Hut in the fast food Industry of India.

Industry	Fast Food Industry
Reference No.	COM0125P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Localisation strategies; Yum brands; Indian Pizza market; Masala Pizza; Competitive Strategies Case Study; Vegiterian Pizza; Tandoori Pizza

Nokia's convergence strategies

In 2006, Nokia based in Espoo (Finland) is the world leader in mobile communications with a global market share of 34%. It supplied mobile and fixed telecom networks including related customer services. Nokia manufactured easy-to-use and innovative products like mobile phones, devices and solutions for imaging, games, media and businesses.

Since 2000, the telecommunications, media and technology industry had focused on convergence of technology. Bringing together the media - print, TV, fixed-line telephony with the new digital world of the internet and mobility was a concept with great potential. Nokia had made attempts to integrate various features in its mobiles and upgraded them. This case study discusses Nokia's technology convergence strategy and its attempts to become a market leader.

Pedagogical Objectives

- To understand the technology convergence trends in the mobile industry
- To discuss Nokia's technology convergence strategy for its mobile handsets
- To discuss Nokia's competitive strategies.

Industry	Mobile Industry
Reference No.	COM0124P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Nokia Media Master; AMPS/TDMA; 3G; Tetra; WAP; W-CADMA; Nokia E series; Competitive Strategies Case Study; Symbian OS

Volvo in India

AB Volvo is a Fortune 500 company based in Sweden. Its product portfolio consists of commercial vehicles like cars, trucks, buses, construction equipment, marine and industrial engines, and aero engines. Its high-end, high-performance cars, trucks and buses are well known for their driver comfort and safety. Volvo entered India in 1997 by establishing a subsidiary 'Volvo India Ltd'. In 1998, it established Volvo Trucks factory in Hoskote, near Bangalore in Southern India with an investment of $70 million. The company faced intense competition from established players like Tata Motors and Ashok Leyland. This case study discusses Volvo's strategy for the Indian market and how it became successful as a niche player.

Pedagogical Objectives

- To understand the Indian commercial vehicle market
- To discuss the entry strategy of Volvo in India

- To discuss Volvo's strategy for the truck and bus segment.

Industry	Auto Industry
Reference No.	COM0123P
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

AB Volvo; SKF; Scania; Tata Motors; Competitive Strategies Case Study; Ashok Leyland; Volvo Penta; Starbus

Rocketboom.com: Changing the Face of Entertainment Media

Launched in 2004, as a mock news show on the Internet, Rocketboom.com was a brand new concept. The show on the website was a combination of innovatively combined humorous news reports, comedy, and video blog. Initially, Rocketboom.com was not taken very seriously by the industry, but soon it had 300,000 viewers, numerous advertisers and buy-out offers from major TV networks. The case discusses the concept behind Rocketboom, its business model, creation of a new market segment, birth of competition and challenges faced by the company.

Pedagogical Objectives

- To discuss the business model of Rocketboom
- To understand the dynamics of creating a new market segment by a company
- To evaluate the success factors of Rocketboom.

Industry	E-commerce Industry
Reference No.	COM0122P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Video blog; Andrew Baron; Competitive Strategies Case Study; Amanda Congdon; Tivo; weblog

Marks & Spencer: A Bright Future?

M&S is a leading retailer of clothing, foods and home products in the United Kingdom. M&S had ruled the retail world and reaped profits for years. By the end of 1998 though, the company started facing problems. It went through a phase of bad decisions, complacency, and board room battles which pushed it into a crisis that lasted for several years. After selling off some of its stores and bringing about changes, in 2006, M&S was growing again and regaining profitability. The market scenario had changed though and M&S was no more the iconic brand it once was, rather, it was less than one quarter of the size of Tesco - UK's largest and most profitable retailer in 2006. Could M&S once again gain its position in the market?

Pedagogical Objectives

- To understand the factors leading to the decline of Mark & Spencer
- To discuss the strategies of Mark & Spencer to revive its business
- To discuss brand revival strategy of the Mark & Spencer.

Industry	Apparel Industry
Reference No.	COM0121P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Marks & Spencer chargecard; Richard greenbury; Competitive Strategies Case Study; Per Una Due; Stuart Rose; Simply food stores

Benetton's Advertising: Looking Beyond Toscani

The Italy based, €1.765 billion-Benetton group S.p.A.(Benetton) is a garment and apparel manufacturing company with a presence in 120 countries around the world. Benetton is known for its politically and culturally contentious advertising campaigns. The company is witnessing a decline in sales since the late 1990s, despite formulating a change in its erstwhile radically different approach to advertising. Its new advertising strategy, which is more product-led, non-controversial, and without politically or socially charged issues, has failed to arrest the decline in its sales. Benetton's net profit for the fiscal year ending in March 31, 2005, has fallen by16.9 %, from €28 million, ($35 million) to €23 million, ($30.1 million), and revenue has dipped 0.8%, from €381 million, ($476.6 million) to €378 million, ($495.2 million). Analysts wonder whether Benetton's new advertising strategy, with a far more conventional edge, will help it find its niche within the retail market, or will it lead to a complete loss of identity for the famed Benetton brand? Should Benetton stick to its new advertising strategy or revert to the old one?

Pedagogical Objectives

- To discuss the advertising strategy of Benetton
- To identify the reason behind the declining sales of Benetton
- To evaluate the new advertising strategy adopted by the company
- To evaluate and compare the old and new advertising strategies of Benetton. industry.

Industry	Apparel Industry
Reference No.	COM0120P
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Contrarian advertising; Sisley; Playlife; Competitive Strategies Case Study; Nordica; Rollerblade; Oliviero Toscani; James Mollison; Zara; fcuk; Gap

LEGO in 2006: Keeping Up with the Changing Times

The case covers Lego's product development strategies across the globe. Lego was the sixth largest toy manufacturing company in the world in 2006.Since the beginning, the company's scope of product development had been immense, even as its product foundation had remained constant. With children turning away from traditional toys in favour of videogames and personal computers (PCs) in the late 1990s, Lego had resorted to several innovative products to keep up with the changing times. It had also diversified into clothes, computer games, and Lego theme park to maintain its growth momentum. By 2004, Lego was running into losses.

Pedagogical Objectives

- The concepts associated with product development in the traditional & modern toy industry
- The concepts associated with changes affecting consumer behavior
- The concepts related to product mix decisions in the toy industry.

Industry	Toy Industry
Reference No.	COM0119P
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Automatic building bricks; Competitive Strategies Case Study; legoland theme parks; play and learn; Lego Duplo bricks; DACTA; Lego Bionicle; Mattel; Hasbro; Lego mindstorm; Lego cybermaster

Hasbro's Product Line Strategy over the Years

The case covers Hasbro's product line strategy in the US. Hasbro is the second largest toy maker in the US. Its product portfolio includes legendary toys and games such as Mr. Potato Head, G.I. Joe, Tonka

Trucks, Playskool, Easy Bake Oven, Play Doh, Transformers Scrabble, Monopoly and Clue to name a few. The case covers the evolution of Hasbro's product Line and the strategies undertaken by the company to meet the threat from electronic games and game consoles. The case discusses the product development strategies adopted by Hasbro and evaluates the strategy reformulation undertaken by Hasbro with reference to product development, modification, product mix and product consistency.

Pedagogical Objectives

- The case discusses the changing dynamics of the toy industry
- The case outlines Hasbro's product line strategy over the years
- The case discusses Hasbro's competitive strategies, its new product launches and how these products have fared.

Industry	Toy Industry
Reference No.	COM0118P
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Playskool; Milton Bardley; Competitive Strategies Case Study; Mr Potato head; Romper room; Hasbro interactive; Furby

Sony India's Retailing Strategies

Sony, which was ranked first among consumer electronic brands in the world, was struggling to become the leading brand in India. It faced tough competition from Indian rivals like Videocon and Onida, and multinationals like LG, Samsung and Philips. To emphasize its brand name and image, Sony India introduced 'lifestyle concepts' by launching spacious and aesthetically designed 'Sony World' stores. In these stores, Sony displayed its entire product range in a single showroom and targeted high-end customers in urban areas. Despite promoting its products through advertisements which amounted to 4-5% of the company's annual turnover, it was only second in market share in its different product segments. Sony introduced four different retail formats in order to differentiate their products, reinforce their brand and serve different customer segments. It began retuning its retail format in 2006, in order to reach the youth and the middle-class. To do so, the stores were launched under three brand names – Sony Digital Kiosks, Sony Walkman and Sony Ericsson. As youth were more attracted towards small format stores in shopping malls, the company hoped to find young consumers visiting their showrooms. The case discusses whether the changes in retail strategy were only enough for becoming the brand no.1 in India.

Pedagogical Objectives

- Booming consumer electronics retail in India
- Marketing and Branding strategies of Sony in India
- Retail formats of Sony in India.

Industry	Consumer Electronics and Appliances Retail
Reference No.	COM0117C
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Akio Morita; Sony Walkman; Sony World; Sony Proshop Sony Exclusive; Sony Ericsson; Retailing; Samsung; LG; retail kiosks; Competitive Strategies Case Study; differentiated retailing; Multi-brand outlet; discount stores; dealer network

Embraer in 2005

Empresa Brasileira de Aeronautica SA (Embraer) was established in 1969 by the Brazilian government, to manufacture planes primarily for the Brazilian Air Force. Later, Embraer began to export its military planes to other countries. Encouraged by the success of its military planes business, Embraer decided to manufacture commercial jets. It had become an ideal state-owned enterprise that served the regional and international aeronautical markets well. However, in the late 1980s, Embraer found itself in deep financial crisis and was eventually pushed to bankruptcy. In order to revive the company, the Brazilian government privatised Embraer in 1994. With the change of ownership, the company restructured itself and entered new product segments to gain the early mover advantage. By the end of 2004, Embraer was the second-largest regional jet manufacturer in the world after Bombardier Inc. of Canada, and registered net profits of US$380 million. The case discusses Embraer's troubles, its turnaround strategies and new product development.

Pedagogical Objectives

- To understand how Embraer turned around itself after emerging from bankruptcy
- To understand the impacts of unsuccessful product launches and losing consumer focus
- To discuss Embraer's new product launches to fill the gap in its the product range
- To discuss how Embraer benefited by entering new product segments and new markets
- To analyse how Embraer rose to become the second-largest regional jet manufacturer in the world.

Industry	Commercial Aircraft manufacturing
Reference No.	COM0116K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bombardier; Embraer; regional Commercial Jet; Boeing; Business Aviation.

Apple's Foray in Retailing

In 2001, Apple Computer Inc. (Apple) forayed in retailing as part of its initiative to increase its brand awareness and showcase its Macintosh computers and operating system. Since then, the retail stores functioned towards increasing the visibility of its products as well as disseminating product knowledge through one-to-one customer interaction. In May 2006, Apple introduced its 147th retail outlet in New York and its retail strategy evolved from the traditional 'store-front sales approach' towards a 'techno-equivalent of the neighbourhood bar', where people could visit, meet friends, learn and have an enjoyable time.

The case, while providing a broad overview of the company, discusses Apple's retail initiatives both in the domestic as well as the international market.

Pedagogical Objectives

- To discuss Apple's retailing initiatives as part of its strategy to increase product visibility, product availability and customer interaction
- To understand how a separate distribution channel would lead to increase in product awareness and product recall
- To understand Apple's brand-building initiatives through creation of company-owned retail stores
- To discuss the success probability of Apple's mass strategy.

Industry	Personal Computers
Reference No.	COM0115K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Apple computer; Retailing; Distribution channel; kiosk; Retail Stores.

Samsung – Leading in the Digital Age

The case deals with Korea-based Samsung, one of the leading global electronics companies and synonymous with digital technology. Samsung has strong presence from consumer electronics to semiconductors. The case depicts in details, the journey of the company from the lower-end consumer electronics manufacturer to upscale image with strong brand identity. The case showcases the new brand-building principles of the Korean consumer electronics company that paid off with the entry into 'Global 100 Brand' in the new millennium. The case describes the company's three-pronged strategies – quality, design and innovation. Finally, the case highlights future challenges that can hinder the brand-building process of the company.

Pedagogical Objectives

- To understand the concept of upward stretching in brand management with specific reference to Samsung
- To understand the concept of mission statement and translation of this into strategies
- To analyse the brand building principles along with operational difficulties of brand building.

Industry	Consumer Electronics
Reference No.	COM0114K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Samsung; Brand Value; Micro Processor; Digital devices.

Airbus vs Boeing – Contrasting Views for the Future

Since its inception, Boeing had been enjoying a virtual monopoly in the commercial aircraft industry, but was threatened by the advent of the European aerospace company, 'Airbus S.A.S.' (Airbus), in 1970. Since then, Airbus gradually achieved a leadership position in the market by dint of its innovative technologies and government funding. For the first time in 2003, Airbus became the world's largest manufacturer of commercial aircrafts. The competition among the two companies, attained a new dimension in 2000, when Airbus announced the development of the world's biggest passenger plane – the A380. Airbus touted the A380 as the future of commercial aviation, as it envisaged a huge demand for larger aircrafts. In contrast, Boeing asserted, that smaller and faster aircrafts would rule the market. In keeping with this, Boeing announced its plans to develop the 7E7 Dreamliner. Analysts felt that if the A380 failed, it would become a burden as Airbus had invested billion dollars on this model. This case study offers a discussion on the factors that have driven Boeing and Airbus to adopt different strategies and whether Airbus would proceed with the huge investment, amidst the uncertainty in long-term demand. The case provides a detailed account of the structure of the commercial aircraft industry and the prevalent nature of competition.

Pedagogical Objectives

- To understand the structure and competitive forces of commercial aviation industry
- To analyse the factors and elements of competitive strategy adopted by Boeing and Airbus
- To form and analyse SWOT of both the companies
- To form investment pay off matrix for Airbus.

Industry	Aircraft manufacturing
Reference No.	COM0113K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Airbus; Boeing; A380; Super Jumbos; Competitive Strategies.

Wal-Mart's Emerging Challenges

Wal-Mart, the largest retailer in the world continued to grow with its EDLP (Every Day Low Price) policy. However, the company experienced sluggish sales growth and limited international expansions with challenges from the retail majors. Moreover, the company had been experiencing employee grievances with high rate of employee turnover. In order to counter these problems Wal-Mart took few initiatives which would not only reduce employee turnover rate but would also add revenue to the company. The case gives an insight into Wal-Mart's history and the challenges that it faced over the years. It also gives an overview of the global retail market and the strategic initiatives taken by the company.

Pedagogical Objectives

- To understand the global retail industry
- To understand the emerging challenges faced by Wal-Mart
- To understand the different categories of retailers
- To understand the policies followed by Wal-Mart
- To analyse the initiatives taken by Wal-Mart for its revival.

Industry	Retail Department Stores
Reference No.	COM0112K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wal-Mart; Retail;Home Depot; Carrefour; EDLP.

Digital TV Battle: LCD vs Plasma

There was a change in the global TV industry due to the growing demand for the flat TV sets. Buyers had a number of choices in deciding which flat panel TV they were going to buy. The LCDs were best suited for a maximum of 37 inches TV screens. But there was debate about the suitability of LCD and Plasma technologies for the larger screens. For a long time Plasma technology dominated the large TV section but now the LCD TV makers like Sony and Samsung were challenging Plasma TV makers like Matsushita and LG. While Sony and Samsung had been betting with their 70inch LCD from 2007 onwards, Matsushita was fighting back by planning to launch its new 103 inch Plasma TV by the end of 2006. The debate was that whether LCD TV makers would be able to dethrone their Plasma TV competitors in the giant TV market.

Pedagogical Objectives

- To understand the global digital TV market and its trend
- To analyse the strategic initiatives taken by both LCD and Plasma Manufacturers
- To analyse the consumer behavior in the digital TV market
- To discuss about the emerging technologies in the TV market.

Industry	Consumer Electronics
Reference No.	COM0111K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

LCD; Plasma; Digital TV; Sony; Samsung; Sharp; LG.

AMD vs Intel: Competitive Challenges

The competitive challenges between the top two chip maker Intel and AMD took a new dimension due to different strategic initiatives taken by both the companies. AMD not only attacked Intel with its server chips but also challenged Intel by diversifying into graphics chip category with its acquisition of Array Technologies Incorporated (ATI) Technologies in a $5.4 billion deal. But still AMD was worried with Intel's antitrust practices. AMD blamed Intel with its illegal discount program due to which AMD's PC market share dropped in Japan .So the debate was that whether AMD could get rid of Intel's monopolistic foul play.

Pedagogical Objectives

- To understand the global chip industry
- To analyse the competition between the top two companies in the processor industry
- To analyse the antitrust practices of Intel.

Industry	Microprocessor & DSP
Reference No.	COM0110K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

AMD; Intel; Microprocessor; Chip; Semiconductor.

Verisign's Continuing Monopoly

Verisign was a leading provider of a wide range of Internet-based services ranging from on-line payment processing to domain name registry. The company owned the two popular top level domains (TLD's), .com and .net that together accounted for nearly 53 percent of all TLD's. Owing to the leverage it enjoyed by virtue of being the largest player, Verisign was involved in several controversial issues that raised concerns about its business integrity and professionalism. This case lays special focus on some of the prominent anti-competitive business practices of Verisign, like the Waiting List service, misleading cancellation notices and the Site Finder. It also provides the readers a broad overview of the domain name business and the existing competitive scenario.

Pedagogical Objectives

- To discuss the business of domain names and the related market scenario
- To discuss some of the prominent anti-competitive business practices of Verisign, like the Waiting List service, misleading cancellation notices and the Site Finder.

Industry	Security software
Reference No.	COM0109K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Verisign; Entrust; ICANN; TLD.

The US Wireless Industry in 2005

The wireless industry was among the most competitive industries in US. There were scores of players all across the country that competed on poor margins. The market had reached a level of saturation from whereon it had become difficult for operators to grow further. In the new business scenario, mergers and acquisitions had emerged as potential alternatives that ensured, for the carriers a better market share. While some pro-consumer groups were apprehensive of the effects of consolidation, many industry observers found it a scope to accelerate technological advances by giving companies the resources to deploy high-speed networks. However, there was also a simmering fear that too much consolidation could choke off the competition that had made wireless the most dynamic of all sectors. This case provides the readers with a broad understanding of the US wireless market, the competitive scenario therein, technological regulations, the standards and the market trends.

Pedagogical Objectives

- To discuss the competitive scenario in the US wireless telecommunication industry
- To discuss the technological regulations and standards
- To discuss the possible synergies and challenges of mergers and consolidations.

Industry	Wireless
Reference No.	COM0108K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Verizon; AT&T; Nextel; sprint.

The Search Engine War: Can Google Sustain The Lead?

Google has revolutionised the search engine industry. But in a regulatory filing with the Securities and Exchange Commission of US, Google has acknowledged in unequivocal terms, the increased threat to its leadership in the search engine business. The open admission of the threats signals the intensifying competition in the search engine market. Analysts wonder whether Google will be able to maintain its technological lead over its rivals. Also, is Google putting all its eggs in one basket? Does Google need to look beyond search engines and move towards a more diversified business model?

Pedagogical Objectives

- To discuss the inception and growth of Google
- To discuss the various services offered by Google
- To discuss the competition that the company faces from Microsoft, Yahoo and other players
- The likely future strategies of Google.

Industry	Internet information providers
Reference No.	COM0107K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Search Engine industry; Google; MySpace.

The DVD Format War

The case discusses the ongoing struggle between Toshiba and Sony, as regards the new DVD (Digital Versatile Disk) formats, HD-DVD (High Definition) and Blue Ray. It provides the reader with an overview of the existing market scenario and how the two companies are moving ahead to push their own proprietary formats.

Pedagogical Objective

- To provide the readers a broad overview of the existing DVD technologies and how Sony and Toshiba are pushing their own formats against all others.

Industry	Electronic Components
Reference No.	COM0106K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Sony; Toshiba; DVD; Storage; Blue Ray; HD-DVD.

Hyundai Motor: Facing Challenges

Hyundai Motor India limited (HMIL) started its Indian operation in 1996. It launched Santro in B Segment, Getz in B+ Segment, Accent in C segment, Elantra in D Segment. Over the years HMIL became the second largest car manufacturer of India. But from 2004 the company started to experience the heat in both segment. Entry of foreign car makers: Honda, Toyota and Ford along with aggressive marketing and new product launch of Maruti put Hyundai in trouble. Its market share in all segment reduced significantly. Hyundai planned to launch new models in all segments. It also revived its production process and planned to position some of its product differently. Along with this the management team of Hyundai was also trying to make a foray in overseas market. This case discuss in details about the success potential of HMIL's strategy in Indian market.

Pedagogical Objectives

- To give a glimpse of Indian automobile market, major players, recent trends and marketing strategy adopted by different companies
- To understand the segmentation-targeting-positioning strategy in Indian automobile market
- To discuss in details about the 4Ps of marketing and its application in Indian automobile industry
- To discuss about the marketing strategy adopted by HMIL, key differentiator of its strategy and how the company plan to regain its lost market share with the help of these strategies
- To understand the potential problems of the strategy.

Industry	Auto Manufacturing
Reference No.	COM0105K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Hyundai; sedan; PLC; Brand management.

The Future for Nortel: 2006 and Beyond

In October, 2005 Telecom equipment major Nortel Networks Corporation named Mike S. Zafirovski as its new president and chief executive officer. Zafirovski had his work cut out for him. To make sure Nortel found level ground, after the accounting scandal and fraud of the past few years had shaken the international reputation of the telecom giant. The big question was whether Nortel could register high turnover, post satisfactory profits and increase market share to maintain its position as a major player in the telecom sector. Or would the company lose market share and customer confidence, to ultimately settle at the second level of manufacturers in the industry?

The case traces the history of Nortel from a builder of phones and fire alarm boxes at the beginning of the last century to offering complete solutions for multiprotocol, multiservice, and global networking together with software and services in 2006. It discusses the global business activities of Nortel and its performance in the Cable market and Small and Medium Enterprises as also the need for adequate Security Systems in the expanding telecom industry and the IT world. The threat from manufacturers in China with their capacity to offer low prices is also analysed. The case concludes by taking a look at the challenges ahead for Nortel, the need to introduce new products and services quickly into international markets so as to be always one step ahead of competitors in the fast-paced Web world. Should Nortel shed weight and become smaller by reducing product lines or should it merge with one of the major telecom players to become bigger and better?

Pedagogical Objectives

- To analyse Nortel's performance vis-à-vis the other major players in the telecom industry and understand the problems facing the new chief executive
- To discuss and analyse the strategic plan evolved to take Nortel out of the past accounting scam, increase global market share and consolidate operations worldwide.

Industry	Consumer Electronics
Reference No.	COM0104C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

NORTEL; Mike Zafirovski; Networks; Spin-off; Fibre-optics; Digital; Telecom; Internet; Strategy; Global; Ethernet; VoIP; SMB; Cable Market; Wireless; Brand; Strategy; Communication; Multimedia; Telephony; WiMax.

Amazon in 2005: Success and the Future Challenge

Amazon.com, the world's leading online retailer had survived for nine long years without annual profits because it was guided by a long-term vision that put into place strategies for research, and the development of technology infrastructure. The company finally turned the corner by posting profits for the first time in 2003. The case details the diversification of Amazon.com into a software developer for other online retailers.

With its history of not posting profits, and having turned the corner recently, the big question was whether Amazon would survive the onslaught of major competitors like eBay, and continue to retain the No.1 position while at the same time realise reasonable levels of earnings to satisfy shareholders. This was the dilemma that founder Jeff Bezos and his team had to address.

Pedagogical Objectives

- To study Amazon's expansion and growth despite posting losses for many years
- Make a SWOT analysis of Amazon and evaluate its strategy for the future.

Industry	On-line Retail
Reference No.	COM0103C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Amazon; Online retailing; e-commerce; Cross-selling; Management strategies; Digital programmes; Technological innovations; Jeff Bezos; Amazon Upgrade; Dot com companies; Search engines; Software platform; Competitive strategies; Branded site; Buyer behaviour.

AOL's Ad-based Business Model

'You've got mail!' The celebrated jingle of the Internet users of the 90s was the salutation which users got when signing onto their America Online (AOL) account. The caption was so popular that a movie with the same title was released during the 90s. America Online, the largest Internet Service Provider (ISP) in US in 2006, offered dial-up and broadband internet access and a host of online services through its web portal. It was one of the most renowned brands of the 1990s as it gave Americans their first taste of the internet, e-mail, instant messaging and many more online features.

But things began to change for AOL in the next decade. The turn of the 21st century saw the merger of the internet with various domains and created a demand for high speed internet connections. AOL, which could offer only a slow dial-up internet access, was not able to fulfill the demands of the consumers. It was also bombarded with heavy competition in the field leading to a gradual decline of the AOL subscriber base.

In order to compensate the declining revenue from the internet service subscribers, AOL adopted an advertisement-based (ad-based) revenue model and offered the AOL Content free to general web users. Though this increased the advertisement revenues of AOL, it did not stop the decline of its subscriber base. However, this was not good news for AOL as AOL's subscribers accounted for 36% of the unique visitors to its network of websites and generated 80% of the page views. To overcome this, AOL made available its software, e-mail and security products free to all web users and decided to concentrate on broadband rather than on dial-up.

The case details the Internet access industry, the online advertising industry and also briefs the prominent trends of the internet users. It also details the various strategies adopted by AOL, the consumer perception of AOL and the challenges faced by AOL in reviving itself.

Pedagogical Objectives

- To Evaluate AOL's new business model

- To discuss the position of AOL-Dial Up, AOL Broadband and aol.com.

Industry	ISP and Web Portal
Reference No.	COM0102C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Internet Service Provider (ISP); America Online (AOL); Time Warner; Online Advertising; Google; Yahoo; Online trends; Dial-up; Broadband; Cable; Consumer Survey; Time Warner; DSL; Earthlink; Comcast; Unique Visitors.

Wahaha in 2004

From a humble beginning as a school run store in 1987, Hangzhou Wahaha established itself as a major food and beverage enterprise in China. Despite fierce competition from international soft drink giants such as Coke and Pepsi, Wahaha held its own stand in the domestic market. The case discusses in detail, the growth strategies adopted by Wahaha to penetrate the domestic Chinese market while highlighting the efforts taken by its founder, Mr. Zong Qinghou in establishing the company.

Pedagogical Objectives

To understand

- Food and Beverage industry of China
- Growth of Wahaha and its competition with large players like Pepsi and Coke.

Industry	Food and Beverages
Reference No.	COM0101C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hangzhou; Wahaha; Zong; Coke; Future cola; Danone; Sun Tsu.

Multiplexes: An Emerging Business Model in the Indian Film Exhibition Industry

Multiplexes that offered a comfortable viewing experience revolutionised the way Indian moviegoers experienced cinema. Movies were traditionally a pastime in India but with only around 12,000 cinemas, the country faced a shortage of quality cinema halls. The advent of the modern multiplex concept in the late 1990s, however, revitalised the growing patronage and large scale investments in the Indian film exhibition Industry. The case while detailing the early scene in the film exhibition industry, discusses the emergence of the multiplex model as a new business concept in India.

Pedagogical Objectives

- The case traces the Indian film theatres and how Multiplexes started in India, their USP and its growth in India
- Helps the students understand the business model adopted by the Multiplexes.

Industry	Entertainment
Reference No.	COM0100C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Multiplex; Film Exhibition; Cinemas; India; PVR; Entertainment Tax.

Carrefour in China: Savoring the Success

Carrefour, the world's second-largest retailer from France, initiated the idea of "hyper-market" in 1959, stressing the need for mass-sales, low delivery cost and everyday discount to achieve high sales turnover. The reasons for its phenomenal success throughout the world were the facilities it offered at its hypermarkets such as one-stop shopping, low selling price, freshness, self-service and free parking. By July 2006, it had 8,321 fully owned stores and more than 340 thousand employees worldwide. The sales reached 75 million euros and made it the largest retailer in Europe, the second-largest in the world and largest foreign retailer in China.

When it decided to enter China, a joint venture with Chinese retailer Lin Hua was formed and the first two stores were opened in Shanghai and Beijing in late 1995 . By October 2006, it operated 83 hypermarkets in 34 cities from Urumqi (in the Western reaches of the Middle Kingdom) to Harbin (near the Russian border) to Kunming (in the South) by 2006. Carrefour also operated the Champion supermarkets and Dia convenience stores. Its 2005 turnover was about 1.7 billion euros (US$2.2 billion) (including value-added tax), making China, Carrefour's fifth-largest market and by June 2006, was reporting a sales of 1259 million euros (US$1621 million) in mainland alone. Carrefour expected its sales in China to grow by 25% to 30% annually over the next five years.

Carrefour planned its expansion based on two facts: growing Chinese retail sales, expected to grow by more than 11% per year to reach 10 trillion Yuan ($1.2 trillion; £680 billion) in 2010 and the increase in middle income households. Carrefour announced that almost half of the 100 planned hypermarkets would be built in Asia, and an average of 23 would be in China each year until 2008, to cater to this growing consumerism. The aggressive strategy was part of Carrefour's decision to strengthen its position in promising markets while abandoning loss making ones, put in place by its president, Jose Luis Duran, from 2005. It savored the success achieved in China by offering quality retailing experience and economy for millions of Chinese. Helping itself to grow among other foreign competitors by implementing 'Very-Chinese' qualities in its products, services, merchandising, prices and ambience, Carrefour had truly become a household name among Chinese retailers. It remains to be seen how it would face up to the challenges posed by local retailers who would aggressively compete for growing market share in the world's fastest growing economy.

Pedagogical Objectives

The case anticipates familiarising the students on:

- The retailing industry in China and its local players
- Carrefour's stature in China as the leading foreign retailer
- Carrefour's entry strategies
- Carrefour's branding methods to suit Chinese tastes
- Carrefour's growth strategies, its marketing, service, sourcing and HR policies
- How local retailers competed with Carrefour and what are the plans for future expansion.

Industry	Retailing
Reference No.	COM0099C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Carrefour China; Carrefour; Retailing Industry in China; Entry strategy of Carrefour in China; Growth strategy of Carrefour in China Competition in Chinese Retailing; Challenges to traditional newscast; China Europe International Business School; Hypermarket in China Gome & Shanghai Brilliance Group; Jean Luc Chereau; Carrefour Quality Line; Carrefour own brand; First line brand; Frenchtouch brand.

Screen Wars – LCD vs Plasma

Plasma TVs had been ruling the market for 40 inches and larger screens to date, because Liquid Crystal Display (LCD) makers faced quality problems when they tried to make larger screens. The Plasma makers, in turn, could not reduce the size, for the screens tended to lose brightness as they shrank. Plasma TVs in larger sizes were in fact cheaper to make, since the glass needed was less sophisticated and cheaper than the glass used in LCD panels. But in 2006, the Korean, Japanese and Taiwanese companies, who were into the LCD technology, fought hard to gain ownership of the global television market. For a long time it was believed that the LCD technology was suitable only for the smaller sized televisions and could not compete with Plasma technology in larger sizes. This belief changed with the introduction of the seventh-generation (G7) plants by various LCD manufacturers.

LCDs got larger and posed a big threat to companies such as Matsushita Electric Industrial Co. (Panasonic) and Pioneer Corp. of Japan. These companies made big Plasma screens. Plasma TV makers controlled 88% of the market for 40-inch-plus, thin-screen televisions. The cost of both LCD and Plasma TVs came down. They achieved cost reduction by increasing the dimensions of glass substrates used, but the cost reduction effect was very small beyond sixth or seventh generation plants. Cost reduction beyond that point would require cutting materials and other cost-through- volume production effects, slowing the pace of production. As a result of this there was a price war between LCD and Plasma TV manufacturers. Now the customers have a wide range of products to choose from. This case captures the latest developments happening in the world of LCD and Plasma TVs and allows for discussion on how the future would take shape.

Pedagogical Objectives

- To introduce the students to the Competition between LCD and Plasma technology
- To highlight the inherent advantages and disadvantages of both these systems
- To underscore the technological advancement in both LCD and Plasma
- To detail how players in both streams were coming out with various new versions
- To foresee the future of the TV market – which technology will have an edge over the other?

Industry	Technology
Reference No.	COM0098C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

LCD; Plasma; Flat screen; Televisions; Technology; Liquid Crystal Display; Marketing; Strategy; Brands; Product innovation.

LIC – FACING PRIVATE SECTOR

The case is about the various changes that happened in the Indian Life Insurance sector after privatisation. Till privatisation, Life Insurance Corporation of India (LIC) was the only company providing life insurance services in India. LIC sold its policies as tax instruments and not as products giving protection against risk. Most of the customers were under-insured with no flexibility or transparency in the services provided. Before the entry of private players insurance penetration and awareness was very low especially in rural India.

The insurance sector opened up for competition from private insurance companies with the enactment of the Insurance Regulatory and Development Authority (IRDA) Act, 1999. As per the provisions of the Act, the IRDA was established on April 19th 2000. This marked the beginning of liberalisation of the Indian insurance sector. By 2006, there were 14 private insurers in India whose market share was increasing every year. Innovative products, smart marketing and aggressive distribution helped the private sector grow within a very short period. Slowly but steadily, awareness about insurance was also increasing in India. The increase in penetration and awareness could be attributed to the stiff competition generated among public and private players.

As a result of competition posed by the private insurers, LIC launched many new products, improved their services and increased expenditure on advertising. The case facilitates discussion on the strategies to be adopted by LIC to stay ahead of competition. It could also be used to discuss the future of the Indian Life Insurance sector.

Pedagogical Objectives

- What are the strategies adopted by private life insurers to grab market share from LIC?
- How should LIC use its strengths to maintain the market share it had in the life insurance market?
- What is the future of life insurance in India?
- LIC could join with some private insurers.

Industry	Insurance
Reference No.	COM0097C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Life Insurance Corporation of India – LIC; Life insurance industry in India; Monopoly player; Private insurers in India; Privatisation; Competition; Marketing; Distribution channels in Insurance; Bancassurance; Rural market; Strategy; Product innovation; Need based selling approach; IRDA; Unit Linked Insurance Plans-ULIP.

DTH vs Cable TV – Sky Wars in India

Home entertainment in India had come a long way from the days when there was only one national channel, Doordarshan, to the age of satellite television and, now, the latest development called DTH (Direct to Home) technology. The entry of Tata Sky with its DTH (Direct to Home) platform posed a threat to the cable T.V industry. DTH gained popularity because it provided hundreds of channels, 24x7 with clear transmission quality, pay per view films and programmes and a whole set of choices hitherto unknown to the Indian television viewer. As of 2006, there were three companies providing DTH services in India – Doordarshan, Dishtv and the latest entrant Tata Sky. Some more players like Reliance and Sun TV were expected to hit the market in the near future. With the Government of India having set the end of 2006 as the deadline to introduce CAS (Conditional Access System), in selected metros and later all over India, the scene would become more competitive. Cable operators have started pressurising the Indian government to speed up the process of changing the analog technology to digital. Once cable is digitised, cable operators would also be in a position to provide programs in high quality.

Apart from DTH, new emerging technological advancements in TV viewing like Internet Protocol Television (IPTV) and Cell Phone TV would also compete among themselves to get their share of the market in the Indian home entertainment industry. For IPTV one would need a broadband connection as well as a set-top-box and a personal computer. Considering the low PC penetration in India, IPTV might take some more time to gain popularity. The advancement in mobile telephone technology has resulted in mobile phones where channels could be viewed. But some of the main constraints of mobile TV could be the prohibitive cost of the handset, the smaller size of the screen and the low penetration rate of personal computers in India. On the whole, the Indian customer would have more options in terms of TV entertainment and the main deciding factor would be service support. The case allows for discussion on the present scenario of home entertainment in India.

Pedagogical Objectives

- To introduce the students to the home entertainment industry in India
- To highlight the various technological advancements that happened in the field of TV broadcasting
- To throw light on various service providers and their services
- To discuss the emerging technologies in home entertainment in India.

Industry	Home entertainment
Reference No.	COM0096C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

DTH; Cable TV in India; Satellite TV in India; Home entertainment in India; Strategy; Competition; Marketing; Service; Target customer.

AMD vs Intel – Strategies for growth

Advanced Micro Devices (AMD), the global supplier of integrated circuits for personal and networked computing and communications, was the second-largest supplier of x86-compatible processors It was best known for its Athlon, Opteron, Turion 64, Sempron, and Duron lines of x86-compatible processors. The x86 microprocessor markets had become extremely competitive as major technological breakthroughs were taking place and new products were being introduced. Taking advantage of the changing scenario, AMD adopted strategies that helped it emerge a much stronger and more focused challenger to Intel, its closest competitor and market leader. Intel, the world's largest manufacturer of x86-compatible processors, monopolized the market till 1991, when AMD released its Athlon processor. Over the years, AMD focused on delivering innovative products and technologies with customer needs in mind, proving to be a tough contender to Intel. In July 2006, AMD planned to acquire Canadian graphics chip maker Array Technologies Incorporated (ATI), one of the top three graphic chip makers. Analysts felt that this acquisition would empower AMD to compete with Intel across a broader product portfolio, including home entertainment, mobile computing, consumer electronics, high definition TVs and video games. The battle between AMD and Intel was moving beyond processors to a new battle over the entire platform.

The case gives an overview of the competitive strategies of AMD and Intel in the global microprocessor market. It converses in detail the establishment, growth and the shift of AMD from being a clone of Intel processors to becoming an innovator. The case also brings to light the fact that the battle between AMD and Intel was now moving beyond processors to a new battle over the entire platform and it remained to be seen as to who would emerge the winner in the long run.

Pedagogical Objectives

- To emphasise how a small player can become a dominant one
- To discuss AMD's Growth Strategies encompassing Virtual Guerilla and Customer Centric strategies.

Industry	Microprocessor
Reference No.	COM0095C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

AMD; Intel; Microprocessor Industry; Semiconductor Industry; Virtual Guerilla Strategy; Customer Centric Strategy; ATI; Market Leader; Jerry Sanders; Paul Otellini; Intel's restructuring efforts; Strategic partnerships; Innovator; R&D Expenses.

eBay in China

eBay Inc., the largest online auctioneer in the world, entered China in 2002 by acquiring a 33% stake in Shanghai's online trading website, EachNet.com for $30 million. In 2004, eBay secured full ownership of EachNet and the site was renamed eBayEachNet. In 2005, eBay announced that it would invest $100 million into its operations in China to ensure that it dominated the market. eBay EachNet was facing fierce competition from Taobao.com, a local Chinese online auctioneer, which had come into the scene in 2003. Taobao.com was launched by Alibaba.com, China's biggest B2B website. Going by statistics, Taobao.com seemed to be competing very closely with eBay and some analysts felt that Taobao.com might even overtake eBay. Meg Whitman, the president and CEO of eBay, said that China was a 'must win' for her company. The David vs Goliath battle turned into a high-profile one in August 2005, when Alibaba.com signed a deal with Yahoo! According to this deal, Yahoo! would add its Yahoo!China business to Alibaba.com and the two companies would work together to promote the Yahoo! Brand in China. With eBay and Alibaba stepping up their operations, it was to be seen who would dominate the online auction scene in China.

The case allows for discussion on strategies to be adopted by a large multinational, to counter local players. It also provides scope for discussion on challenges faced by foreign companies in emerging markets.

Pedagogical Objectives

- To discuss strategies to be adopted by a large multinational, to counter local players
- To discuss challenges faced by foreign companies in emerging markets.

Industry	e-commerce
Reference No.	COM0094C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

eBay; China; Taobao; e-commerce; Online Auction; Alibaba.com; Yahoo; competition; revenue model; Online payments; emerging markets; marketing strategy; competitive strategies; Asian markets; Chinese Internet market.

NTUC FairPrice in 2005

NTUC FairPrice was a successfully run cooperative supermarket chain of NTUC (National Trades Union Congress) in Singapore. Started as a cooperative to moderate the cost of living in Singapore, it dominated the grocery retail market in Singapore. It returned dividends and other benefits regularly to its members and was involved in many community development activities. FairPrice was run on sound business principles and the innovative strategies adopted enabled it to emerge a winner. The retail scene in Singapore was fast changing with increasing competition and varying consumer preferences. In this light, it was to be seen how FairPrice would overcome competition without sacrificing its social objectives.

The case facilitates discussion on retail strategies to be adopted by a supermarket chain to face competition and varied consumer behaviour. It also provides for discussion on the role of cooperatives in moderating costs and in community development.

Pedagogical Objectives

- To discuss retail strategies of a supermarket chain
- To discuss the role of cooperatives in moderating costs and in community development.

Industry	Retail
Reference No.	COM0093C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Supermarket chain; Cooperative; Singapore; Retail Strategies; CSR (Corporate Social Responsibility); Grocery

Trade; Exxon Mobil Alliance; Convenience Stores; Store formats; Country themed stores; Community development; Consumer behaviour; Dairy Farm International; Carrefour; Competition.

DELL: PCs in Pieces?

The case describes the challenges that the Dell's Personal Computer (PC) business faces. The case aims at providing discussion points regarding Dell's present strategies in dealing with the changing PC market. The case traces the growth of the PC industry and reasons for retardation of the growth. It also intends to raise debate on Dell's business model and the viability of the model in today's competitive scenario. The case is designed to help understand the PC industry, Dell's position as a PC maker, competition faced by Dell and impact of its business model on the market as well as on the prospects of its growth in other related areas.

Pedagogical Objectives

- To understand the PC industry and Dell's position as a PC maker
- To understand the competition faced by Dell
- To understand the impact of Dell's business model on the market as well as on the prospects of its growth in other related areas.

Industry	IT Hardware-Personal Computers
Reference No.	COM0092C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Dell; Personal Computers/Pcs; PC Industry Laptops; Desktops; Michael Dell; Global PC Market Dell Strategies ; Replacement Cycle; PC Price Wars Portable Computers.

Ryanair: Flying High in a Competitive Atmosphere

The airline industry in Europe underwent a transformation during the post liberalisation era in the 1990s. The leading low cost airline in Europe – Ryanair, began its operations in 1985 from Ireland. It was able to establish itself in the UK and it extended its wings to other parts of Europe. The company focused on price conscious travelers who travelled often to different parts of Europe for leisure and business. Scheduled airlines like British Airways, Lufthansa and Aer Lingus had to restructure their fare levels to compete with low cost airlines in Europe, and Ryanair in particular.

The number of low-cost airlines halved during 2006, out of which only 15 had more than 50 flights per day. The low cost airlines also succumbed to stiff competition among themselves and some had to exit the market. Albeit challenging circumstances, Ryanair maintained sales growth of over 20% between 2000 and 2005. It maintained lower fares even though fuel costs shot up and competition increased. With successful pricing and cost-cutting strategies, it maintained a cost gap of 64% compared to other scheduled airlines. The case discusses strategies and operations of Ryanair to maintain high efficiency at lower costs.

Pedagogical Objectives

- To study low-cost carrier industry in Europe
- Ryanair's cost-cutting and branding strategies
- Competition for Ryanair in Europe
- Challenges faced by Ryanair to become a leading player in the airline industry.

Industry	Airline Industry
Reference No.	COM0091C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Ryanair; Low-cost airlines in Europe; British Airways; EasyJet; short haul routes; point to point flights; Skylight system; Hertz Corporation; Buzz; Secondary Airports and Third party contracts; Inviseo Table; On board Advertising; Turn around Time and Common Boeing fleet.

Intel: Leaping Ahead Everywhere?

Intel Corporation, the leading international ic-chip maker began a fresh campaign on January 1st 2006 based on a new logo and the slogan, 'Leap ahead'. Intel had entered the consumer goods market and communications industry to make its presence felt in almost every type of digital device manufactured and used commercially. But it had to face competition from other manufacturers who had come up with the revolutionary 'cell chip'. With challenges cropping up from different directions, Paul Otellini, the president and CEO of Intel, needed to make a strategic decision on whether to continue with the 'Intel Everywhere' policy or rejuvenate the company's core strength of being the primary and dominant player in the international PC market.

The case traces the background of Intel, the obstacles faced and the measures taken to counter them, the possibilities and application of the dual-core chip, the challenges ahead and the diversifications made.

Pedagogical Objectives

- The strategies taken by Intel, the leading player in the chip market to consolidate its brand position
- Intel's strategies to retain the top position worldwide by successfully fending off competition from other manufacturers.

Industry	IT
Reference No.	COM0090C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Intel; AMD; Branding; Cell Chip; Market leadership; Dual-core; Clock speed; Microprocessors; Management Strategy; Centrino; Samsung; Itanium; Paul Otellini; Pentium; Mobile devices.

Google's Desktop Search: A Threat to Microsoft?

Microsoft, the world's largest software company was a dominant player in the search market until the advent of Google, a search engine in 1998. With its desktop search tool, Google attempted to pose a threat to Microsoft's core activity of controlling the users since the time they turned on their PCs. Google also wooed away Microsoft's employees creating further concern.

The case explores the strategies followed by Google to outsmart Microsoft in the search market. The case opens up possibilities for further discussion on Microsoft's defensive measures to retain its domination.

Pedagogical Objectives

- To discuss the threat posed by Google Desktop to Microsoft's core activity
- To discuss Microsoft's defensive measures to retain its domination.

Industry	Online Industry
Reference No.	COM0089C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft; Google; Desktop search; Netscape Navigator; Browser war; Desktop war; Longhorn; Competition; Internet Explorer.

Yahoo! – A Jack of All Trades?

Over the years, Yahoo! had evolved from a simple directory to a fully fledged media and commerce powerhouse that dealt in everything from financial information to personal ads. With 236 million registered users it had become a community site. Yahoo! interconnected its various online services, in more ways than one. It had also expanded into entertainment with its site offering film and video clips. Experts felt that in trying to morph into so many things, Yahoo! was less a leader and more a novice.

The case allows for discussion on whether Yahoo! should enter different areas of operations and what its future focus should be.

Pedagogical Objectives

- To discuss whether Yahoo! should include various operations
- To discuss the focus of Yahoo! in future

Industry	Internet and Online Business
Reference No.	COM0088C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Yahoo!; Internet; Media; Internet Advertising; e-commerce transactions; Chinese Operations; Search Engines; Network optimisation; Diversification strategies; internet growth strategies; Ad ware; Revenue models.

Yamaha Bikes in Asia: Can its Regaining Lost Ground?

Japan's Yamaha Motor Company, one of the biggest motor bike companies in the world, faced numerous difficulties after the Asian financial crisis. As currencies, stock markets and asset values in many countries plummeted, there was a major decline in the earning and purchasing powers of consumers. Yamaha's motor bike segment accounted for nearly 60% of its total sales but the company's market share in the Asian nations declined rapidly from 18% in 1999 to 11% in 2003. Yamaha's debts amounted to an astounding $2.3 billion in 2001. The demand for Yamaha bikes decreased and inventories piled up. To counter all these difficulties, Yamaha initiated various management plans, operational reforms and exclusive marketing strategies and from 2003 began to show tremendous improvement in its financial position. The case discusses these strategies in detail to show how Yamaha made a comeback in the Asian bike market. It also enables comparison with the performance of competitors like Honda and Suzuki.

The case provides tremendous scope for discussion on the effectiveness of Yamaha's strategies. There is also adequate room for analysis on whether Yamaha can become a global leader amidst tough competition, in a scenario where the demand for bikes in developed market had flattened and tremendous growth was predicted in the Asian market.

Pedagogical Objectives

- To discuss the effectiveness of Yamaha's strategies by which it made a come back in Asian market
- To discuss the possibilities of Yamaha becoming a leader even though there was tough competition.

Industry	Automobiles
Reference No.	COM0087C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Yamaha Motor Company; Asian Motor bikes market Yamaha bikes; Management reforms; Marketing strategies; Operational reforms; Cost reduction; Supply chain management; Yamaha's NEXT 50; System Supplier(SyS); Technological innovation; Market restructuring; Yamaha Town Saigon; Moto Grand Prix race; Valentino Rossi.

IBM's Software Division: The New Reliable Growth Engine?

IBM pioneered the global IT industry and dominated the mainframe and minicomputer market since the mid-20th century. However, with the global IT industry undergoing a paradigm shift from hardware to software, IBM faced a slumpcline in the 1980s. Under the visionary leadership of its erstwhile CEO Louis Gerstner, IBM regained its past glory by revamping its organisation structure and shifting its focus to software and services. Despite the increased contribution of IBM's Global Software Division to its total revenue, as the IT industry worldwide faces a period of transition due to the emergence of services industry and emphasis on customised services and custom care solutions, analysts are sceptical whether IBM's software business alone can become it's most dependable growth engine.

Pedagogical Objectives

- To analyse the role of software and services in the Global Information Technology Industry
- To understand the traditional business model of IBM and discuss its transformation from being a hardware manufacturer to one of the leading provider of software services in the world
- To debate whether IBM's Global Software Division can become the driving force behind IBM in the long run.

Industry	Information Technology Services
Reference No.	COM0086
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

IBM's Turnaround Middleware Market; e-business on-Demand; IBM's New Growth Platforms; On-Demand Computing; Open Software Strategy; Autonomic Computing; IBM's purchase of PwC; IBM's Business Transformation Outsourcing; IBM's Acquisitions.

Microsoft vs Google in 2005

In 2005, Google is emerging as a major threat to Microsoft's dominance. Google has beaten Microsoft to launch successful innovations like local-area search complete with maps and satellite photos, ways to search inside a video file, and search designed for mobile phones. Google has emerged as a new kind of foe for Microsoft as it gains the ability to attack the latter's core business. Google's search lead also looks pretty unassailable. Microsoft has supported the launch of its search-related advertising business in March 2005 with a $150 million ad campaign and scores of other promotions. But the effort has generated little buzz, and Microsoft's global market share, at about 13% of search requests, remains small. Microsoft has the option of increasing its market share either by acquiring AOL or entering into a partnership with AOL, though Google is doing its best to thwart Microsoft. Coveted talent from academia, start-ups, and venerable tech companies that a decade ago flocked to Microsoft now seems more attracted to Google in the mid-2000s. Microsoft has lost several top minds to Google since 2003.

Pedagogical Objective

- The case can be used to do a SWOT analysis of both Microsoft and Google and discuss their growth strategy.

Industry	IT (Information Technology)
Reference No.	COM0085P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Chris Payne; Netscape; MSN; Software; Competition.

Anheuser-Busch: Brewing a Fresh Image

Anheuser-Busch is a leading American brewer with 50% market share. It offers 30 beverages in the US beer market. Budweiser, Bud Light, Michelob, Bacardi are some of its well-known brands. However, in 2004, Anheuser-Busch's revenues seemed to have stagnated as the US beer industry saw flat consumption trends, decline in volumes and higher costs. Beer's share of the US alcoholic beverage market had declined. The case study discusses how Anheuser-Busch used innovative advertising to enhance the image of the beer, create brand awareness among consumers and to differentiate their products in the beverage market.

Pedagogical Objectives

- To discuss the dynamics of the US beer industry
- To discuss the strategies adopted by Anheuser-Busch to make a comeback.

Industry	Beverage industry
Reference No.	COM0084P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Anheuser-Busch; Brewing industry; Light beer; Changing beer market; Spirits; Budweiser; Bud-Light; SABMiller; Speciality brewers; Grolsch; Adolph Coors; Grupo Modelo; Corona; Bacardi.

Dell Inc.: Facing Formidable Challenges in the US Consumer Market

Dell, in 2005, was the No.1 seller of PCs (desktops and notebooks) worldwide with a 17.8% market share and $50 billion in annual revenues. The company's direct business model which eliminated the need for middlemen was a major factor contributing to this success. However, with the corporate PC growth declining from double digits in the 1990s to single digits post 2001, Dell entered the consumer PC segment with its Dimension desktop and Inspiron notebook line in and the consumer electronic segment with digital TV, MP3 player and Axim handhelds in 2003. Consumer business was seen as a key revenue driver by Dell's management which announced an ambition plan to increase revenues to $80 billion by 2008.

However, 2005 proved to be a challenging year for Dell. Not only did the company struggle in the consumer electronics segment leading to the withdrawal of MP3 players but even in its core PC segment, Dell was cornered by traditional rivals such as Hewlett-Packard and Gateway and new competitors such as Lenovo and Acer. This resulted in lower average selling prices for Dell's products and adversely impacted its operating margins. With Dell encountering problems on various fronts, its share price declined to $29 in October 2005; it's lowest in two years, leading to the question of whether Dell's direct business model could ensure further success in the changing scenario.

Pedagogical Objectives

- To discuss the trends in the US PC market
- To understand how Dell had achieved growth through its Business model.

Industry	Electronics	
Reference No.	COM0083B	306-171-1
Year of Pub.	2006	
Teaching Note	Not Available	
Struc.Assign.	Not Available	

Keywords

Dell Inc.; Michael Dell; Personal computer; Desktop; Note Book; Consumer Electronics; Directbusiness model; Acer; Gateway; Hewelett-Packard; Apple Computers; Sony; BestBuy; Windows Media Center; XPS.

Royal Mail Group: Gaming up with Competition

Royal mail Group, a public limited company had been providing postal services for over 360 years in the UK. The group operated under the brands, Royal Mail, Post Office and Parcelforce Worldwide and was known for offering value for money and high quality customer service. In 2000, the group reported a loss of £240 million which continued till 2003. So, the government had asked Postcomm (regulatory body) to liberalise the postal market in three stages starting from 2003. Royal mail also underwent major restructuring in 2003, under the leadership of Allan Leighton, chairman of Royal Group and chief executive, Adam Crozier.

Pedagogical Objectives

- The state of postal services in the UK
- Business model of Royal mail group
- Restructuring initiatives of Royal mail group.

Industry	Postal Services
Reference No.	COM0082B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Royal mail; Postal services in the UK; Post watch; Allan Leighton; Adam Crozier; Universal Service Obligation; Bulk Mail; Business Model; Post Office Ltd.; Parcel force Worldwide; single daily delivery system.

Federated Department Stores – Focusing on National Brands

Federated Department Stores (FDS) is one of the America's leading upscale department retail stores that offer a range of merchandise, including apparel, accessories (handbags, jewelry and cosmetics), home furnishing, and other consumer goods. This case discusses in depth the growth of FDS and its constant efforts to unite the US department store industry. This case emphasises the FDS's focus towards building Bloomingdale's and Macy's as its two national brands by renaming all of its regional stores. This case also tries to understand the business strategy of the company and its future plans.

Pedagogical Objectives

- Study the origin and growth of the US Department Store industry
- Discuss the strategies adopted by FDS to sustain in the competitive retail market
- The pros and cons of FDS's effort to unite its department stores into two national brands – Bloomingdale's and Macy's
- Discuss 'the four priority' business strategy of FDS and suggest what other features it has to focus on.

Industry	Retailing/Departmental store
Reference No.	COM0081B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US Department stores; Bloomingdale's; Macy's; National Brand; Macy's department stores; differentiated assortments; simplified pricing; shopping experience; marketing strategy; JC Penny; Kohl's corp.; Business strategy; Terry Lundgren; Wal-Mart.

Amazon in 2006

Amazon.com Inc. (Amazon), a fortune 500 company and a leading on-line retailer, posted revenues of $8.4 billion in 2005. Amazon sustained its existence, despite the fact, that it was not making profits for almost a decade since its inception. It recorded profits for the first time in history of its existence in 2003.

Since inception, it focused on building an online retail experience for the customers, which included greater selection, competitive pricing, convenience and sophisticated information search. It offered wide range of products covering 31 categories including apparel, toys and games, electronics, videos, kitchenware, sporting goods, jewelry and online auctions. It had become a platform offering a place to businesses and individuals to trade their products.

By 2006, it faced competition from an array of online retailers. The online commerce industry had unique players like Yahoo, Google and E-bay offering range of products overlapping each other. With increasing growth of e-commerce and competition in the on-line retail industry, would Amazon, be able to sustain its original thrust on research and development and technological innovations? Would it be able to sustain its No.1 position as an online retailer and also remain profitable?

Pedagogical Objectives

- To understand the nature and structure of the online retail and commerce industry
- To discuss the unique business model adopted by Amazon
- To discuss the competitive growth strategies followed by Amazon
- To discuss the issues and challenges faced by Amazon
- To debate whether Amazon can sustain its leadership position in the industry.

Industry	e-commerce
Reference No.	COM0080A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Innovation; Peripheral Vision; Growth Strategies; Competitive Advantage; On-line retail industry; Business Model; Amazon; e-commerce; Diversification.

PepsiCo in 2006

On December 12th 2005, for the first time in the rivalry of over a century, PepsiCo (Pepsi) surpassed its biggest foe Coca-Cola (Coke) in market capitalisation. It had much higher operating revenue than Coke. After having tough time in mid 1990s, Pepsi finally got increasing sales and cheering investors.

According to the analysts, the chief reason for Pepsi's outstanding performance was its aggressive diversification. Though started as a beverage company, Pepsi now held No.1 position in snack food business with its Frito-Lay division and ranked No.3 in overall food & beverage industry. However, Coke still continued to sell more soft drink than Pepsi.

The case tracks the journey of Pepsi and compares its current position to that of 1990s. It highlights the strategic moves of Pepsi, which led it to overcome cola trenches and outperform its biggest competitor Coke. Nevertheless, the success, would Pepsi be able to sustain its performance?

Pedagogical Objectives

- To highlight the first-mover advantage enjoyed by PepsiCo by venturing in food business
- To discuss the leader and challenger strategies
- To discuss the competitive strategies and diversification strategies of PepsiCo.

Industry	Food & Beverage
Reference No.	COM0079A
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

PepsiCo; Coca-Cola; Pepsi-Cola; Frito-Lay; Business Strategy; Strategic Management; Diversification; Brand Portfolio; Globalisation; Competitive strategy; Business ethics; Snack food; growth; cola wars.

Adidas in China: Jockeying for Supremacy

The case describes the athletic sportswear industry scenario in China with the Germany-based sportswear manufacturing giant Adidas in focus. China, the world's most populated country was fast emerging as the next economic superpower and sporting industry in China was flourishing. Adidas had entered the Chinese market in early 1990s through agents and by 1993 China had become the manufacturing hub for its products. Adidas did not have their own retail stores in China and their products were sold through franchisees. It faced stiff competition from Nike, the world's No.1 sportswear manufacturer and Li-Ning, the Chinese company. Sensing the huge possibilities of growth, and opportunities thrown open by the upcoming Olympic Games in Beijing in 2008, the major industry players, both international and domestic had geared up to reap maximum benefits.

The case provides a background to analyse the sportswear industry in China on the basis of Michael Porter's five force model and the company Adidas by its competitive strategies. The demographic profile and segmentation of the Chinese consumers has been described in the case. The decision of Adidas to acquire Reebok will catapult its market share but will still fall short of the market share held by Nike. The challenges lying ahead of Adidas will be to first achieve synergies resulting by the acquisition and then set its best foot forward to directly confront the market leader and maintain the lead over the domestic favourite.

Pedagogical Objectives

- To analyse the sportswear industry in China on the basis of Michael Porter's five force model
- To discuss the competitive strategies adopted by various marketers in China
- To discuss the opportunities and challenges for Adidas in China.

Industry	Athletic footwear and apparel
Reference No.	COM0078A
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Athletic sportswear industry; Adidas; Nike; Li-Ning; Reebok; China; Sport scenario in China; Franchising; Olympic games; consumer behaviour; consumer segmentation; brands; celebrity endorsement; competition; competitive strategy; Porter's five force analysis; acquisition.

The US Automobile Industry's New Platform for Competition, The 'American': What's 'American' Anyway?

For almost a century, the US was proud of its three largest automobile companies – General Motors, Ford and Chrysler, (collectively called the Big Three). Ford was the first to introduce the concepts of mass production, moving assembly line and '$5-day', which became the industry norm. GM, one of the biggest companies in the world, had to its credit the first US company to generate $1 billion a year. Chrysler, on the other hand, was known for its innovative capabilities. The automobile industry was itself one of the most important industries in the US. Receiving more than the average salary and with generous healthcare and pension benefits, employees considered it a privilege to work for the Big Three. However, the Big Three's demesne was gradually invaded by foreign competition, especially from Japan. Initially establishing a base by exporting to the US, the Japanese carmakers gradually setup their own production facilities, employed Americans and responded to the changing tastes and preferences of the consumers in a better and faster way. Over a period of time, the US consumers no longer considered these foreign companies as 'foreign'. With falling market shares, increasing legacy costs, the significance of the Big Three declined significantly in the eyes of consumers, investors and the government alike. Amidst these conditions, Ford came up with a promotional campaign emphasising on its American legacy. Toyota also launched a campaign striving to showcase its 'Americanism'. In addition, the retirees of the Big Three formed a grassroots association in order to persuade the US consumers to buy only 'American' to save the jobs of millions of Americans working at the Big Three. In the light of this new platform of competition, the question arises as to whether it is possible to define what is 'American' at all.

Pedagogical Objectives

- To identify and discuss the strategic inflection points in the US automobile industry
- To discuss how the once dominant Big Three lost to their Japanese counterparts
- To understand the advantages built and sustained by the Japanese companies over the Big Three
- To explore the relevance of 'patriotism' as a platform for competition
- To analyse what 'Americanism' means in one of the most globalised industries.

Industry	Automobile
Reference No.	COM0077
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US automobile industry; Detroit's Big Three; General Motors Ford Daimler Chrysler; Toyota Honda Nissan; Keep America Rolling Legacy costs Healthcare; Competitive Advantage; Bold Moves campaign; Segmentation Targeting and Positioning (STP); Brand Image; Industry Life Cycle; Lean Production Total Quality Management; William Edwards Deming and Joseph M. Juran; Downsizing operations Layoffs; UAW (United Auto Workers); Emotional Branding.

Nancy Tellem's Competitive Strategies for CBS Paramount Television Network Entertainment Group: The Future Challenges

CBS Paramount Television (CBS) captured the top position for the 2005-2006 season among the US broadcast TV networks, under the dynamic leadership of Nancy Tellem (Tellem), president, CBS Paramount Network Television Entertainment Group. Under Tellem's leadership, CBS became US' most watched TV network on the strength of successful television programmes like The Amazing Race, CSI: Miami, Without a Trace, Two And A Half Men, Cold Case and Survivor. However, CBS faced considerable challenges from its competitors like ABC and FOX. Moreover, broadcast TV networks are losing revenues from advertising to other forms of media and facing increasing competition from new digital media such as Internet, DVDs, PVRs, VOD, etc. It is being debated whether Tellem would be able to counter such challenges successfully in the future.

Pedagogical Objectives

- To discuss about the competitive nature of US broadcast TV network industry
- To discuss about the competitive strategies adopted by Nancy Tellem for CBS Paramount Television Network Entertainment Group
- To discuss about the potential threat posed to traditional media by new digital media such as Internet, DVDs, PVRs, VOD, etc.
- To debate whether CBS Paramount Television Network Entertainment Group, under the leadership of Nancy Tellem, would be able to meet the challenges successfully in the future.

Industry	Media and Entertainment
Reference No.	COM0076
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US Broadcast TV Network Industry; ABC Inc.; FOX Broadcasting Company; NBC Inc.; Reality TV Shows; Fall Season; Cable TV; New Distribution Technologies; Video-On-Demand (VOD); Consolidation in TV Network Industry; Viacom; Leslie Moonves; New Digital Media; Business Models of Entertainment Companies.

Intel vs AMD: AMD has the Last Laugh?

The birth and evolution of the microprocessor industry is synonymous with the history of Intel. From a company that manufactured memory chips in the 1970s, Intel transformed into a microprocessor-manufacturing powerhouse that dominated the microprocessor industry and dictated terms to the PC industry. One of the main factors responsible for Intel's meteoric rise was its ability to respond to the market with innovative products. Until the late 1990s, Intel had a complete grip on the microprocessor market with more than 80% share. No rival could compete with Intel's technological and marketing clout. Then in 1999, a small company named AMD launched Athlon, a 64-bit desktop microprocessor with superior performance compared to similar Intel microprocessors. AMD followed it up with a 64-bit server microprocessor called, Opteron. AMD consistently came out with superior products compared to Intel and steadily started gaining market share. Intel realized that a company that was one-tenth its size was a serious threat to its leadership position. In an effort to contain market losses and regain its lost glory, Intel implemented extensive changes including restructuring and re-branding. Meanwhile, AMD was also trying to build on its previous successes and depose Intel from its leadership position in the microprocessor industry.

Pedagogical Objectives

- To identify and analyse the strategic inflection points in the microprocessor industry
- To discuss the growth strategies of Intel and AMD over the years
- To discuss the reasons underlying Intel's failure in anticipating the threat from AMD
- To discuss the strategies implemented by AMD to gain a competitive edge over Intel
- To discuss whether the new initiatives taken up by Intel and AMD respectively will enable them to gain a sustainable competitive advantage over the other
- To discuss what strategies Intel and AMD must adopt, in the light of changing market dynamics.

Industry	Semiconductor
Reference No.	COM0075
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Intel AMD; Semiconductor industry; Microprocessor market; Strategic inflection points; Growth strategy; Competitive strategy; Branding Restructuring; Competitive advantage Market share; Gordon Moore; Robert Noyce; Andrew Grove;Paul Otellini; Jerry Sanders; Hector Ruiz; Intel Pentium; Itanium; Xeon; Centrino; AMD Opteron Athlon Dual Core; Dell HP Sun Microsystems; Platform strategy.

Automobile Safety: Japanese Manufacturers Lead the Way

Road accidents are resulting in increasing number of injuries and deaths every year globally. Realising the magnitude of the problem, the World Health Organisation (WHO) in 2004, classified 'road traffic injuries' as a public health concern. The world over, governments in association with the automobile industry players are taking a slew of measures to ensure vehicle as well as pedestrian safety. Though the US and the European automobile manufacturers had initially installed some safety devices in the vehicles and had invested heavily in safety research, the Japanese auto manufacturers like Honda, Toyota, Mazda and Nissan have stolen a march over them by commercializing safety-related features in their automobiles. With state-of-the-art technology like GPS, adaptive cruise control, conversational speech interface etc., the Japanese manufacturers have clearly taken a lead over other automobile manufacturers. However, there are certain issues such as cost-efficacy and affordability of the safety devices that still need to be addressed.

Pedagogical Objectives

- To understand the magnitude of the worldwide problem of deaths and injuries caused due to road accidents
- To discuss the initiatives taken by various governments and automobile manufacturers in ensuring vehicle and pedestrian safety
- To discuss the new safety initiatives of the Japanese automobile industry
- To debate upon the cost-efficacy and the possible legal repercussions of the safety initiatives.

Industry	Automobile
Reference No.	COM0074
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Automobile safety designing; National Highway Traffic Safety Administration (NHTSA); Euro New Car Assessment Programme (NCAP); The Haddon Matrix; Intelligent Transport System (ITS); Advanced Safety Vehicle (ASV); Emergency response system; Adaptive cruise control; Active safety technology; Automated Highway System (AHS); Global Positioning System (GPS); Vehicle Dynamics Integrated Management (VDIM) System; Total Human Model for Safety (THUMS); Nissan safety shield; Mazda's smart safety technologies.

The Changing Consumers' Tastes in US Beer Market: Anheuser-Busch Company's Competitive Strategies

Since the 1970s, the US beer industry had been hit by the rising costs of preparation and preservation of beer and the shifting preferences of consumers towards low-cost beverages like wines, and spirits. Further, in the 1980s, increasing health concern among consumers transformed the US beer industry as traditional beers like ales and lagers were replaced by light lager beers and other health drinks. Under such circumstances, Anheuser-Busch, the leading brewer in the US, started losing market share to other big brands like SABMiller and Coors, small-scale local breweries and imported brands like Heineken. To fend off competition, the company launched a series of new products, acquired new brands and entered into partnerships with other breweries to increase its market share.

Pedagogical Objectives

- To understand the landscape of the US beer industry and the changing consumer tastes and preferences
- To analyse the reasons behind the declining sales of beer in the US and an increase in the consumption of wine, spirits and other flavoured alcoholic beverages
- To discuss whether the competitive strategies of Anheuser-Busch would help it to sustain its leadership in the US beer market.

Industry	Brewers
Reference No.	COM0073
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Landscape of US beer industry; Different categories of beer; Anheuser-Busch's competitive strategies; SABMiller; Consumer preferences in US; Brand advertising strategies; Beer brands of Anheuser-Busch; Market segmentation of beer industry; Mergers and acquisitions in the beer industry; Global expansion strategies of Anheuser-Busch.

PVR Cinemas: Competitive Strategies of the Indian Cineplex Pioneer

Priya Village Roadshow (PVR) is the largest cinema exhibition player in India, which introduced the concept of multiplexes in the country in 1997 and redefined the movie viewing experience of the Indian audience. In 2004, the company also diversified into movie distribution. With many firsts to its credit, PVR opened multiplexes in the National Capital Region (NCR) of India and other metros like Mumbai, Bangalore and Hyderabad in 2006. However, since the turn of the 21st century, PVR has been facing stiff competition from other players, who have equal investment capabilities and similar expansion plans.

Pedagogical Objectives

- To understand the movie exhibition business in India and the factors that led to the inception of the multiplex concept in India
- To discuss the growth strategies of PVR in the Indian multiplex business
- To analyse the competitive strategies of PVR's competitors and debate on strategies that might support PVR to sustain its leadership in the Indian multiplex industry.

Industry	Movie Exhibition
Reference No.	COM0072
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

'Movies First'; Village Roadshow; Cinema Europa; THX certified cinemas; PVR (Priya Village Roadshow) Bangalore; Gold Class; PVR Pictures; ICICI (Industrial Credit and Investment Corporation of India) Advantage Fund; PVR Movies First; Adlabs Films; IMAX Dome; Fame Adlabs; Shringar Cinemas; Inox Leisure; Fun Multiplex.

McDonald's in UK: The Competitive strategies

Since its launch in 1974, McDonald's has maintained its profitability by offering its regular menu of burgers and french fries to its customers in the UK. However, since 2001, McDonald's has been drawing increased criticism as consumers in UK held McDonald's responsible for causing obesity. Besides, the company also began to face stiff competition from 'trendy' outlets like Starbucks and Subway that offered 'healthy' food. McDonald's added salads to its menu, which, the company felt, would change its image from being a junk food retailer to a healthy food provider. It also changed the appearance of its stores to compete in the highly competitive UK fast food market.

Pedagogical Objectives

- To understand the competitive landscape of UK's fast food retailing industry
- To analyse the reasons behind McDonald's rapid growth in UK's fast food market and its decline since the dawn of the 21st century
- To discuss whether a change in McDonald's image would help the company to rebuild the same trust, which it enjoyed prior to 2001.

Industry	Fast Food & Quick Service Restaurants
Reference No.	COM0071

Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Fast food industry in the UK; Challenges faced by McDonald's in the UK; Brand repositioning; Competition in the UK's fast food industry; McDonald's competitors in the UK; Wimpy; Pret a Manger; KFC; Starbucks; Burger King; Subway; Turnaround strategy; Core competences in the fast food industry; Changing trends in the UK's fast food industry; McDonald's revival in the UK.

Lowe's, AMD, Target et al.: The Second-mover Advantage?

In the world of business, the pioneer or the first-mover in an industry often fails to stand up to the competition from its follower or the second-mover due to its failure to constantly innovate or to take timely and effective competitive decisions. The first-movers tend to cling on to their time-tested strategies, which yield positive results when they are the sole entity in a particular market – a phenomenon known as 'active inertia'. This leads to a decline in their financial position and sometimes put their existence in jeopardy. The second-movers, on the other hand, have been found to gain from the experiences of the pioneer and take full advantage of the pioneer's weaknesses and strategic mistakes.

Pedagogical Objectives

- To understand the challenges that a pioneer faces in any industry and the factors that determine the sustainability of its leadership
- To analyse the various constraints of the first-movers, which are taken advantage of by the second-movers to strengthen their positions
- To discuss how the first-movers can protect their lead in an industry by keeping competition at bay.

Industry	Discount Retailing
Reference No.	COM0070
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Available

Keywords

First mover's disadvantage; Second mover's advantage; Wal-Mart vs Target; Motorola vs Nokia; Intel vs AMD; Sony vs Samsung; Home Depot vs Lowe's; Marketing myopia; Active inertia; Value innovation; Pioneer-Migrator-Settler map; New Value Curve; 'Caffeine-induced Oasis'; Core competency development.

FedEx in China: The Competitive Strategies

The expansion of the postal industry in China has attempted to keep pace with the rapid growth of the country's economy. The transformation of the industry from offering basic services to state-of-the-art express delivery services has taken place in less than half a century. While China Post dominates the postal services market, global courier companies have established a major presence in the fast growing courier and express delivery segment of China. FedEx has been the most successful player amongst them. The company's strategic alliances with major domestic companies, a large distribution network and fast delivery services offers a unique advantage over competitors DHL, UPS and TNT in China.

Pedagogical Objectives

- To discuss the critical success factors in the courier service industry of China
- To discuss the growth and challenges of FedEx in China
- To discuss the strategies adopted by FedEx to gain a competitive edge in the Chinese market.

Industry	Express Delivery Services
Reference No.	COM0069
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Postal and courier services market; Logistics and express delivery services; China Post; Competitive strategies; Market entry strategies; DHL; TNT; United Parcel Service (UPS); Strategic alliance; Joint venture; World Trade Organisation (WTO) accession; State Postal Bureau; Sinotrans; Wholly-owned subsidiary; Competitive advantage.

Kroger's Customer-centric Business Model: The Competitive Strategies

For many years, the third-largest supermarket group in the US, Kroger, has been competing to gain market share from world's No.1 retailer, Wal-Mart. Following Wal-Mart's price-led business model, Kroger tried to attract customers and increase its sales. However, it failed as its cost reduction could not match its price reduction. Realising that it was difficult to compete on the basis of price alone, in 2002, along with Dunnhumby (a specialised provider of database management and analytical services), Kroger formulated a customer-centric strategy for itself. According to this, customer data is analysed to get a deeper understanding of their purchasing behaviour. The retailer also implemented a 'customer first' strategy to deliver higher value to its customers coupled with an enhanced shopping experience.

Pedagogical Objectives

- To understand the need for Kroger's transition in its business model from being price-led to being customer-centric
- To analyse whether such transition would help Kroger or go against it, as by wavering between price-led and customer-led business models, Kroger might lose its strategic focus.

Industry	Grocery Retail
Reference No.	COM0068
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Customer relationship management; Relevance marketing; 80:20 rule; the Pareto Principle; Top retailers in the US; Business model of leading retailers; Cost leadership strategy; Competition in the retail industry; Wal-Mart; Safeway; Tesco; Kmart; Challenges faced by retailers; Customer behaviour.

Hyundai in China: The Competitive Strategies

Ever since 1978, when China started the transformation from a controlled-economy to a market-oriented one, it has experienced one of the fastest growth rates. Helped by booming demand, the country's automobile industry has experienced the fastest growth rate in the world since the 1990s. Many of the global automobile manufacturers entered China to take advantage of its huge customer and resource base. Hyundai Motor Company was one of the late entrants in the Chinese market. It adopted a combination of strategic alliances, in-depth market research, quality manufacturing and competitive pricing to establish its presence in the country.

Pedagogical Objectives

- To discuss the critical success factors in the Chinese automobile industry
- To discuss the market entry strategies of Hyundai in China
- To discuss the strategies that Hyundai adopted to gain a competitive edge in the Chinese market.

Industry	Automobile
Reference No.	COM0067
Year of Pub.	2006

Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Chinese automobile industry; Competitive strategies; Hyundai Motor Company; General Motors Volkswagen; Kia Motor Corporation; Price cutting; Mid-size car market; Joint ventures; Strategic alliances; Beijing Hyundai; Sonata Elantra Accent; Market entry strategies; Brand image; Market research; Premium car segment.

HP into Digital Printing: Charting a New Competitive Landscape

Founded in 1938 by two Stanford engineers, Bill Hewlett and David Packard, HP became well-known in the computer industry, manufacturing a range of computers from desktop machines to microcomputers. It also became popular for its wide range of personal desktop printers in the 1980s. After establishing itself in the printer industry, HP started shifting its focus more towards imaging and printing products. It launched photo printers for consumers to print at home and later acquired Snapfish, a leading online photo website to expand in the digital photo printing market. In 2006, HP launched it photo-printing kiosks to further penetrate into the digital photo printing market. But there remain doubts about HP's chances of gaining leadership in a market already dominated by Kodak and Fuji.

Pedagogical Objectives

- To discuss the reasons behind the choice of various mediums of digital photo printing by consumers
- To discuss the logic behind HP's strategy to penetrate into the digital photo printing market
- To discuss the challenges HP might face in the digital photo printing market
- To discuss the chances HP has in the digital photo printing market in the presence of already established players like Kodak and Fuji.

Industry	Digital Photo Printing
Reference No.	COM0066
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hewlett-Packard (HP); Digital photo printing; Kiosks; HP Photosmart Express Station; Snapfish; On-line photo services; Retail photofinishers; Home printing; Albertsons; Kodak; Fuji; Inkjet technology; Dye sublimation process.

IKEA in China: Competing through Low-Cost Strategies

With a simple mission statement "to create a better everyday life for the Chinese people", IKEA entered China in 1998. Initially it faced challenges due to high duty rates and the strict quotas levied by the Chinese government. To attract customers in China, IKEA adopted a low-cost strategy and started offering quality furniture at discounted prices. Although, IKEA tasted success in China, analysts are sceptical whether the price-reduction strategy of IKEA would benefit it in the long run amidst stiff competition and the changing customer preferences.

Pedagogical Objectives

- To understand the impact of customer preferences on the furniture retailing industry in China
- To discuss how IKEA gained competitive advantage by differentiating its products and maintaining a cost leadership in the furniture retailing industry of China.

Industry	Home furnishings & Housewares Retail
Reference No.	COM0065
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Global furniture retailing industry; Furniture retailing industry in China; Customer preferences in China; Foreign furniture retailers in China; Domestic furniture manufacturers in China; Price of furniture in China; B&Q; Customer spending habits in China; Supplier countries of IKEA; IKEA's global operations.

Toyota's Lexus: The Changing Competitive Focus

A shift in customer preferences in the early 1990s towards luxury cars prompted many Japanese automakers to launch their own luxury brands. In 1989, Toyota launched Lexus, which quickly overtook American and European automakers to become the number one selling luxury brand in the US. To counter competition from Lexus, American and European automakers launched sportier and lower-cost versions of their cars. Lexus's market share began to fall and it launched sportier versions of its cars to stay in the game. It also launched the Lexus brand in Japan in September 2005. But Lexus was still trailing behind European automakers in the high-end luxury segment in the US. To establish itself in this segment, Lexus launched the LS 460 in 2006 and also decided to aggressively pursue European markets where it could not establish itself due to the strong presence of European automakers. But analysts are doubtful about its success, as the European automakers have already established themselves in the high-end luxury segment in American, European and Japanese markets.

Pedagogical Objectives

- To understand the evolution and the dynamics of the luxury car market
- To discuss the strategies adopted by Toyota in establishing Lexus as a luxury brand in the US
- To discuss the rationale behind Toyota's change in competitive focus to target the high-end luxury segment in the US, Europe and Japan
- To debate whether Toyota would be successful in establishing itself in the high-end luxury segment in the face of increasing competition from established names in the high-end luxury segment.

Industry	Auto manufacturing
Reference No.	COM0064
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Toyota; Lexus; LS 460; Luxury cars; Stand-alone brand; Customer service; BMW; Mercedes-Benz; Competitive focus; Price competitiveness.

Amgen, the World's Biggest Biotechnology Group: The Competitive Strategies

Since its inception in 1980 as Applied Molecular Genetics Incorporated, Amgen's growth to become the world's largest biotechnology company with sales of $12.4 billion in 2005 has been phenomenal. Through its innovations, acquisition of companies like Immunex and other operational strategies, Amgen has avoided the dual menace of sluggish growth and stiff competition that has hit many pharmaceutical and biotechnological behemoths.

Pedagogical Objectives

- To highlight the strategies adopted by Amgen to become the biggest biotechnology company in the world in a relatively short span of 25 years
- To focus on the global biotechnology industry and the competitive landscape of Amgen
- To discuss the competitive strategies adopted by Amgen to retain its leadership.

Industry	Biopharmaceuticals & Biotherapeutics
Reference No.	COM0063
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global biotechnology industry; Acquisition of Immunex; Blockbuster biopharmaceuticals and drugs; Strategic acquisitions of Amgen; Patents of Amgen; Biotechnology drug development process; Amgen's acquisitions and partnerships; Research and development expenditure of Amgen; Eranasp; Neupogen; Enbrel; Epogen; Molecular biology.

The Container Store's Customer Service:Recruitment and Training as Competitive Advantage

The storage and organisation segment forms a part of the home furnishing industry and, over time, the Container Store has become synonymous with this niche retail category. The Container Store was established in 1978, and though many new players entered had the storage and organisation segment, none were as successful as the Container Store. The company's unique recruitment and training policy, corporate culture and philosophy give it an un-replicable advantage over its competitors.

Pedagogical Objectives

- To understand how the training and recruitment programs of The Container Store give it a competitive advantage
- To discuss The Container Store's employee-related programmes and how they have become a competitive advantage for the company
- To discuss the challenges the company faces in sustaining its unique business model.

Industry	Home Furnishing and Housewares
Reference No.	COM0062
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Retail industry; Home furnishing and housewares industry; Training and recruitment policies; Competitive advantage; Human resource management; Storage and organisation products; Employee empowerment; Performance appraisal; Employee turnover; Wal-Mart target; Kip Tindell; Garrett Boone; Niche marketing; Specialty stores; Teamwork.

Wrigley vs Cadbury Schweppes: The Competitive Strategies in chewing Gum Market

Wrigley, with a global market share of 35.4%, is the world's largest manufacturer and marketer of chewing gums. For the first time in its history, its dominance was threatened when confectionery giant Cadbury Schweppes forayed into the manufacturing of chewing gum in 2002 and quickly acquired a market share of 26% worldwide. In response, Wrigley also diversified into confectionery, the core business of Cadbury Schweppes.

Pedagogical Objectives

- To understand the competitive strategies adopted by Wrigley and Cadbury Schweppes
- To discuss their abilities to sustain and enhance their respective positions in the global chewing gum market.

Industry	Candy and Confections
Reference No.	COM0061
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Global chewing gum market; Competitive strategies; Growth strategies; Acquisition strategies; Marketing strategies; Brand positioning; Product promotion strategies; Joyco; Altoids; Life savers; Doublemint chewing gums; Spearmints; Trident Splash; Hollywood.

Wal-Mart vs Target: Image Difference and Competitive Responses

Although both Wal-Mart and Target started in 1962 as discount retail stores, the companies evolved over the years to project completely different images. While Wal-Mart developed an 'every day prices' image, Target projected an 'upscale image'. However, both the retailers were trying to change their image with Wal-Mart trying to shift towards a more upscale image, while Target trying to project an image of a retailer selling quality products at low prices.

Pedagogical Objectives

- To understand the development of Wal-Mart and Target over the years, the difference in image projected by the two companies and the image makeover strategies being adopted by them as a part of their competitive response to each other
- To discuss whether the image makeover would be beneficial for Wal-Mart and Target.

Industry	Retailing
Reference No.	COM0060
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Wal-Mart; Target; Image differences; Competitive responses; Cost leadership strategy; Low-price strategy; Promotional strategy; Low profile image; Upscale image; Brand perception; Brand building; Idea leadership.

Volkswagen in China: The Growth Challenges

By 2003, China had become the world's fastest growing major automobile market. Industry experts opined that China would soon emerge as the fourth largest auto-market after the US, Japan and Germany. Volkswagen, China's largest automaker in 2003, with a 37% market share, stood to gain from the expanding market. However, the second quarter of 2004 witnessed an abrupt slowdown in the sales of automobiles in China. Volkswagen also faced increased competition from companies like General Motors and Toyota. In a bid to maintain its position in the Chinese market, Volkswagen plans to increase its investments in the country to 5.3 billion euros (US$6.5 billion) by 2008.

Pedagogical Objective

- To discuss Volkswagen's growth in the Chinese market and the strategies it adopted to deal with the increasing competition and the changing economic scenario of the country.

Industry	Automobile Manufacturing
Reference No.	COM0059
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Volkswagen (VW); China; Automobile industry; China's automobile industry; Shanghai Volkswagen Automotive Company; FAW-Volkswagen Automotive Company Limited; Growth strategy; VW joint ventures in China; Growth challenges in China; VW expansion plans in China; FDI (Foreign Direct Investment) in Chinese auto sector

Virgin Mobile in USA: Differentiating Growth Strategies

Virgin Group, the British conglomerate which operates in various businesses from airlines to bridal services, started Virgin Mobile USA (Virgin) in July 2002. Virgin targeted the under penetrated youth segment in the US market and was able to enrol two million customers by mid-2004. Analysts termed this performance as a huge success, considering the point that the services were targeted at the low-income youth market.

Pedagogical Objective

- To discuss Virgin Mobile's entry strategies into a seemingly matured US mobile market.

Industry	Wireless Telecommunications
Reference No.	COM0058
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Virgin Mobile; Virgin Group; Wireless Telecommunications; Telecommunications in USA; Mobile virtual network operators (MVNO); Telecom resellers; Youth brands; Marketing to young America; Sprint PCS; Demographic segmentation; Wireless carriers in USA.

The Power of a Start-up Company: Can Iliad Group Unsettle the Monopoly of France Telecom?

By 2004, Iliad Group (established in 1987) had become France's second largest player in the Internet and telecommunications services market (after France Telecom) with a turnover of US$670.3 million. Iliad started as an Internet service provider and transformed itself into a full-fledged Internet and telecommunications company, incorporating advanced technologies through its own network. Though the Group's goal was to compete with rivals like AOL and Wanadoo in Internet services, it offered tough competition to the state-owned monopoly, France Telecom and revolutionised the French telecom market.

Pedagogical Objectives

- To understand the rapid expansion of Iliad Group in France
- To discuss the threats posed by its competitive strategies to the monopoly of France Telecom.

Industry	Internet and On-line Services Providers
Reference No.	COM0057
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

France Telecom; Telecommunication sector of France; Free Internet services; Freebox; Broadband Internet services; Local loop unbundling; Major Internet service provider in France; Low-cost telephony solutions; French telecom market; Fibre-optic network; VoIP (Voice over Internet Protocol); Freeplayer software; Altitude Telecom; WiMAX (Worldwide Interoperability for Microwave Access); DSLAM (Digital Subscriber Line Access Multiplexer).

The Competitive Strategies of Ryanair

While most of the world's traditional airlines are finding it tough to survive, Ireland-based Ryanair is able to make profits consistently. The low cost model of the airline is helping the company to offer low fares and thereby attract large numbers of travellers who would otherwise not have travelled by air.

Pedagogical Objectives

- To discuss how Ryanair is keeping costs low and getting ahead of the major airlines in Europe
- To discuss the broad spectrum of competition that runs through the airlines industry.

Industry	Airline
Reference No.	COM0056
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Low-cost airlines; Ryanair; easyJet; Competition in Europe's airline industry; Cost management; Consolidation; Ryanair vs easyJet; Michael O'Leary; Europe's low cost airlines; Discount airline; Cost-cutting at Ryanair; Low frills airline; Ryanair's advertisements; Ryanair's airport deals; Ryanair.com.

Tesco vs ASDA: UK's Retailing Battle

The competitive scenario of the UK retail industry changed with the entry of Wal-Mart through its purchase of ASDA in 1999. ASDA intensified the competition through its strategy of 'every day low prices'. It quickly established itself as the low price retailer. However, focus on quality and customer service helped Tesco to become the leading retailer in the UK. To compete with ASDA in terms of low prices, Tesco also started to greatly reduce their prices. This counter strategy of Tesco helped it hold a major market share of the retail market, leading ahead of its competitors. On the other hand, ASDA in spite of providing low prices, saw its market share continuously decrease in the year 2005.

Pedagogical Objectives

- To understand the competition between the two leading retailers, Tesco and ASDA, along with the differences in the strategies adopted by them
- To discuss the sustainability of competition squarely based on price
- To discuss the desirability of counter strategies under such circumstances.

Industry	Retailing
Reference No.	COM0055
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Tesco; ASDA; UK retail industry; Wal-Mart; Sainsbury's; Competitive strategies; Cost-cutting strategies; Acquisitions; Retailing battle; Cost competitiveness; Objectives; Customer service; SMILES marketing campaign.

Samsung vs Sony: From Benchmarking to Outsmarting

In the mid-1990s, Samsung was known as a low-cost manufacturer of electronic products that imitated Sony's models. Hit hard by the Asian financial crisis in 1997, the company implemented a turn around under the leadership of its chief executive officer, Jong Yong Yun. By 2005, Samsung had transformed itself from being a copycat to a manufacturer of high quality, cutting edge electronic products. In the process, it also overtook Sony as the world's most valuable consumer electronics brand.

Pedagogical Objectives

- To understand the turnaround strategies of Jong Yong Yun, the evolution of the Samsung brand and the diminishing power of Sony
- To discuss Samsung's ability to maintain its leadership in the global consumer electronics industry even without a 'Walkman-like' iconic product in its stables.

Industry	Memory Chips and Modules
Reference No.	COM0054
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Samsung Electronics; Sony; Paranoid corporate culture; Jong Yong Yun; Reverse engineering turn around strategy; Benchmarking; Brand building; Master brand strategy; Brand value; Digital television technology; Memory chips; Liquid Crystal Display (LCD); Mobile phones; Asian financial crisis

Samsung vs Sony: The Competitive Collaboration

In 2004, Sony, the iconic consumer electronics giant, formed S-LCD, a joint venture with Samsung Electronics to manufacture large-sized LCD (Liquid Crystal Display) panels for its television division. Prior to Sony, Samsung had also entered into strategic alliances with other competitors like Apple, Intel, Motorola, Dell, HP and Nokia. With huge investments in research and development, Samsung, whose portfolio does not include blockbuster brands like Sony's Trinitron and Apple's iPod, aims to displace its competitors (who are also its customers and partners) from their leadership position.

Pedagogical Objectives

- To understand the strategy of competitive collaboration
- To discuss how Samsung is using this strategy to gain a leadership position in the global consumer electronics industry.

Industry	Memory Chips and Modules
Reference No.	COM0053
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Samsung; Sony; Consumer electronics; Competitive collaboration; Collaborative competition; Strategy; Strategic alliance; Japan; South Korea; Samsung Electronics; Dell; Apple; Jong Yong Yun; Global brand; Nokia.

Samsung vs LG: Similar Goals, Dissimilar Strategies

By the end of the fiscal year 2004, Samsung, the largest South Korean conglomerate, reported a profit of US$10 billion, while its global and domestic competitor LG (LG Electronics) could make US$1.5 billion. Since its inception, the leadership position of Samsung in dynamic random access memory technology and its strategic entry into the consumer electronics industry brought it on a par with other global leaders like Sony and Philips. The rise of the company as the 21st largest global brand in 2004 was due to its cutting edge technology, innovative designs and savvy marketing. LG, which was late to enter the industry, intends to emerge as a strong international brand in the footsteps of Samsung. However, LG is considered to be a laggard in the consumer electronics industry with its short product life-cycles and ever changing technologies.

Pedagogical Objective

- To discuss how LG, as a market follower, is making efforts to become one of the leading players in the global consumer electronics industry.

Industry	Electronics
Reference No.	COM0052
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Samsung; LG (LG Electronics); Global branding; Vertical integration; Cultural marketing; CDMA (Code Division Multiple Access) technology; GSM (Global System for Mobile Communication); Consumer electronics market; Chaebol; DRAM (Dynamic Random Access Memory); Digital technology.

Royal Dutch Shell Plc.: The Competitive Strategies

In mid-2005, Royal Dutch/Shell Group, the world's third-largest oil company, has undergone a massive restructuring. For nearly a century, Royal Dutch/Shell was one of the most renowned companies of the world, for its long-term planning, technical capabilities and collegial management style. Shell was once viewed as a textbook case of a multinational behemoth, with far-flung operations, Anglo-Dutch heritage and a twin board structure. Its old corporate slogan, 'You can be sure of Shell', seemed a mere statement of fact. But the waters changed from the mid-1990s. First, the company has faced agitations from environmentalists and human rights activists. During the consolidation phase, its competitors seized the lead and grew bigger. In 2004, the company was embroiled in an oil reserves reporting scandal. All these perils were analysed to be the upshot of the once hailed twin board structure. As a result, in 2005 the company was restructured and was rechristened as Royal Dutch Shell Plc.

Pedagogical Objectives

- To understand the nature and intensity of the recent troubles of the company
- To discuss how the company tried to tide over such trying times and are the sustainability of those strategies.

Industry	Oil and Gas Exploration and Production
Reference No.	COM0051
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Royal Dutch/Shell Group; Royal Dutch Shell Plc.; Shell transport and trading; Royal Dutch Petroleum; Exxon-Mobile; British Petroleum (BP); Oil and natural gas; Oil and gas exploration and production; Corporate governance at Shell; Reserve reporting scandal at Shell; Competitive strategies of Shell; Restructuring at Shell.

Reforms at Bombay Stock Exchange, Asia's Oldest Stock Exchange: The Competitive Strategies

The Bombay Stock Exchange (BSE), which is the largest stock exchange in Asia, witnessed a profound transformation in its business operations. From being a regional stock exchange, it has emerged as one of the important institutions for transferring savings into investments, in the country. Between 1990 and 2003, BSE witnessed a series of stock market scams, which involved more than 5,000 rupee crores of investors' money. BSE faced criticism from industry experts, analysts, policy makers and politicians for being non-transparent, unregulated and taking inadequate measures for investors' protection. To overcome these challenges, BSE launched a series of measures in the late 1990s and with the advent of reforms, BSE witnessed notable developments in many areas such as: (1) trading; (2) operations; (3) management; and (4) addressing investors' grievances. The Government of India also took steps to corporatise the stock exchange, thereby separating trading, ownership and management. Finally, on the August 9th 2005, BSE created history by converting itself into a corporate entity, thereby forming BSE Limited.

Pedagogical Objectives

- To understand how BSE has emerged (from a regional stock exchange) to Asia's largest stock exchange
- To understand the issue of failure of corporate governance at Asia's biggest stock exchange
- To discuss the competitive strategies adopted by BSE to overcome the challenges and competition faced by a National Stock Exchange and other global stock exchanges.

Industry	Stock Markets
Reference No.	COM0050
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bombay Stock Exchange (BSE); National Stock Exchange; Over The Counter Exchange of India (OTCEI); Securities and Exchange Board of India (SEBI); Government of India; Competition; Corporatisation; Financial markets; Stock broking; Stock market scams; Financial sector reforms; Controller of Capital Issues

(CCI); Margin trading; On-line trading; Economics, politics and business environment; Strategy and general management.

Progressive Corp: The Auto Insurer's Competitive Strategies

Progressive Corporation, the No.3 auto insurer in the US has been in the race to capture a substantial market share from its rivals, State Farm and Allstate. Progressive's tailor-made insurance services for its customers made it one of the leading auto insurers in the US. However, due to cutthroat price competition from its rivals, Progressive's growth faced some difficulties in early 2004.

Pedagogical Objectives

- To discuss the competitive strategies adopted by Progressive Corporation to sustain its position in the market
- To discuss how competitive the company can be in the future.

Industry	Insurance
Reference No.	COM0049
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Auto insurance market in the US; Progressive's innovative services to its customers; History of Progressive Corporation; Top ten insurers in the US; Immediate response vehicle; Autograph; Working of Concierge Claims Service; Financials of Progressive Corporation; Market shares of Progressive and its competitors; Awards received by Progressive Corporation.

PlayStation vs Xbox: The Battle for Supremacy

Growing at a pace of 11% CAGR (compound annual growth rate) and fast surpassing the revenues of Hollywood, the video game industry has baffled the media and entertainment observers. Led by Sony's PlayStation series of consoles, the industry has weathered the slump of the late 1990s that lowered everything from Internet stocks to computer sales. The booming industry caught the sights of Microsoft, which launched its Xbox console in the late 2001. Analysts believed that the arrival of Xbox would end the supremacy of Sony's PlayStation.

Pedagogical Objectives

- To discuss the strategies adopted by Sony and Microsoft to capture market share
- To discuss both Sony's and Microsoft's efforts to popularise on-line gaming, which experts say would be the next battlefield.

Industry	Video Games
Reference No.	COM0048
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Video game console industry; Cyclical nature of industry; Game software business; Sony PlayStation; Microsoft Xbox; Nintendo's GameCube; Electronic Arts Incorporated; Game royalties; Console sales; Backward compatibility; Price cuts; Microsoft's XNA; Electronic Entertainment Expo (E3); On-line gaming.

Oracle's Bid for PeopleSoft: PeopleSoft's Combat Strategies

PeopleSoft, Inc., the second-largest enterprise software provider in the world, had been thwarting the hostile takeover attempt made by the Silicon Valley database giant, Oracle Corporation, since mid-2003. But Oracle has been relentlessly making unsuccessful attempts to take over PeopleSoft. Though its previous takeover attempts failed, on November 19th 2004, Oracle met with some success when a majority of PeopleSoft's shareholders expressed their support to its offer. Despite the shareholders' support for the bid, Oracle still has to wait for the approval from the Delaware's Chancery Court for elimination of the final barrier – the 'Poison Pill' and the invalidation of the Customer Assurance Program, provisions inducted by PeopleSoft to prevent the takeover.

Pedagogical Objectives

- To discuss Oracle's hostile takeover bid efforts, and PeopleSoft's combat strategies to thwart the bid
- To discuss the potential advantages and disadvantages to the two companies, their shareholders and customers, in the event of Oracle's success.

Industry	Software Products and Services
Reference No.	COM0047
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

PeopleSoft Inc. (PeopleSoft); Oracle Corporation (Oracle); Enterprise Software products and services; Enterprise Resource Planning (ERP) Software; Database software products and services; Hostile takeover; Combat strategies; Poison pill; Customer Assurance.

NTT DoCoMo vs KDDI: The Price War

The biggest mobile player in Japan, NTT DoCoMo, was losing out in the race for 3G (third generation) mobile services. The company reduced its earnings forecast for the fiscal year 2004, in the light of a fierce price war besetting the mobile services market of Japan. DoCoMo's immediate rival in the domestic market, KDDI, had initiated a price competition in November 2003 by offering lower priced 3G services, which had enabled KDDI to add more subscribers than DoCoMo. To increase its subscriber base, DoCoMo slashed its tariff and also initiated its efforts to come out with innovative technologies for which it had been well-known in the Japanese telecom industry.

Pedagogical Objective

- To discuss NTT DoCoMo's strategies to fight the price war and regain its innovative edge in the Japanese mobile services industry.

Industry	Wireless Communication Services
Reference No.	COM0046
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

NTT DoCoMo; KDDI; Price war; Mobile services in Japan; CDMA2000 (Code Division Multiple Access); W-CDMA (Wideband-Code Division Multiple Access); 3G services; Competitive scenario in the Japanese cell phone market; i-mode; FOMA (freedom of mobile multimedia access); FeliCa; Smart chips; Telecom deregulation in Japan.

Netflix: The US DVD Rental Company's Competitive Strategies

Los Gatos (California)-based Netflix Inc., was the world's first and largest on-line DVD rental firm. The company, with its innovative business model, emerged as a strong player in the DVD rental industry. The convenience of ordering on-line and savings from late fees of the traditional video rental companies helped the company garner a huge customer base. As the on-line DVD rental model gained popularity, Netflix began to pose a threat to the established players like Blockbuster Inc. and Hollywood Entertainment Corporation. Gradually, traditional video rental companies like Blockbuster and retail giants like Wal-Mart and Amazon.com also entered the on-line rental bandwagon.

Pedagogical Objectives

- To discuss the innovative business model of Netflix and how the business model posed a threat to traditional video rental stores
- To understand the initiatives taken by Netflix to retain its market share in the light of the increasing competition from much bigger rivals like Blockbuster and a threat of substitution from video-on-demand services.

Industry	Internet Retail
Reference No.	COM0045
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Netflix's business model; Competition from Blockbuster Inc; On-line DVD rental market; Business model innovation; Threat of substitution; Competition from video-on-demand services.

Mozilla: Microsoft IE's Challenger

In 1998, when Microsoft was fast becoming a near-monopoly in the browser market, Netscape created Mozilla.org and released the programming source code for its Communicator software to the open source community. The Mozilla project's objective was to develop a good browser quickly. After 32 months and several releases, Mozilla, its Internet application suite, and Firefox, its standalone browser, have become very popular with Internet users. Mozilla's browsers have become famous for being clutter- free and innovative, and word-of-mouth marketing.

Pedagogical Objectives

- To discuss whether the technically superior, open-source community backed Mozilla can upstage IE (Internet Explorer) in the light of Microsoft IE's security loopholes
- To discuss the current hurdles and future opportunities for Mozilla
- To discuss possible future scenarios in the browser market.

Industry	Software
Reference No.	COM0044
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mozilla; Firefox; Microsoft Internet Explorer (IE); Netscape; Browser wars; Security problems in IE; Mozilla Foundation; Bugzilla; Mozilla extensions; Longhorn project; Standalone browsers; Mitchell Baker.

Microsoft vs Windows

Legal proceedings were started against Microsoft in the early 1990s, looking into possible anti-trust violations by the Redmond-based software giant. This culminated in Justice Jackson ordering Microsoft to be broken into two, in 2000. An appeals court judgement overruled Justice Jackson's verdict, but upheld the view that Microsoft had indeed used its monopoly position to further its own interests and to kill competition. By the end of the 1990s, Microsoft's legal woes had taken on a transatlantic dimension, with the European Commission also investigating alleged monopolistic practices by Microsoft. The EC verdict, in March 2004 asked Microsoft to break up Windows- Microsoft's operating system- so as not to include software add-ons. The verdict is still up for appeal.

Pedagogical Objectives

- To discuss the possible spin-offs for Microsoft's future
- To discuss the backdrop of the legal verdicts based on build on facts from the past to build up possible future business scenarios.

Industry	Computer Software
Reference No.	COM0043
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft versus Windows; Monopoly; Anti-trust violations; William H (Bill) Gates; Steven Ballmer; Justice Thomas Penfold Jackson; Mario Monti's Microsoft verdict; European Competition Commission; Windows operating system; US Justice Department; Business ethics; Microsoft Internet Explorer versus Netscape Navigator; Microsoft Windows Media Player versus Real Media Player; Microsoft rulings; American software industry.

Microsoft vs Google: The Clash of Unequals?

Microsoft is the largest software company in the world with revenues of $39.8 billion in 2005. However, the company has been facing increasing competition from Google, the number one search engine in the world. Google has been diversifying its businesses into software development, posing a direct challenge to Microsoft. The increasing threat from Google has driven Microsoft to reorganise its business structure from seven business units to three units. Several analysts see this as a move to make the company more agile and competitive to counter the threat from Google.

Pedagogical Objectives

- To understand the strategies being adopted by both Microsoft and Google
- To discuss whether Google could become a formidable competitor for Microsoft in the future.

Industry	Information Technology
Reference No.	COM0042
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Bill Gates; Microsoft Corporation; Google Inc; Search engine; Software development; Business diversification; Business reorganisation; Antitrust lawsuits; Monopoly; Open source code operating system; Market for operating systems.

Microsoft in the Mobile Phone Industry: Strategies and Challenges

Since the early 1990s, handset manufacturers started selling high-end mobile devices. As the market for these high-end mobile devices is increasing every year, the software has become one of the most strategic parts in this context and gained prominence. This attracted the attention of Microsoft to gain a foothold in the growing market for mobile software.

Pedagogical Objectives

- To discuss Michael E Porter's Five Forces Model with specific focus on intense competition and types of competition namely, company specific, group specific and network-based
- To understand the challenges for Microsoft to successfully enter the mobile software market
- To discuss how Microsoft overcomes the hurdles to establish itself in the mobile business
- To discuss the company's strategy of expanding into mobile software business and its intention to change the erstwhile approach of staying vertically integrated into horizontally integrated model.

Industry	Mobile Handset Industry
Reference No.	COM0041
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mobile handset industry; Microsoft; Microsoft's entry strategies; Nokia; Symbian Group; Handset manufacturers; Competition; Competitive strategies; Mobile software; Vertical integration; Horizontal integration.

Microsoft and the Threat of Linux

When open source software was gaining momentum during the early 1990s, little did the industry giants realise the menace posed by the plethora of software communities that collaborated to produce 'free' software. The emergence of the Internet further strengthened the movement, which ultimately yielded a finished product in the form of Linux. When giants like IBM and Dell started using Linux for their servers, they seemed to have an answer to Microsoft's dominance in the operating systems market.

Pedagogical Objective

- To discuss whether Microsoft will eventually have to 'open' its code to retain its dominance in the market.

Industry	Information Technology
Reference No.	COM0040
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft; Linux; GNU (Gnu's not Unix); Open source; Proprietary Software; Richard Stallman; IBM and Linux; Shared source initiative; Red Hat Linux.

Meg Whitman's Competitive Strategies for eBay

eBay was founded in 1995 by a young computer programmer, Pierre Omidyar, in Silicon Valley, USA. Unlike most other on-line companies, which started in the 1990s, eBay had been profitable right from the first month of its launch. However, the company witnessed its maximum growth under its current chairman Meg Whitman, who joined in 1998. By 2003, Whitman made eBay the world's largest on-line auction company with 5,000 employees serving 62 million registered users globally.

Pedagogical Objective

- To discuss how Meg Whitman, in just five years, transformed eBay from an ordinary auction site to an e-commerce powerhouse.

Industry	Internet Auctions
Reference No.	COM0039
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

History of eBay; AuctionWeb; On-line auctioning; Transactions on eBay; Meg Whitman, CEO of eBay; Stock prices of eBay; Growth of eBay under Meg Whitman; eBay's customer service; Voice of the Customer on eBay; eBay University; eBay Live; eBay's competitors; Meg Whitman's management style; eBay's fraud protection programme; eBay's global operations.

Low-cost Carriers in USA: Pricing Pressures for Major Airlines

The entry of low-cost carriers into commercial aviation had a legacy of factors – both environmental and operational – that contributed to their business models. If the Airline Deregulation Act of 1978 helped them scale their operations, their 'no-frills' approach eased their entry strategies. The success of their business model can be inferred from the fact that they survived one of the worst downturns (the September 11 terrorist attacks) in the history of commercial aviation, while the major airlines were desperately seeking for bankruptcy protection.

Pedagogical Objectives

- To discuss how the low cost carriers exerted an enormous pricing pressure on the major airlines with their low fare, point-to-point services
- To discuss the major airlines' fight-back, which eventually extended their operations to the low-cost segment.

Industry	Commercial Aviation
Reference No.	COM0038
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Low-cost carriers; The major airlines; Airport hubs; The 1978 Airline Deregulation Act; Southwest Airlines; People Express Airlines; New routes and new airlines; Operating revenues; Operating costs; The grip of bankruptcy; Major carriers adopting the low-cost model; In-flight food services; JetBlue's savvy approach; Delta's Song and United's Ted; Union concessions.

Logan: No-frills Luxury Car from Renault

Logan, the new car launched on September 24th 2005 by Italian auto major Renault, is cited as the cheapest luxury as well as value-for-money car. It is engineered and designed mainly to cater to Central and Eastern Europe, Africa and West Asia, that cannot afford expensive Western Europe cars. Logan provides basic features without resorting to any added and expensive features which are known to be used less frequently but escalate prices disproportionately. Logan was a surprise hit in the markets that it was meant for and also in those in which it was not.

Pedagogical Objectives

- To discuss how Renault offered a luxury car at lower price
- To discuss the factors that enabled the success of Logan.

Industry	Automobile Manufacturing
Reference No.	COM0037
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Logan; Luxury car; No frills car; Renault; Nissan; Competition; Expansion; Dacia; Growth; Price; Market shares; Samsung; Europe.

L'Oreal's Business Strategy

Established in 1909, L'Oreal, the French cosmetic company, had become the world leader in the cosmetic market by 2003. The L'Oreal group marketed over 500 brands, consisting of more than 2,000 products. Its products included make-up, perfume, hair and skin care products, which were tailored according to the consumer needs. The company believed in the strategy of innovation and diversification. In 2003, though the L'Oreal group was ranked number one in the US cosmetic market, it faced tough competition from Estee Lauder and Procter and Gamble (P&G). This made the group refocus its business strategy. It came up with products catering to the beauty needs of different ethnic groups and genders.

Pedagogical Objective

- To discuss the various strategies implemented by the L'Oreal group to be the market leader in the global cosmetic market and how the group is trying to sustain that position by refocusing its strategy.

Industry	Cosmetics Industry
Reference No.	COM0036
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

L'Oreal; Laboratories Garnier; Research and development; Innovation and diversification; Lindsay Owen-Jones; Mass-market channels; Professional products division; Black American culture and learning; Soft-Sheen and Carson brand; Different ethnic groups; Business strategy; Estee Lauder; Procter and Gamble; Global cosmetic market; Personal care products; Maybelline.

Kinetic Group (India): Gearing up for the Future

Since the early 2000s, motorcycles were the fastest moving segment of the Indian two-wheeler industry and in 2002-2003 it accounted for about 76% of the overall market. In order to take advantage of this trend many players, traditionally scooter and moped makers, had entered this market, dominated by Hero Honda, TVS Motors and Bajaj Auto (which together controlled about 86% of the motorcycle segment). One such player was Kinetic Group, which had been a dominant player in the gearless scooters and mopeds segment. Since 2001, Kinetic had launched a number of motorcycles for customers wanting different value propositions: price; fuel efficiency; design; and after sales service etc. However, at the end of 2003, it had less than 2% of the motorcycle market.

Pedagogical Objective

- To discuss how Kinetic plans to increase its market share in motorcycles, in addition to strengthening its portfolio of scooters and mopeds.

Industry	Automobile Manufacturing
Reference No.	COM0035
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Kinetic Group; India two-wheeler industry; Joint ventures and alliances; Research and development; Competitive growth strategies; Brand building; Global expansion strategy; Motorcycles; Market penetration; Market share; Organic and inorganic growth; Product design; Product segmentation and positioning.

Jungle Jim's International Market vs Wal-Mart: Jungle Jim's Differentiation Strategies

Jungle Jim's International Market, situated in Fairfield, Ohio, about 20 miles north of Cincinnati, is a sprawling specialty food market in a theme park-like atmosphere. With more than 285,000 square feet of shopping area all under one roof, and food from 72 countries, US National Association for the Specialty Foods Trade recognises it as one of the best international food stores in the US. Its exotic offerings like dried lotus blossoms, pigs' heads, baby octopus salad, canned blue corn fungus, ostrich eggs and many more, attract more than 50,000 people every week. Jungle Jim's has carved a niche for itself by the dual emphasis on shopping as entertainment and specialty foods. Though the strategy has insulated Jungle Jim's from the price wars, it is only to some extent and its sales were threatened by the entry of Wal-Mart stores, Kroger and other department stores into its region.

Pedagogical Objective

- To discuss the differentiation strategies adopted by Jungle Jim's to combat the increasing competition.

Industry	Retailing
Reference No.	COM0034
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Jungle Jim's International Market; Wal-Mart stores; Kroger; Retailing; Differentiation strategies; Speciality food; Competition; Inventory management; Stock Keeping Units (SKU's); Vendor management; Buying behaviour; Speciality consumer; Differentiation strategies; Low cost strategy; Core competencies.

Jong Yong Yun, Samsung Electronics' CEO: Competing through Catastrophe Culture

Jong Yong Yun, Samsung Electronics' chief executive officer since December 1996, has restructured Samsung by defying traditional Korean corporate culture of hierarchy and lifetime employment. Yun instilled a sense of 'perpetual crisis' among his employees and encouraged them to come up with innovative products that according to him, were necessary for Samsung's survival. His emphasis was on quality products with unique designs and effective brand promotions. In 2004, Samsung surpassed Sony to earn profits of $9.4 billion over revenues of $72 billion. Still, Yun felt that to compete in the global market, Samsung's products needed to be transformed into brands like that of Apple's iPod or Sony's Walkman.

Pedagogical Objectives

- To understand the growth of Samsung Electronics
- To discuss how a change in leadership and organisational culture helps to enhance a company's competitiveness.

Industry	Memory Chips and Modules
Reference No.	COM0033
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Kun-Hee Lee; Traditional culture at Samsung; Jong Yong Yun; Samsung Electronics' brand value; Lee's new management initiative; Samsung Electronics' design culture; Jong Yong Yun's restructuring strategy; Yun's open-style management; Bureaucracy in Samsung; Yun's business model for Samsung Electronics' 3Ps; Samsung Electronics' brand image; Corporate culture; Samsung's VIP centre.

Hyundai: Tomorrow's Toyota?

Hyundai Motor Co., associated with shabby automobiles that regularly became laughing stock in the late night television talk shows of the US, has stunned the auto world by occupying the number two slot in the '2004 Initial Quality Study' of J.D. Power and Associates. Hyundai trailed behind Toyota, the long time industry leader in quality, by just one point. The newly earned respect for Hyundai has helped in increasing its sales, to earn a spot in the global big league. In 2004, Hyundai became number seven in worldwide auto sales. This has encouraged Hyundai to declare its ambition of overtaking Toyota in quality parameters by 2008 and become the fifth-largest car maker by 2010, banking on its quality.

Pedagogical Objective

- To discuss whether the new found quality improvement at Hyundai is for real and whether the strategies that Hyundai is following will help in overtaking Toyota.

Industry	Automobile Manufacturing
Reference No.	COM0032
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hyundai; JD Power Associates; Initial Quality Study; Quality improvements of Hyundai; Six Sigma campaign in Hyundai; Santa Fe; Hyundai's quality problems in US; Hyundai's sales in US; Branding problems of Asian auto makers; Quality problems of non-Japanese automakers.

Honda's Eighth-generation Civic: The Competitive Strategies

Since its introduction in 1972, the Honda Civic has remained a major attraction to young customers with its sporty look and low-cost. Honda's attempt to make the car appealing to all ages cost the Civic its design and compactness, which in turn prompted loyal customers to defect to Honda's competitors. Alarmed by the rapid decline in sales, Honda launched its new eighth-generation Civic in September 2005.

Pedagogical Objectives

- To understand the evolution of the Civic over the years

- To discuss Honda's competitive strategies to fend off its competitors in the highly competitive US compact car segment.

Industry	Automobile Manufacturing
Reference No.	COM0031
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Honda Motor Company; Honda Civic generations; Civic in US; Competitive strategies of Civic; Compact car market in US; Eighth generation Civic; Toyota Motors; Controlled Vortex Combustion Chamber (CVCC) engines; US Clean Air Act; Saturn ION; Safety cars; Hybrid cars.

Google: Challenges Ahead

Established in 1998, Google is perceived as one of the most successful Internet start-ups Silicon Valley had ever seen. In its initial years, Google virtually had no competition and hence became the 'chosen search engine' among the Internet users. The success of Google prompted the likes of Yahoo! and Microsoft to launch their own search engines, thereby intensifying the competition. Many more search engines followed suit as they saw an opportunity to generate revenues through the search results. Whether Google can weather the competition and still remain dominant is a question that is of interest to many, especially in the wake of its plans for an Initial Public Offering.

Pedagogical Objectives

- To discuss how Google and the search engine industry have evolved over the years
- To discuss the revenue generation model adopted by the search engines like the Pay-Per-Click (PPC) advertising that provided better returns on advertising expenditure compared to other forms of on-line advertisements
- To discuss how PPC has attracted competition to the search engine space.

Industry	Information Technology
Reference No.	COM0030
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Google; Search engines; Overture; Yahoo!; Microsoft; Pay-Per-Click; (PPC); How pay-per-click works; Google; Overture and PPC; Competition in search engine market; Traditional view; Distribution for search engines; Google's Initial Public Offering (IPO); Google's acquisitions.

Gillette's Challenges and Strategic Responses

Although Gillette, in its 102-year corporate history, had been a dominant player in the razor and blade market, competition loomed in the form of Schick's 'Quattro' in late 2003. The Quattro, with its superior technology was a direct attack on the most successful razor line of Gillette – the Mach3. Though Gillette, with its research and development muscle, could quickly improvise Mach3, to a battery powered M3Power, much was still to be seen as to whether Gillette's move could help it to retain the coveted position in the razor and blade market.

Pedagogical Objective

- To understand the strategic attack of Schick on Gillette and Gillette's counter defensive strategies.

Industry	Cosmetic and Skin Care
Reference No.	COM0029
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Gillette; Energizer Holdings Incorporated; Schick; M3Power; Quattro; Oral-B; Gillette Sensor; Duracell; Refillable razor business; Gillette Mach3; Gillette Safety Razor Company; Gillette altra shaving system; Shaving products; Revlon; Progressive blade geometry.

Electronic Arts vs Take-Two: The Competitive Strategies in the US Videogame Market

In 2004, Electronic Arts, United States' leading videogame software publisher and manufacturer, started witnessing stiff competition from Take-Two Interactive, which ventured into the sports videogame market with a low-priced football videogame, ESPN NFL2K5, competing directly with Madden NFL, the high-priced football game from Electronic Arts. To fend off competition, Electronic Arts reduced prices of its products and also signed exclusive deals with some of the major sports leagues in the US. In response, Take-Two also signed a semi-exclusive deal with Major League Baseball (MLB) to produce baseball videogames as well as acquiring a videogame development studio.

Pedagogical Objectives

- To provide a landscape of the videogame industry in the US
- To discuss the competitive strategies adopted by Electronic Arts and Take-Two Interactive to establish their supremacy in the industry.

Industry	Entertainment and Games Software
Reference No.	COM0028
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Atari; Electronic Arts; Competitive strategies; Sony; Strategic alliance; Microsoft; Market share of Sports videogames; Low cost strategy; Top sports licenses in US; ESPN (Entertainment and Sports Programming Network); Sega; Diversification strategies of Take-Two; FIFA Soccer; Video game industry's value chain.

EADS in America: The Competitive Strategies

EADS (European Aeronautic Defence and Space company) North America Inc., the US subsidiary of EADS the world's second largest aerospace and defence company, operates through its 12 subsidiaries in 21 states of the US. Since its formation in 2003, EADS North America has opened new aircraft manufacturing plants, formed partnerships with US defence companies like Northrop Grumman and Raytheon, to fend off competition from Boeing and Lockheed Martin, and has also acquired companies like Racal Instruments, which specialises in testing aerospace and defence equipment.

Pedagogical Objectives

- To highlight the competitive strategies of EADS
- To discuss the strategies of EADS to foray into the US defence market, the largest in the world.

Industry	Commercial Aircraft Manufacturing
Reference No.	COM0027
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global aerospace and defence industry; World's biggest defence market; Strategic partnerships in the defence industry; Acquisitions in the defence industry; Global industrial strategy; Greater European Solution; Transatlantic co-operation; European Union; Lobbying for military activities; US Department of Homeland Security; Deepwater programme.

Dr. Reddy's Tussles with Pfizer

Dr. Reddy's Laboratories are a leading Indian pharmaceutical company and a well-established player in the global generics and bulk drug manufacturing business. It was the first Indian pharmaceutical company that received approval from the US Food and Drug Administration (FDA) to market a generic version of Eli Lilly's drug, Prozac, under a 180-day marketing exclusivity. However, in 2002, Pfizer challenged Dr Reddy's intentions to market its yet-to-launch branded generic version of Norvasc (for example AmVaz of Dr Reddy's) in US courts.

Pedagogical Objective

- To discuss Dr Reddy's defense against Pfizer's challenges.

Industry	Pharmaceutical
Reference No.	COM0026
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Dr. Reddy's Laboratories Limited; Pfizer Inc; US Food and Drug Administration (FDA); Branded generics; Abbreviated New Drug Application (ANDA); Patent challenges; Indian pharmaceutical industry; United States Court of Appeals for the Federal Circuit; 505 (b) (2) application process, paragraph IV filing; American pharmaceutical industry; Exclusive marketing rights; Generic drug manufacturers; Business strategy; Norvasc; Amlodipine Besylate; Amlodipine Maleate; Off-patent drugs.

Disney Channel's Competitive Strategies

Disney Channel was one of the earliest channels for kids to appear on American television. The channel originally started as a pay channel in 1983 and catered to a comparatively small segment of the market. It was not until 1993 that the channel started transforming itself into a basic cable network. However, the transformation had its own challenges in terms of programming and distribution strategies. Besides, the channel was free from commercials and the only revenue it generated was from cable operators.

Pedagogical Objectives

- To understand the Disney channel's transformation under the stewardship of its president, Anne Sweeney
- To discuss the channel's unique segmentation strategy and the revenues the channel generated through merchandising its shows like 'Lizzie McGuire' and 'That's So Raven'
- To highlight how Disney Channel acquired a distinct status in the Walt Disney Group.

Industry	Television Cable and Broadcasting
Reference No.	COM0025
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Disney Channel; Walt Disney; Tween; Kids channels; Basic cable; Programming strategy; Anne Sweeney; Lizzie McGuire; Raven; Hilary Duff; Commercial-free; Child stars; ABC Cable Networks; Cable operators; Pay channel.

DHL in USA: The Competitive Strategies

By the end of 2004, DHL (Dalsey, Hillblom and Lynn) had a 40% market share in both Europe and Asia and only 7% in the US, its single largest market for express distribution. It invested $1.2 billion in the US to set up new sort centres and drop boxes and take on its rivals FedEx (Federal Express Corporation) and UPS (United Parcel Service), which together held 78% of the US parcel market.

Pedagogical Objectives

- To highlight DHL's expansion plans in US
- To discuss the competitive strategies of DHL to fend off its rivals.

Industry	Express Delivery Services
Reference No.	COM0024
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

DHL (Dalsey Hillblom Lynn); US parcel market; FedEx (Federal Express Corporation); UPS (United Parcel Service); Express delivery; Logistics; Deutsche Post; Airborne Express; Danzas Group; Freight-forwarder; Strategic parts centres; Express logistics centres; Drop-boxes; Regional sort centres; New DHL

DHL in India: The Competitive Strategies

Since its entry into India in 1979, DHL (Dalsey, Hillblom and Lynn) has studied the industry requirements in India and was aware of the growth potential of the logistics industry. Despite being the market leader in the INR 800 crore Indian express and logistic industry with a market share of 65%, due to increased competition, DHL is trying to grow further to consolidate its leading position in the industry by exploring new niche markets.

Pedagogical Objective

- To discuss the strategies adopted by DHL to increase its market share in India by repositioning itself as a niche, industry specific, solutions provider.

Industry	Express Delivery Services
Reference No.	COM0023
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global logistics service providers; Logistics service providers in India; International air express service providers; Deutsche Post AG; History of express industry in India; Courier industry in India; Competitive strategies of DHL India (Dalsey, Hillblom and Lynn); Companies in the express and logistics industry in India; DHLs international operations; Services provided by DHL in India apart from global services.

Dell vs Gateway

Dell Computers Limited, in its 20 years of its existence, is considered as a pioneer in direct marketing. The company has always focused on improving its supply chain by reducing costs through direct selling. Dell's mission is focused on the concept of the direct-to-market strategy. The company's direct model has become a global benchmark in supply chain management, and many other organisations worldwide have incorporated it to improve their supply chains. Gateway Incorporated also started its business as a direct seller of computer systems. However, by the year 2000, the focus of the company shifted from 'direct marketing' to 'research and development'.

Pedagogical Objectives

- To discuss the growth strategies of Dell and Gateway over time
- To discuss how Dell's efficient and responsive supply chain enabled it to lead the market without spending too much on research and development and how weaknesses in Gateway's supply chain made it lag behind, in spite of launching numerous new products in various categories.

Industry	Computer Hardware
Reference No.	COM0022
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Dell Computers Limited; Michael Dell; Supply chain management; Direct marketing; Disintermediation; e-Commerce; Just-in-time; Quick ship programme; Tedd Waitt; Gateway

Computers; Cow-spotted boxes; Beyond the box; Gateway Country Stores; Research and development; Rolls Royce of laptops.

Daiei vs Aeon: Contrasting Retailing Strategies of the Japanese Retailers

Daiei, which had been the largest retailer in Japan since 1972, lost its number one position to Ito-Yokado in 1999 and had accumulated debts to the tune of ¥2.4 trillion by 2000 due to the collapse of the bubble economy. Since then, it has been implementing various restructuring strategies and has been bailed out twice, receiving ¥640 billion of assistance from the banks. It still carried a debt of over 1 trillion yen in 2004 with UFJ (a Japanese bank) being the major creditor providing ¥400 billion. On the other hand, Aeon had emerged as the largest retailer in Japan with total revenues of ¥3.5 trillion in February 2004. It had become the leading contender for sponsorship in Daiei's rehabilitation programme undertaken by the Industrial Revitalisation Corporation of Japan and aims to become one of the world's top 10 retailers by 2010.

Pedagogical Objective

- To discuss the contrasting growth strategies of Daiei and Aeon, with Aeon gaining a strong foothold in the highly competitive Japanese retail market that was once dominated by Daiei.

Industry	Retailing
Reference No.	COM0021
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Retailing strategies; Daiei; Aeon; Japanese retailing industry; Bubble economy; Speciality store operations; Supply chain management; General merchandising; Distribution efficiency; Price competitiveness; Product differentiation; Japan's Wal-Mart; Industrial Revitalisation Corporation of Japan; Rehabilitation programme; Worldwide Retail Exchange (WWRE).

Competition in China's Luxury Car Market

With the arrival of new generation Chinese, who are more enterprising and ambitious, the pattern of expenditure on luxury goods has changed. By early 2004, the country emerged as the world's fastest-growing and third-largest car market after the US and Japan. Even the government policy of fixed permit fee on all imported cars has encouraged the growth of luxury car market in China. By 2004, major carmakers like Volkswagen, Toyota, Ford, GM, and Mercedes-Benz were operating in China. Even Italy's Ferrari and Maserati expanded their operations. What once was an unexplored market soon became competition-frenzy and model-conscious. Added to this, in 2004, the Chinese government increased the import quota of cars and decreased the permit fee on imported cars. This came as a shot-in-the-arm to many more carmakers who were planning to foray into China.

Pedagogical Objectives

- To trace the various factors that contributed to the increase in competition in the China's luxury car market
- To discuss how the luxury carmakers are vying to attract the new generation Chinese.

Industry	Automobile Manufacturing
Reference No.	COM0020
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China's luxury car market; Competition in China's luxury car market; China's booming car market; Luxury cars in China; China's economic landscape; China's rich class; GM (General Motors); BMW; Toyota; Ford; GM and DaimlerChrysler; Nissan; Ferrari; Rolls Royce; Maybach; Bentley Motors.

Coke's Changing Fortunes: The Need for Change

The Coca-Cola Company, the world's leading soft drink company, is engaged in changing its leadership, strategies, and molding its culture. After a slew of controversies due to strained relations with its bottlers, contamination scares and legal battles since the 1990s, the company's performance took a severe beating. Coca-Cola is now trying to change its structural 'hardware' as well as its behavioural 'software' to regain its past glory.

Pedagogical Objectives

- To discuss the company's efforts to learn from its mistakes and cope with the changing contexts
- To discuss the contemporary management models like 'learning organisation', 'individualised corporation' and 'change masters', in the 21st century global economy.

Industry	Carbonated Beverages
Reference No.	COM0019
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coca-Cola; Coke; Beverage; Change; Bottlers; Restructuring; Reorganisation; CEO succession; Mergers and acquisitions; Contamination scares; Lawsuits; Accounting; Corporate social initiatives; eKO management; Racial discrimination.

Coca-Cola: The Battle on Non-carbonated Front

In the light of the increase in public's health consciousness in the 1990s, coupled with the mounting concerns regarding the harmful effects of carbonated soft drinks, non-carbonated beverages and bottled water markets grew in leaps and bounds. Coca-Cola was a mute witness to the stagnating growth of its carbonated beverages market while its non-carbonated segment started contributing significantly to its growth.

Pedagogical Objective

- To discuss the strategies adopted by Coca-Cola to move into the non-carbonated arena after decades of focusing exclusively on carbonated drinks.

Industry	Carbonated Beverages
Reference No.	COM0018
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Global beverage market; Carbonated beverages market; Growth of non-carbonated beverages market; Diet drinks; Coca-Cola's strategies for non-carbonated brands; Bottled water market; Pepsi's non-carbonated brands; Dasani; Coca-Cola's 'project mother'; Coca-Cola's promotional efforts of non-carbonated brands; Coca-Cola's challenges in the non-carbonated market; Top non-alcoholic beverage makers in the world; Coca-Cola's future plan for growth.

Coach Inc.: Lew Frankfort's Competitive Strategies

Since 2000, Coach Inc., which has been synonymous in the US with heavy, tough unlined leather bags, has been posting an average 12% growth rate in net income. In 2003, Coach was the largest maker and retailer of leather accessories in the US and was creating waves in the global market for luxury leather goods and accessories. The man behind the rapid growth of Coach has been its CEO, Lew Frankfort, who put the company back on track after its sales started plummeting in the mid-1990s.

Pedagogical Objective

- To discuss the competitive strategies of Lew Frankfort to transform Coach from a staid maker of leather handbags into a fashion brand selling the latest designed multistyled bags, clothes, shoes, jewellery and leather accessories.

Industry	Accessories
Reference No.	COM0017
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Coach Inc.; Lew Frankfort; Louis Vuitton; Gucci; Leather accessories; Tommy Hilfiger; Hamptons flap satchel; Brand building strategies; Competitive strategies of Coach Incorporated; Brand image transformation; Sara Lee; Women's fashion accessories; Prada; Fashion retailing; Luxury brands in leather accessories.

Cisco vs Juniper: Router Wars

In May 2004, Cisco Networks (Cisco) launched its much awaited top-of-the-line, high-end router code-named 'Huge Fast Router' (HFR). Cisco dominated the Internet router business as the primary supplier of routing technology to Internet Service Providers (ISPs) and large companies. HFR was launched at a time when Cisco was facing intense competition from a much smaller company named Juniper Networks (Juniper). Though Cisco remained a dominant force in the overall networking market, it was losing ground to Juniper in the most expensive, high-end router segment – core routers.

Pedagogical Objectives

- To discuss how Juniper became a major competitor to Cisco
- To discuss how Cisco planned to regain the lost market share.

Industry	Networking Industry
Reference No.	COM0016
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cisco and Juniper; Core and edge routers; John Chambers; Carrier routing system - 1; Huge fast router; Routing architecture; Networking industry; Junos.

Christie's: The 240 Year-old Auction House's Competitive Strategies

Christie's, along with Sotheby's, has dominated the auction industry since its inception. However, the emergence and increasing popularity of on-line auctions is posing a serious challenge to the traditional auction firms. To counter the competition from on-line auctioneers, as well as regain the top slot in the auction industry from Sotheby's, Christie's has adopted several strategies.

Pedagogical Objectives

- To highlight the evolution of Christie's as an iconic auction house
- To discuss the competitive strategies of Christie's to fend off increasing competition from the on-line auctioneers and regain the top slot from Sotheby's in the auction industry.

Industry	Auction
Reference No.	COM0015
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Christie's; Auction industry; Sotheby's; Competitive strategies; Art market recession; Differentiation strategies; On-line auctioneers; eBay; Price fixing; Ed Dolman.

Charles Schwab's Competitive Strategies

The deregulation of the US fixed rate brokerage system in 1975 saw the birth of Charles Schwab, one of the world's largest discount-brokerage houses. It was considered a pioneer in implementing the latest technologies in the field of financial services. Charles Schwab was set up on the fundamental principle of offering a high quality service at an affordable price, which revolutionised the brokerage business. Leveraging on its innovative services, it became the number one on-line brokerage house. In its journey, the company had to adopt some key strategies, which re-defined its basic values.

Pedagogical Objectives

- To discuss the soundness of the competitive strategies adopted by Charles Schwab
- To understand the innovative services that enabled Charles Schwab to become the leading on-line brokerage firm.

Industry	Banking and Financial Services
Reference No.	COM0014
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Charles Schwab competitive strategy; Investment banking; Discount broker; Commissions on brokerage; Brokerage trade; No-fee mutual fund supermarket; Schwablink; e-Commerce; E*Trade; Ameritrade; David Pottruck; On-line broking service; Schwab equity rating; Securities and Exchange Commission; Internet Brokerage Company; E.Schwab.

Carrefour: Competitive Strategies During Challenging Times

France-based Carrefour is by far the largest retailer in Europe. With its hypermarket chain established in 30 countries, Carrefour is the world's second-largest retailer after Wal-Mart. However, economic recession in its home-market of Europe has caused Carrefour's sales to decline, while the market share of its rival discount chains continues to grow.

Pedagogical Objectives

- To focus on the competitive strategies employed by Carrefour in trying to retain and enhance its market share
- To discuss the competence of Carrefour to wade through challenging times.

Industry	Retailing
Reference No.	COM0013
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Carrefour; French retail market; Europe's largest retailer; Wal-Mart; Hypermarket; French government regulations; Galland Law; Discount chains; European retail rankings; Carrefour Japan; Pricing strategy; Produits Carrefour Internationaux; Ed; hard discounter chain; Competitive strategies; Turnaround.

Boston Scientific vs Johnson & Johnson: Battle for the Stent Market

First-mover advantage in a virgin market is crucial for a pharmaceutical company as it invests billions of dollars on research. Introducing a new product first would result in a quicker financial break-even and even profit for the company. Stent, a medical device that obviated open-heart surgeries, turned out to be one of the hottest products for the pharma and medical device companies in the US. Though Johnson &

Johnson pioneered the stent market and dominated it, the company lost its lead to other players such as Guidant, Medtronic and Boston Scientific. Just when the industry was on the point of oblivion, Johnson & Johnson came back with 'cypher' in 2003 – a drug-coated stent. It instantly became a leader, surpassing Boston Scientific and other players. In record time, Boston Scientific responded with its own drug-coated stent, 'taxus' in March 2004 and displaced Johnson & Johnson from its leading position.

Pedagogical Objectives

- To discuss the market forces that operate in the stent market
- To discuss the battle for dominance between Boston Scientific and Johnson & Johnson and the factors that shape the competitive positions of the incumbent companies
- To discuss the critical factors that help companies to wade through a volatile industry
- To discuss the importance of first-mover advantage in the pharmaceutical industry.

Industry	Video Rental and Sales
Reference No.	COM0012
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Coronary stent; Boston Scientific; Johnson & Johnson; Palmaz-Schatz stent; Drug coated stents; Bare metal stents; The NIR stent; The cypher launch; The taxus launch; Medinol's Kobi Richter; Guidant; Medtronic; Role of Federal Drug Administration (FDA); Clandestine facility; Patent infringements and lawsuits.

Blu-ray vs HD-DVD: The Format War Between Sony and Toshiba

The 'War of Standards', considered, as the battle for dominance between two non-compatible technologies is not new to the American entertainment industry. The most prominent one happened in the 1970s, when Sony Corporation's Betamax videotape format competed with VHS (Video Home System), which was promoted by Victor Company of Japan Limited (JVC). In 2005, a new format war between two non-compatible types of high-definition videodisc, hit the consumer electronics industry. This time, the competing companies are again the consumer electronic giants from Japan – Sony and Toshiba, who want their own standards to be the default standards for the high definition DVD. The high definition variants of the standards definition DVDs – Blu-ray and HD-DVD from Sony and Toshiba respectively, claim high-end performance and a major up-grade from the standard definition DVD.

Pedagogical Objectives

- To understand the origins of the present standards war in the videodisc market, the comparison of the formats, and the strategic positioning of the two companies – Sony and Toshiba
- To discuss whether cost competitiveness and ease of up-gradation of Toshiba's technology can overpower the technological edge of Sony
- To analyse the influence of the hardware manufacturers and the Hollywood studios, on the possible outcome of the standards war.

Industry	Consumer Electronics
Reference No.	COM0011
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

The standards war; High Definition-DVD (HD-DVD); Sony's Blu-ray disc; Toshiba's HD-DVD; World standard for the high definition DVD; Lack of inter-compatibility; Battle for dominance; Entertainment industry; Hollywood studios' stake; India health; National health policy; Technological superiority; Low-cost advantage.

Blockbuster Corp. in a Mature Video-Store Industry: Options and Strategies

Blockbuster was one of the strongest entertainment brands in the US and a leading global provider of in-house videos, DVDs and video games on rent, with more than 9,000 stores across North and South America, Europe, Asia and Australia. Over the past few years, new technology such as Video On Demand (VOD) and the availability of movies for purchase at low prices on-line and at discount stores such as Wal-Mart and Best Buy had sapped some of the demand for rentals. Blockbuster saw its business model coming under heavy pressure and found its business labelled as an industry in decline by experts.

Pedagogical Objectives

- To enable the reader understand the DVD rental market in the US
- To discuss the options and strategies for Blockbuster, as it still puts its future at stake on traditional DVD rentals in-stores and on-line, while rivals like Netflix has embraced the VOD technology to counter to fend off declining sales.

Industry	Video Rental and Sales
Reference No.	COM0010
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Blockbuster Corp.; Product life cycle; Industry life cycle; Video store industry; Video rentals and video on demand; Mature industry; Business model; Strong consumer-focus; Declining industry; Consumer and buyer behaviour; Innovative alternative technological threat; On-line stores for video sales and rentals; Life cycle extension; Viacom split-off; Growth options and strategies.

Best Buy and Circuit City's Revenue Models: Threat from Wal-Mart?

Best Buy, Wal-Mart and Circuit City are the top three consumer electronics retailers in the US. Over the years, Best Buy and Circuit City have built a reputation for selling quality goods along with high value customer assistance at the point of sale. However, due to commoditisation, profits at the retailers are fed not by the low margins on electronics goods but by commissions earned on warranties sold along with the goods. Wal-Mart, although a leading electronics retailer, only started selling warranties in October 2005.

Pedagogical Objectives

- To highlight the importance of warranty revenues to the bottom lines of Best Buy and Circuit City
- To discuss the threat posed by Wal-Mart to the revenue models of Best Buy and Circuit City.

Industry	Consumer Electronics and Appliances Retail
Reference No.	COM0009
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Best Buy; Circuit City; Wal-Mart; Revenue model; Consumer electronics retailer; Sound of Music; Extended warranties; Warranty sales commission; Securities and Exchange Commission (SEC); Warranty week; Upscale image; Product care plan; Down-market image; Concept I store.

BBC vs Emap: The Commercial Radio Battle

Traditionally the BBC has dominated the radio-broadcasting sector in the UK. The publicly funded BBC dwarfed commercial radio stations, which intended to challenge the BBC in the wake of the success of the digital radio broadcasting. The BBC has also invested heavily in digital radio. The advent of digital radio has fragmented the radio audience, adversely affecting the advertisement revenue of the commercial radio stations. Analysts opine that only those media groups, which have cross-selling ability and adequate scale to negotiate good deals with the advertisers, would survive these challenging times or will be lost in the consolidation wave that is sweeping the British radio-broadcasting sector. In this aspect, East Midlands Allied Press (Emap) plc., a leading radio and magazine group, has an edge over its competitors. It is believed that Emap would challenge the BBC in digital radio broadcasting.

Pedagogical Objectives

- To study the trends in the UK radio sector
- To discuss the strengths of Emap to challenge the mighty BBC.

Industry	Radio Broadcasting and Programming
Reference No.	COM0008
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Radio broadcasting in Britain; Profile of BBC (British Broadcasting Corporation); East Midlands Allied Press (Emap) plc.; Digital radio broadcasting in Britain; Changing landscape of radio in Britain; Competitive scenario in British radio; Private radio companies in Britain; Competition for BBC in the domestic market.

Barbie vs Bratz: Competition in the Tween Girl Market

Barbie, introduced by toymaker Mattel in 1959, has been the most popular fashion doll ever created. Barbie fascinated generations of little girls and Mattel has sold over a billion Barbies since its inception. However, its undisputed leadership in the fashion doll market has been facing a challenge since January 2002 from Bratz, a rival fashion doll from MGA Entertainment. MGA Entertainment successfully marketed its Bratz to the tween girls, a marketing niche that Mattel has been struggling for years to target. The continued success of Bratz has been sending shockwaves through Mattel.

Pedagogical Objectives

- To discuss the challenge for Barbie from Bratz, in the tween segment
- To discuss if Barbie can ward off the Bratz challenge and remain relevant to the tween girl market.

Industry	Toys and Games
Reference No.	COM0007
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Barbie; Bratz; Tween; Mattel; US toy industry; Fashion dolls; MGA Entertainment; NPD Group; Best-selling toys; Barbie Rapunzel; Robert A Eckert; Isaac Larian; Age compression; My Scene Barbie; Flavas.

AvtoVAZ, the Russian Car Maker: Facing Up the Foreign Competition

AvtoVAZ is the largest passenger carmaker in Russia having one of the biggest production lines (144 km) in the world. Till the end of the 20th century, AvtoVAZ dominated the Russian market with 90% market share. By the turn of the 21st century, Russia's car market began booming due to a healthy economy and high export revenues, triggering off high purchasing power and the demand for new lifestyles. Due to huge demand for cars, many foreign carmakers started foraying into Russia, and with customer preference shifting to foreign cars AvtoVAZ started losing market share.

Pedagogical Objectives

- To highlight the growth of AvtoVAZ in the protected centrally planned Russian economy
- To discuss the competitive strategies of the company to fend off foreign competitors in its domestic market and to regain it's lost market share.

Industry	Auto Manufacturing
Reference No.	COM0006
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Available

Keywords

AvtoVAZ, the Russian car maker; Expansion strategies; Growth strategies; Competition; Lada car models; Russian car industry; CITIC Prudential; General Motors; Ford; Cost reduction; Acquisitions and partnerships; Import tariffs; Market share; New product development; Challenges for AvtoVAZ.

Apple's 'Low-end' Strategy: The Payoffs

In early 2005, for the first time in its history, Apple Inc. entered the low-end market by introducing its cheapest digital music player, iPod Shuffle at $99 and a 'headless' Mac Mini at $499. However, analysts observe that with these new products Apple is likely to run the risk of cannibalisation and might also face severe competition from established players like Dell, HP (Hewlett-Packard) and Sony in the low-end market.

Pedagogical Objectives

- To describe Apple's product strategy
- To discuss the payoffs of Apple's entry into the low-end market.

Industry	Personal Computers
Reference No.	COM0005
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Apple's low-end strategy; Apple's product strategy; Apple product matrix; Apple's iPod Shuffle; Mac Mini; Mac's market share; Apple's Internet strategy; Apple's digital hub strategy; Sales of iPod Shuffle; Mac Mini's major competitors; Apple's sweet spot; MP3 market; Apple's challenges in the low-end market; Global PC (Personal Computer) market

Aldi: The German Wal-Mart?

Selling what customers want is different from selling what retailers want their customers to buy. Keeping the offering simple and satisfying the customers' basic necessities has gone a long way in Aldi's success. The hard discounter with a powerful business model is threatening to change the global retailing landscape.

Pedagogical Objective

- To discuss the business model of Aldi from the perspective of the 4Ps (Product, Place, Price and Promotion).

Industry	Grocery Retail
Reference No.	COM0004
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Grocery retailers; Hard discounting; Characteristics of a hard discounter;

McCarthy's 4P (Product, Place, Price and Promotion) model; Zone model of differentiation; Private labels of discount stores; Radio frequency identification (RFID) chips; Aldi's strategies to keep its prices low; Aldi Sud; Aldi Nord; Kelloggs; Discount retailers.

Albertsons' Competitive Strategies

Albertsons, the second-largest supermarket chain and the fifth-largest drugstore in the US, is among those that pioneered the 'dual branding concept' by transforming its food stores to 'food and drug' combination stores. Stiff competition from domestic and foreign players and lower profit margins, prompted the company to focus on its dual branding concept, apart from adopting other strategic measures.

Pedagogical Objectives

- To discuss the methods adopted by Albertsons to differentiate itself from its competitors
- To discuss Albertsons' business strategies.

Industry	Grocery Retail
Reference No.	COM0003
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Albertsons; Jewel-Osco; Dual branding; Sav-on; Super Saver; Neighbourhood marketing; Unicru; Shaw and Star; Six sigma quality programme; Supermarket chain; American Stores Company; Personal shopper system; Shop 'n' scan; Preferred savings card; Food and drug store.

Airbus and Boeing: Divergent Growth Plans

Since its inception, Boeing enjoyed a virtual monopoly in the commercial aircraft industry. But the advent of the European aerospace firm, 'Airbus Industrie', in 1970, posed a major threat to Boeing's dominance in the commercial aircraft market. Over the years, Airbus gradually made its ground riding on government funding and innovative technologies. For the first time in 2003, Airbus became the world's largest manufacturer of commercial aircrafts by surpassing Boeing in market share. Competition among the two reached a new dimension when Airbus announced the A380 Superjumbo. Airbus touted the A380 as the future of commercial aviation, as it saw a huge demand for larger aircrafts. In contrast, Boeing asserted that smaller and faster aircrafts would rule the market and announced its plans to build the 7E7 Dreamliner.

Pedagogical Objectives

- To discuss the dynamics of the commercial aircraft industry
- To understand the market factors that have driven Boeing and Airbus to adopt different approaches
- To understand the resulting shift in the manufacturing practices at both the companies.

Industry	Aerospace Industry
Reference No.	COM0002
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Boeing; Airbus; A380 SuperJumbo; 7E7 Dreamliner; Two philosophies; McDonnell Douglas; European Aeronautic Defense and Space Company; SARS (Severe acute respiratory syndrome); Unfair trade practices; Government subsidies; Rise of Airbus; Risk sharing partners; Financing the A380.

Adidas vs PUMA: Marketing War for Football World Cup 2006

The Football World Cup has become a mega event watched by viewers from across the globe. As a result, the event offers excellent marketing opportunities for global sportswear manufacturers. The two German sportswear manufacturers, Adidas and PUMA, have been fine tuning their marketing strategies for Football World Cup 2006 and are confident that the mega event will bring them opportunities to fulfill their strategic objectives. However, critics are sceptical about the companies' success of their endeavour.

Pedagogical Objectives

- To enable understanding the profile of Adidas and PUMA, the competitive landscape in the sportswear industry and the marketing strategies that the two companies have adopted for Football World Cup 2006
- To discuss whether the two companies would be able to achieve their objectives.

Industry	Sportswear
Reference No.	COM0001
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Adidas; PUMA; Football World Cup 2006; Sportswear; Salomon; Adidas-Salomon; three division structure; Marketing war; Competitive landscape; Nike; Reebok; Herbert Hainer; Jochen Zeitz; Endorsements.

Core Competency and Competitive Advantage

Nintendo's Innovation Strategies: A Sustainable Competitive Advantage?

The history of the video game industry belongs to Nintendo, a Japan-based hardware and software manufacturer. Through a series of hit products that established many memorable characters like Mario and Donkey Kong, Nintendo garnered almost 90% market share. However, when Sony entered the industry in the 1990s, Nintendo's position started to dwindle. Nintendo's market share plunged drastically as the preferences of gamers shifted from simple fun games to technically superior gamers offered by Sony and Microsoft, which entered the market in 2001. Why did Nintendo, which, at one point of time was almost synonymous with video games, fail to protect its territory? Moreover, all the defence strategies of the Japanese player continuously flopped in front of the technological prowess of its competitors. When the company was almost falling like a house of cards, it launched Wii, a console with an unconventional design. Though Wii was not directly competing with Sony's PlayStation or Microsoft's Xbox, it managed to steal substantial market share and fans of both the players. What was so unique about Wii? How did it impact the industry? Can Nintendo sit back and relax while its competitors are strategising to win back their customers? Besides all this, the case delves into the sustainability of Nintendo's new found competitive advantage, considering the fact that the life span of a console is short.

Pedagogical Objectives

- To understand the nature of the video game industry
- To analyse the sources of competitive advantage in this industry
- To understand Nintendo's strategy behind launching Wii
- To analyse the sustainability of Nintendo's strategy.

Industry	Video Games
Reference No.	CCA0041
Year of Pub.	2009
Teaching Note	Available
Struc.Assig.	Available

Keywords

Nintendo, Video games industry, Innovation, Competition, Sony, Microsoft, Value Chain, Business model, Consumer behaviour, Industry Dynamics, PlayStation, Competitive Strategy, Technology, Critical success factors

China's Manufacturing Edge: Is it Losing?

This case, set in 2008 end, attempts to explore a debate on whether China is losing its competitive edge as a preferred manufacturing destination. Since China's transition from a planned economy under the leadership of Deng Xiaoping into a market economy in 1978, there was a rapid growth in the Chinese economy. Leveraging on its strength of 1.3 billion people, including 100 million cheap labours, China promoted labour-intensive mass manufacturing. Coupled with the open door policy, China's strategy of becoming the world's factory floor was quiet successful. Within 20 years, China became the seventh-largest economy in terms of GDP, the most favoured nation for FDI and emerged as the world's superpower in manufacturing. With competitive advantages in labour, raw material and supply chain, China was ranked 40th in Global Competitiveness Index, an index that ranks countries based on their competitiveness. However, how sustainable is China's competitiveness? By 2003, China was finding it hard to retain MNCs. Rising labour costs, spiralling raw material prices and appreciating Yuan, is forcing many companies to shut down their branches in China and move out for better alternatives. Can China remain globally competitive while other low-cost countries like India and Vietnam are offering better manufacturing advantages to MNCs? Some of the companies, however, still prefer China as the destination of choice owing to factors like large consumer market, supply chain advantages and relatively low raw material prices. Moreover, to avoid the challenge of rising cost, companies are changing their strategies, investing on higher technology and training employees. Even China is shifting from mass manufacturing labour-intensive industries to high-tech industries. The case explores the opportunities and challenges that China would face as its competitive equation is shifting.

Pedagogical Objectives

- To understand the factors that make a country economically competitive globally
- To understand the factors that made China competitive
- To analyse the economic benefit and social cost to china's economic development and the sustainability of China's competitive advantage
- To analyse whether China is losing its competitive edge and measures that China should take to regain/retain its competitive edge.

Industry	Manufacturing
Reference No.	CCA0040
Year of Pub.	2009
Teaching Note	Available
Struc.Assig.	Available

Keywords

China, MNCs, Yuan, GCI, Competitive Advantage, Comparative Advantage, Deng Xiapong, China's Competitiveness, GDP, PPP, Manufacturing Sector

eBay in China: Strategies and Challenges

eBay a world leader in the online auction industry entered China in 2002. It faced severe competition in the Chinese market from a local player- Taobao.com operated by Alibaba.com, China's largest B2B operator. eBay also faced restrictions in the operation of its payment service, Pay Pal. The Chinese Government imposed regulations requiring domestic control over financial services companies like Pay Pal. After nearly five years of operation in China, eBay was left with only 29% market share as against Taobao's 67%. eBay tried to adopt its US model in its Chinese operations, although with some alterations to suit local needs.

In December 2006, eBay announced a joint venture with TOM Online, China's popular wireless operator and looked forward to a revival in its Chinese operations. The case facilitates discussion on whether eBay would be able to establish itself in the Chinese market. The case can be used to teach courses on Strategy and to specifically discuss challenges faced by global players in China.

Pedagogical Objectives

- To analyse the business model of eBay
- To analyse the dynamics of online auction industry in china
- To understand the factors behind eBay's failure in capturing substantial market share in china
- To analyse whether eBay would be able to establish itself in the chinese market after its joint venture with TOM online.

Industry	E Commerce
Reference No.	CCA0039C
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

eBay; Business Strategies; Online Auction Industry; Chinese Internet Market; E Commerce Market; Re entry Strategies; Strategy Management; eBayEachNet; PayPal; eBay's Stragegy; Core Competency & Competitive Advantage Case Study; TOM Online; Alibaba; Meg Whitman; Taobao

Nokia vs. Motorola (A): Fight for Market Share – Flight of Margins?

In a short span of time the mobile handset industry has seen phenomenal growth and a paradigm shift. The success parameters have changed and the incumbent handset makers have to adjust to still be in the reckoning. The growth rate is however forecast to slow down and there is fierce battle among the players to gain a bigger market share, even if that means sacrificing profit margins.

Nokia, the market leader has seen its market share fall due to lack of foresight. Through product innovation, Motorola wants to reclaim the top position it lost to Nokia. Asian handset makers too want and are becoming stronger. Quickest adjustment to market needs is all that matters. Meticulously surveying the industry, this case discusses the much-needed strategies.

Pedagogical Objectives

- To understand the trends and the critical success factors in the global mobile handset industry, and how did this change their strategies
- To understand the concept of value chain
- To do the scenario analysis for the mobile handset industry
- To analyse the standing of Nokia vis-à-vis Motorola.

Industry	Telecommunication
Reference No.	CCA0038
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Trends in the Global Mobile Handset Industry; Critical Success Factors in Mobile Handset Industry; Basis for Industry Segmentation; Value Chain Analysis; Total Product Concept; Core Competency & Competitive Advantage Case Study; VRIO framework; Relevance of concept of market share; market share vs. profitability; Nokia vs. Motorola; telecom operators; Samsung; LG Electronics; Sony Ericsson

Nokia vs Motorola (B): Fight for Market Share – Flight of Margins?

Motorola, ranked second in the mobile handset industry, launches its fashionable ultra-slim phone, RAZR. It is a terrific hit and becomes iconic. Motorola inches closer to Nokia, to topple it from the top position. Both slog it out for market share, at the cost of their average selling prices and operating margins. Debating Motorola's strategy, this case discusses whether it can beat Nokia.

Pedagogical Objectives

- To understand product innovation and growth strategies with respect to the MOTO RAZR
- To analyse the parameters of competition in the mobile handset industry, and see the standing of Nokia and Motorola with regard to them
- Understand the concept of market share and profitability.

Industry	Telecommunication
Reference No.	CCA0037
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Product innovation; mobile handset industry; MOTO RAZR; growth Strategies; concept of market share and profitability; operating margins; Core Competency & Competitive Advantage Case Study; average selling price; Nokia vis-à-vis Motorola

eBay's Competitive Strategies in China

$4.5 billion-eBay.com (eBay) is one of the largest online auctionand shopping website where people and businessman buy and sell goods and services worldwide. eBay also own PayPal, Skype, and Eachnet. eBay has a global customer base of 181 million. The company has 31 websites across the globe, from Brazil to Germany to China.

eBay was losing market share in China. To boost traffic in the world's second-biggest Internet market, the company decided to form a partnership with Beijing-based Tom Online Inc. With the deal, eBay sought to establish its leadership in ecommerce market in China. The case discusses the initiative taken by the company to regain its market share.

Pedagogical Objectives

- The online auction market in China
- eBay's localisation strategy
- Challenges faced by eBay in China
- eBay's venture strategy to establish its leadership in e-commerce market.

Industry	Service Industry
Reference No.	CCA0036P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Online Auction; shopping website; EachNet; PayPal; Skype; Taobao; China; Market Share; Virtual Feedback forum; Core Competency & Competitive Advantage Case Study; Meg Whitmen

3M : Cultivating Core Competency

In 2006, the $ 21.2 billion 3M is the epitome of high-technology/low-technology business with over 50,000 products ranging from Post-it Notes and Scotch tape to transdermal patches of nitroglycerin and optical films. 3M owes its formidable strength to its unusual corporate culture, which has comfortably fostered innovation and interdepartmental cooperation, backed by a massive research and development budget.

When George Buckley (Buckley) joins as the CEO of 3M in December 2005, the company is facing criticism from analysts and investors over anemic revenue growth that has slowed to between 1 and 5 % through parts of 2004 and 2005, even while the broader markets have been expanding. Buckley realises that he needs to generate growth, maintain premium margins and strategically manage the company's portfolio – all without driving out 3M's culture of innovation on which both the company's fame and its long history of success rests. He plans to develop a growth strategy which is based on and enhances 3M's core competency.

Buckley realises that there is a need to demystify 3M and understand the workings of the '3M Lattice'. 3M's technology portfolio and process capability are at the core of its unique business model. These technology platforms are the threads that weave together the company's diverse businesses. According to Buckley, 3M's fundamental core competency lies in applying coatings to backings. To grow its core business, the company intends to build on 3M's strengths through constant reinvention, even stronger key customer partnerships, customisation, solving customers needs, entering niche segments and capturing new segments.Buckley intends to build scale increase market share, emphasize localisation and build long term competency. The idea is to defend created markets against new entrants, using dual branding in the upper middle market; emphasize product localisation using a mixture of brands and local acquisitions; thoughtfully extend private labeling and accurate capacity planning. He has identified core product categories for building scale.

Pedagogical Objectives

- To examine the working of 3M, a company with diversified business presence
- To study how the company used its technological prowess to enhance business opportunities
- To learn from the company's growth strategy how it generated growth, maintained margins and managed the product portfolio

Industry	Electronics
Reference No.	CCA0035P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

3M; innovation; core competancy; inter-segmnet technology sharing; intellectual property; 3M Lttice; technology sharing; Core Competency & Competitive Advantage Case Study; Scotch brand tape; extending technology; post it notes; market architecture; competitive platform; Scotch Brite; 3M Scotchshield; six Sigma

Battle of the Titans: Lowe's vs Home Depot

The do-it-yourself market was beginning to take shape after the Second World War. The post-war economy also gave rise to another form of competition: large, chain-owned hardware stores known as home centers and resulted in an upsurge of the Do-It-Yourself (DIY) market. Lowe's was a dominating player in the home improvement market. When Home Depot opened its warehouse stores, it was an instant hit and other companies copied the format. Lowe's also tried copying the format in order to prevent downfall of its business. Lowe's effort paid off. In 2000, Home Depot's glory started fading and Lowe's was gaining momentum especially in the American home improvement market. To revamp itself, Home Depot was investing on store modernization and also in attracting women customers. On the other hand, Lowe's was expanding aggressively into new markets and the company also had plans to enter Canada. With the home improvement market reaching its saturation, analysts wondered who would sustain. Stiff competition was another major challenge, so the question was who would succeed?

Pedagogical Objectives

- To discuss about the retailing industry and housing market in the US
- To provide an overview of the various strategies adopted Home Depot and Lowe's
- To analyse the competition between Home Depot and Lowe's.

Industry	Home Improvement
Reference No.	CCA0034B
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Available

Keywords

Home Improvement market; Core Competency & Competitive Advantage Case Study; Home centers; Home Depot; Lowe's; US retailer; Home Depot vs Lowe's; HR initiatives; Technology enabled supply chain; International Expansion; Frontrunner; data warehousing

Internal Branding and HRM at Virgin

The case covers Virgin's innovative human resource (HR) practices and internal branding exercise. A diversified group, Virgin has over 200 privately held companies. Founder promoter Richard Branson (Branson) has extended the Virgin brand to diverse and distinct businesses such as airline, cola, mobile phone, bridal wear, retail chain, financial services, cars, jeans, trains, and books amongst others. As Branson extends brand Virgin to new and unrelated area, Virgin's human resource management, leadership and brand values play a key role in maintaining its core brand values. The case enables students to discuss Virgin's innovative HR practices and internal branding strategy, evaluate its HRM model with reference to recruitment, work culture and role of leadership and spread of core brand values.

Pedagogical Objectives

- Understand the dynamics of the Virgin Group
- Discuss its innovative HR practices and internal branding strategy
- Evaluate Virgin's HRM model with reference to recruitment, work culture and role of leadership and spread of core brand values
- Discuss the future prospects of Virgin's HRM model and its internal branding exercise.

Industry	Service Industry
Reference No.	CCA0033P
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Richard Branson; Virgin Atlantic; Core Competency & Competitive Advantage Case Study; Virgin retail; Virgin Rail; Virgin Direct; Virgin People; Virgin blue; Virgin Village

Virgin in 2006: Managing Brand Extensions

The case covers Virgin's brand extension strategies across the globe. In 2004, the $8.1 billion Virgin Group is a diversified group of over 200 privately held companies. It has been involved in more brand extensions than any other major brand in the past 20 years. Founder promoter Richard Branson has extended the Virgin brand to diverse and distinct businesses such as airline, cola, mobile phone, retail chain, financial services, cars, and trains, amongst others. According to analysts, the resulting portfolio of different corporate entities breaks every established strategic guideline for brand extension. The case enables students to discuss the brand extension strategies adopted by Virgin and the role played by Branson, evaluate Virgin's business model with reference to core brand values, management practices, factors contributing to its failures or success and the financial ramification of its strategy; and discuss the future prospects of Virgin's brand extension, its new foray's and the future role of its promoter.

Pedagogical Objectives

- Understand the dynamics of the Virgin Group
- Discuss the brand extension strategies adopted by Virgin and the role played by Richard Branson, its promoter
- Evaluate Virgin's business model with reference to core brand values, management practices, factors contributing to its failures or success and the financial ramification of its strategy
- Discuss the future prospects of Virgin's brand extension, its new foray's and the future role of its promoter – Branson.

Industry	Service Industry
Reference No.	CCA0032P
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Virgin Atlantic; Virgin retail; Virgin Rail; Virgin Direct; Virgin Lightships; Stagecoach Group; T-Mobile network; Core Competency & Competitive Advantage Case Study; Virgin Mobile; NTL-Telewest; Virgin Cola

Microsoft – Novell Alignment: The Future of Linux

Microsoft entered into a working agreement with Novell on November 2nd 2006 to build, market and support a series of new solutions to make both their products to work together. Both had their versions of OS and other server software, but Microsoft was proprietary software whereas Novell dealt with Linux, free software developed over years of research and contributions by millions of software enthusiasts. As they were principally opposing each other, the alignment to co-promote their software was intriguing to many.

The case describes how free software movement evolved over years and how Linus Torvalds developed Linux, a Unix-like OS on Linux Kernel which was freely available and openly editable. The well documented rivalry between Microsoft and Open Source software was presented by the case and it compares both Linux and Windows – as operating software. The efficiency derived by the Microsoft-Novell alignment by way of virtualization, interoperability, patent coverage and web services for managing physical and virtual servers for the users of Microsoft Windows and Novell's Linux seemed to be immense. The case also outlines the possibility of Novell being dissolved into the Microsoft amalgam, as many industry analysts have pointed to such earlier partnerships and deals.

Pedagogical Objectives

- Competitive strategies in software industry
- Dynamics in Operating and Server network software Industry
- Ethics in software industry
- Development of Proprietary and Free operating software.

Industry	Software
Reference No.	CCA0031C
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Microsoft-Novell alignment; Microsoft; Novell; Linus OS; Windows OS; FOSS; GNU – Free OS project; Halloween documents; OpenSUSE; Core Competency & Competitive Advantage Case Study; Virtualisation; Interoperability

Steel Authority of India: Facing New Challenges

The Indian steel industry was the third fastest growing steel industry in the world next only to China. The demand for Indian steel was growing at 8-9 % as against a global average of 5-6 %. By 2006, with a current capacity of 38 million tonnes per annum (MTA) the Indian Steel Industry was the 8th largest producer of steel in the world. With capital investments of over Rs. 100,000 crore, the Indian steel industry provided direct/indirect employment to over 2 million people. Over the years, India produced international quality steel of almost all grades/varieties and had also been a net exporter of steel, though in smaller quantities.

On November 4 2005, the Indian Government gave its approval for the National Steel Policy (NSP), which aimed at hiking production to over 100 Million Tonnes Per Annum (MTA) to make the Indian steel industry globally competitive in terms of cost, quality and product mix. The NSP anticipated achieving 100 MTA by 2019-20 from 38 MTA in 2004-05. On the demand side, the strategy was to create additional demand for steel through promotional efforts, awareness creation and strengthening the delivery chain, especially in rural areas. On the supply side, the strategy was to create additional capacity, remove procedural and policy bottlenecks in the availability of inputs such as iron ore and coal, make higher investments in R&D and human resource development and improvise infrastructure such as roads, railways and ports. The core of this vision was Steel Authority of India Ltd. (SAIL), one of Indian government's 'Navratna' public sector undertakings (PSU). SAIL's impeccable record in supporting the country's infrastructural growth by innovative metallurgical products like special alloy steels, was being challenged by its own ageing plants and increasing competition. S.K. Roongta, CMD affirmed that by going the merger and acquisition way that other steel manufacturers preferred, SAIL would also look for steel plants to acquire. Expressing confidence about SAIL's opportunities in facing up to the new challenges, the SAIL CMD confirmed,"We are able to maintain our market share despite new producers coming up in nineties and we shall continue to do so."

Pedagogical Objectives

- The case anticipates familiarizing the students on
- Steel Industry in India and SAIL's stature in it
- The evolution of SAIL over the years
- The dynamics of Indian and Chinese Steel industries
- The growth route adopted by other Indian steel makers
- SAIL's short term and long term strategies
- Challenges for SAIL
- SAIL's growth and consolidations plans to reach the targets set by NSP.

Industry	Steel
Reference No.	CCA0030C
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Core Competency & Competitive Advantage Case Study; Steel Authority of India Limited – SAIL; National Steel Policy S.K. Roongta; Tata Steel; Mittal-Arcelor' plans for India; Joint ventures of SAIL; Natsteel; SAIL's growth by expansion; SAIL's growth by consolidation; Coking coal requirement; SAIL's Joint development of coal mines; Essar Steel; Cost cutting at SAIL's manufacturing; Foreign acquisitions of SAIL; SAIL's short term strategies

Coca-Cola Sticks to Carbonated Beverages

In December 2005, for the first time in history, Coca-Cola had a market capitalisation which was lower than that of its arch-rival Pepsi. The company's market value was $97.9 billion, compared to $98.4 billion of Pepsi. This sparked a debate among the analysts about the future of the world's largest beverage company. Only five years back, the market value of Coke was three times that of Pepsi. Since the mid-1980s, Coke concentrated on its core business of carbonated soft drinks, which generated huge profits for the company. However, in the mid-1990s, carbonated drinks witnessed slow growth as the consumers' preference shifted to sports and energy drinks. Realising the changing trend, Pepsi quickly expanded into non-carbonated drinks, snack foods and restaurant businesses, while Coke stuck to its cola business. By 2000, Pepsi had a diverse product portfolio which reduced its reliance on cola business. The case attempts to highlight Coke's dependence on carbonated drinks and elaborates on Pepsi's gradual expansion into other businesses. The case also discusses the trends in the snack and soft drink industries and raises a question regarding how Coke would reinforce its leadership position in a slow growth market.

Pedagogical Objectives

- To discuss Coke's strategies to reduce its reliance on beverages
- To analyse Pepsi's strategy of diversifying into non-carbonated drinks and snacks
- To understand the repercussions of relying on a single product
- To understand the benefits of an extensive product portfolio

Industry	Carbonated Beverages
Reference No.	CCA0029K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coke; Pepsi; carbonated beverages.

The Great 'Wal' of China: Strong Enough?

Wal-Mart, the Bentonville, Arkansas based US Corporation expanded into China in 1996. On entry Wal-Mart not only faced intense competition from other foreign retailers such as Carrefour and Metro, but also from domestic players like China Resources Enterprise, Hualian and the Bailian Group. Even while making the Chinese adapt to American kind of stores, Wal-Mart built a strong vendor base localising most of its offerings. Wal-Mart also extended its low pricing strategy to China.

The case while detailing the expansion of Wal-Mart to China provides a scope for discussion on the strategies adopted by it and its rivals in the competitive Chinese retail industry. The case also discusses the challenges faced by Wal-Mart.

Pedagogical Objectives

- Analyse Wal-Mart's strategy vis-à-vis local retailers in China
- Understand the initiatives taken by Wal-Mart to tackle competition and generate business volumes for compounded growth.

Industry	Retail
Reference No.	CCA0028C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wal-Mart; China; Retail Industry; Logistics; Sourcing; Infrastructure; Competitive Advantage; Market Environment; Carrefour; Metro; US Model; Globalisation; Localisation WTO; Shenzhen.

Tata Motors' Rs. One - Lakh Car Project: Opportunities & Challenges

In May 2006, Tata Motors, India's largest automobile company, announced its first plant to manufacture a small car costing approximately Rs.1 lakh, causing uproar in the Indian automobile industry. Ratan Tata said that the car would create a new paradigm in low-cost personal transport, carve out a new market segment and reach the broader base of the pyramid.

Apart from kindling the interests of millions of future car owners in India, the Rs.1 lakh car project of Tata Motors initiated debates in the industry about the feasibility of such a low priced car and its conformity to the safety and emission standards. Established auto manufacturers felt that Tata Motors' project was too ambitious when viewed against the inevitable price increase of steel and other raw materials in future. They also opined that it would be very challenging for the Tatas to retain the price tag. But Ratan Tata went ahead with the strategic alliance with Fiat Auto SpA, constructing an assembly plant in West Bengal and looking for never-before moves like using reengineered plastics and adhesives instead of welding metal components to keep the car light and affordable. Tata was confident that his one-lakh car would appeal to the masses, as did his Indica, and would sell in sufficient volumes.

The engine for the small car project codenamed Project X3, was likely to be a Euro IV compliant, 30-35 bhp, 700cc petrol engine, The car would have 'continuously variable transmission (CVT) technology. Italian design house, IDEA, which worked with Tata Motors on Indica will be designing the aesthetic and aerodynamic model. The other cost-cutting measure related to the intensive use of plastics on the body of the car. Developers for the project were experimenting on carbon-fiber composites from renewable resources which would offer a strong but incredibly lightweight alternative. The company was considering 3-4 sites to produce the 'people's car', whose engines and power-train would be developed in-house. Tata was also reported to be in talks with the TVS, the Hero and the Kinetic Motor groups to co-invest in the assembly facilities in other locations. Tata Motors reasoned that by 2008, the launch year of small car, the top-end price for motorcycles would be Rs. 70,000 to Rs. 80,000. Hence, a car priced at Rs. 1 lakh would be a perfect and safer alternative. Tata also eyed the possibilities of exporting to south East Asian countries like Vietnam, Malaysia and Indonesia.

As of 2006, the annual size of the global car market was around 50 million units, of which the Asian numbers, excluding Japan and Korea, might be under three million indicating the unsaturated nature of the car market in Asia. Added to this would be the market of the high priced two wheelers. A perfect entry price for these populous countries would be in the range of $2,000-3,000 which would open up these markets and buildup unprecedented volumes. While India had the engineering skills and innovative industry leadership, China could be a source for mass manufacturing. An alliance which synergizes these abilities could create opportunities dethroning Japan and Korea as automobile leaders in Asia. A huge market thus developed would have scope for not only Tata Motors, but other players from both the nations.

Pedagogical Objectives

The case anticipates familiarising the students on:

- The Indian automobile industry
- Tata Motors and its various products
- Possibilities for a Rs. One lakh car in India
- Various challenges such a car would face in the Indian market
- Opportunities available for the car in India and markets abroad
- Technologies and components going into car making.

Industry	Automobile Industry in India
Reference No.	CCA0027C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Tata Motors; Rs. One lakh Car; Project X3; Indian Automobile Industry; Growth strategy of Carrefour in China; IDEA Designer for Tata Motors' cars; Reengineered Plastics for interiors; Tata Motors plant; Singur; West Bengal; Two wheeler and Four wheeler Industry in India; Export possibilities for small cars; Small cars; Tata Ryerson and Tata Motorfinance; Quadricycles; Aerodynamics and aesthetics in small car; Automobile consortium in India.

Yahoo! – Eyeing the Next Big Thing on Internet

After the dismal financial performance in the early 2000s, Yahoo! (Yahoo) is on its way back to profitability in 2003. Under the guidance of Terry Semel (Semel) CEO Yahoo, the portal is on the way to becoming the largest media company in the world. With the spread of broadband, brand advertising is steadily becoming the largest source of revenue for online companies. As advertisers flock to Yahoo, Semel has a tough task of convincing traditional media, which is responsible for most of its content, to continue their relationship with Yahoo.

Semel believes that "Social media" where content is generated by users themselves, through their photo and video blogs, podcasts and hyperlinks, is the "next big thing" on the internet both for the user and the advertiser. As Semel makes investments to make social media a reality, he wonders if his bet will pay off. With so much content being generated in Yahoo, will Yahoo be able to maintain the fine balance between guiding the user to the most relevant content and its own content?

Pedagogical Objectives

- To discuss Yahoo's growth
- To discuss the competition and changing markets
- To discuss Yahoo's new growth Strategy in changing environments.

Industry	Online Company
Reference No.	CCA0026P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Yahoo!; Terry Semel; Online brand advertising; Social media; Broadband; Search; Yahoo News; Yahoo Users; Flickr; Konfabulator; Strategy; Yahoo TV; Business Model; Hyperlinks; Blogs.

Toys "R" Us: A "Category Killer" Killed?

US-based 'Toys R Us' (TRU) was not only one of the first toy supermarkets in the world but also the No.1 toy retailer in US. The company was known as a category killer and had ruled the market for years. In the late 1990s though, when discount giants Wal-Mart and Target entered the market, TRU started facing problems. The company tried to compete with discounters but its strategies did not work favourably and it faced financial problems. The situation was so severe that the company was considering completely selling off its toys business. The case details the circumstances that led TRU into problems and forced the company to take some major decisions. Finally, the case discusses the actions taken by the company and its plans for the future.

Pedagogical Objectives

- To discuss the way TRU revolutionised the toy retail industry by selling a wide range of toys in one place and becoming a category killer, thereby literally wiping of small toy stores and department stores.
- To discuss the concept of specialty retailing, get an overview of the US toy market and competition in the market.
- To discuss the factors that led to a downfall in the company's fortunes.

Industry	Toy Retail Industry
Reference No.	CCA0025P
Year Of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Toys R Us; Specialty toy retail; Toy industry; toysrus.com; Online toy sellers; Category killer; Big box stores.

McDonald's in 2005: Sustaining the Growth Momentum

When James R. Cantalupo (Cantalupo) dies unexpectedly, the McDonald's board acts swiftly to execute a succession plan that

Cantalupo himself has put into place. However, within months of assuming office, Charlie Bell (Bell) discovers he is terminally ill and the board offers the job to James A. Skinner (Skinner), the person being groomed by Bell for the job. The strategy launched by Cantalupo to turn around McDonald's, which has been struggling in the 1990s, is smoothly implemented and even carried forward by his successors. Despite tZZZZhe unexpected departures of its CEOs, four CEOs in as many years, McDonald's continues to flourish. The case discusses McDonald's succession strategy. McDonald's prefers to recruit its CEOs from within the organisation rather than from outside. All the McDonald's CEOs have been company veterans, working their way to the top. The case also traces McDonald's growth strategies under its various CEOs.

Pedagogical Objectives

- The case discusses McDonald's succession strategy. McDonald's prefers to recruit its CEOs from within the organisation rather than from outside. All the McDonald's CEOs have been company veterans, working their way to the top
- The case also traces McDonald's growth strategies under its various CEOs.

Industry	Retail-Food
Reference No.	CCA0024P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

James Cantalupo; Charlie Bell; James Skinner; Ray Kroc; Fred Turner; Michael Quinlan; Jack Greenberg; Growth; Competition.

Aging Microsoft?

Microsoft, the largest technology company in the world, has become bigger, slower and less profitable than it was five years ago. The company relies on Windows and a suite of desktop applications for 80% of sales and 140% of profits. Newer products – the Xbox videogame machine, the MSN online service, the wireless and small-business software, have collectively accumulated losses worth $7 billion in four years. Analysts point out that Microsoft, with $40 billion in sales and 60,000 employees, had grown multi-layered and bureaucratic. Despite the restructuring exercise undertaken by Steve Ballmer (Ballmer), Microsoft seems to be steeped in bureaucracy. Ballmer plans to launch several new products and upgrade the existing ones. Will Ballmer's plan succeed in rejuvenating Microsoft's fortunes and boosting employee morale?

Pedagogical Objectives

- The case outlines Microsoft's rise, its product portfolio and its growth strategy
- The case discusses Microsoft's new product launches and comparative performance of these products against the market rivals
- It discusses the reasons behind Microsoft's declining profitability.

Industry	IT(Information Technology)
Reference No.	CCA0023P
Year of Pub	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft; Bureaucratic; Multi-layered; Bill Gates; Ballmer; Operating System; X-Box; Small business accounting ; Longhorn; MSN Search; Digital TV; Microsoft Windows; Microsoft Office; Revenue; Technology.

Sirius Satellite Radio: Catching Up in US Satellite Radio Market

Sirius Satellite radio Inc., was one of the two satellite radio providers in the US market. The company had better financial and technical backing as compared to its only competitor XM Radio. Certain decisions taken up by the company was the cause of its setback, which allowed its competitor to gain a lead in the US market. Further, the competition for the company compounded with the entry of new technologies such as HD Radios, Podcasting, internet radios. Sirius made efforts to catch up with competition in the US market, with better marketing strategies and innovative contents.

Pedagogical Objective

- To discuss about the US satellite radio era and the radio architecture in Sirius.

Industry	Radio Broadcasting & Programming
Reference No.	CCA0022B
Year of Pub	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sirius Satellite Radio Inc.; Satellite Radio Technology; XM Satellite Radio Inc.; US Satellite Radio Market; Agere; David Margolese; Joseph P Clayton; Mel Karmazin; Recapitalisation at Sirius; AM; FM Radio; HD Radios; Pod Casting; Internet planning at Sirius; Sirius's alliance with automakers.

De Beers: End of Monopoly?

De Beers for long had enjoyed a monopoly in the diamond industry. It was to the extent that Diamonds and De Beers had become synonymous with each other. But events in the early half of 2000s the monopoly was displaying signs of cracking up. There were new sources coming up, it was difficult to control the supplies, the industry was getting integrated vertically, new men like Lev Leviev were taking De Beers on their own turf and worse the African nations for the producers of diamonds were playing hardball with De Beers. The case examines how De Beers built up the monopoly, the challenges it was facing in 2004 and whether it could overcome those challenges. It also examines whether these emerging cracks indicated decrease in prices of diamonds.

Pedagogical Objectives

- Can discuss the Monopoly in the diamond industry
- Can take a look at the Marketing strategies of De Beers
- Take a look at how politics and industry interact with each other.
- Role of Governments in fostering cartels
- Can examine the economics of the industry.

Industry	Diamond Industry
Reference No.	CCA0021B
Year of Pub	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Diamond Industry; De Beers in Soviet Union; DeBeers in US; Diamonds Forever; Monopoly and Competition; Central Selling Organization (CSO); Lev Veviev; Investment Diamonds; Blood Diamonds; Artificial/Synthetic Diamonds; Diamond Cartels; Integration in Diamond Industry; Diamond Retailing.

BPO: Will India sustain its advantage?

By the end of 1990s, India was looked upon as a prominent outsourcing destination for IT projects. The availability of sufficient IT resources, quality manpower at cheap cost and the key geographical location benefited India.

The seeds of Business Process Outsourcing Industry were sown in India, by British Airways, HSBC and GE in 1990s. Gradually the industry grew, as many MNCs outsourced their IT related lower end jobs to India. With the growing hype of job attractiveness in the industry, the salary levels of employees increased, which was considered to be a hurdle for the prospects of country. Also, India had to face competition from countries like Philippines, South Africa and China who were growing fast. What steps would Indian companies take to revive India's future in BPO industry was to be seen.

The case discusses the various parameters on which India had gained competitive advantage in past. Further, it explains factors on which the competing countries were trying to turn the trend towards them.

Pedagogical Objectives

- To study the various parameters that resulted in the success of BPO industry in India
- To study the emerging threats to the BPO industry in India
- To analyse the competitive advantage of other countries, that competed with India for their share in the industry
- To analyse the future prospects of the India in the global BPO industry arena.

Industry	Information Technology
Reference No.	CCA0020A
Year of Pub	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Business Process Outsourcing; IT; ITES; India; Outsourcing; High talent pool; Value chain; Cost advantages; IT infrastructure; NASSCOM.

Yum Brands in China

In 2005, Kentucky, US based YUM! Brands, Inc. was the world's largest quick service restaurant (QSR) company based on the number of system units. Yum developed, operated, franchised and licensed nearly 34,000 restaurants in more than 100 countries. Four of its restaurant brands KFC, Pizza Hut, Taco Bell and Long John Silver's were the global leaders of the chicken, pizza, Mexican food, and quick-service seafood categories, respectively. Outside the US, Yum opened three new restaurants every day including one restaurant per day in China where it was the market leader.

The case provides the basis for analysing the sunrise Chinese fast food industry with Yum as the focus. The successful strategies adopted by Yum such as localization, owning its supply chain management, effective human resource management etc contributed to its evolution as the market leader in China. The challenges Yum faced in China were stiff competition from McDonald's and other international and local players, growing concerns related to lack of healthy nutrition values of fast food and outbreak of bird flu epidemics. Yum had plans to introduce its two other fast food brands, Long John Silver's and A&W All American Food in China. How successful would these be with Chinese consumers and would Yum be successful in sustaining its competitive position remains to be seen.

Pedagogical Objectives

- To analyse the Chinese fast food industry
- To discuss the growth strategies and competitive strategies adopted by Yum Brands in China in evolving as the market leader
- To identify the challenges that Yum Brands needs to overcome to continue its dominance and stay ahead of competitors like McDonald's and other local favorites.

Industry	Fast Food Industry
Reference No.	CCA0019A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Yum; China; KFC; Pizza Hut; Taco Bells; Long John Silver's; A&W All-American foods; McDonald's; Quick Service Restaurants; franchisees; strategy; localization; supply chain management; human resource management; competitive strategy; market leader; new product introduction; healthy nutrition value; multi-branding; bird-flu.

Yahoo and Google: Fight for Dominance

In July 2005, the search engine industry ratings showed that the number of searches on Google, the industry leader, had increased by 6%; where as that of Yahoo's had increased by 9% on Q-to-Q basis. Though Google had 36% market share in Web search in 2004, Yahoo was catching up fast with 27% market share.

Till 2004, Google had been the undisputed leader in the search engine industry. A wave of mergers, acquisitions, and personnel changes shook up this ever-volatile industry and Yahoo emerged as a threat to Google's dominance. Yahoo was a full fledged media and information company whereas Google was technology savvy and was known for its innovation led growth. With different strengths and philosophies, the two companies were competing aggressively in the same market.

The case describes the growth strategies followed by both players. Google's innovation driven growth strategy and Yahoo's diversified business model to dominate the industry has been compared and contrasted. The case highlights the competitive advantages Yahoo and Google have in their respective areas. The case ends with a debate on who would rule the search industry.

Pedagogical Objectives

- To understand the search engine industry structure
- To discuss the competitive growth strategies followed by the market leader Google and the market challenger Yahoo
- To analyse the business models followed by both competitors and their core competencies
- To discuss the competitive advantages Google and Yahoo had over each other
- To debate on who will dominate the industry in future and what shape will the industry take.

Industry	Information Technology
Reference No.	CCA0018A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Innovation; Peripheral Vision; Diversification in related Industries; Challenging the Leader; Growth Strategies of an Innovator; Competitive Advantage; Search Engine Industry; Yahoo; Google; Search Engine Industry.

Asia: The Destination for Medical Tourism

Asia had emerged as the destination for medical (healthcare) tourism capitalising on advantages of "lower cost skilled personnel, cultural factors, natural endowments and unique forms of medicine." The targeted consumers were patients from developed nations where medical treatments were expensive and the waiting lists long. By providing medical services to foreign customers, these countries were not only generating valuable foreign exchange, but were also creating employment opportunities. Thailand was the leader in the region, followed by Singapore and Malaysia and India as the preferred destinations for medical treatment.

The benefits of foreign exchange, employment and growth in national income, which extended well beyond the medical, travel and tourism sectors attracted government interest across Asia, and efforts to attract medical tourists added to the growth of the industry.

Though Asian countries provided cheaper medical services, they were also perceived by some as being manned by low quality doctors who provided poor quality treatment. Pricing of the treatments and packages across the region varied. Experts opined that the over emphasis on the foreign patients who offered higher revenue compared to domestic patients can be detrimental to public healthcare services in the home country. Despite the issues and challenges, the region had vast opportunity for growth.

The case describes the growth and reasons of the Asian region as a preferred destination for Medical/Healthcare Tourism and the importance of the healthcare tourism industry in the Asian economies. The case details the issues and challenges for the countries in servicing the patients. The case ends on the discussion whether such emphasis on healthcare tourism was diverting the attention and resources of the government from the domestic healthcare needs, especially public health. With such competition and challenges, would Asian countries be able to capitalize on the opportunity and at the same time fulfill the social obligation of healthcare at home?

Pedagogical Objectives

- To discuss the growth and reasons of the Asian region as a preferred destination for Medical/Healthcare Tourism and the importance of the healthcare tourism industry in the Asian economies
- To analyse the issues and challenges for the countries in servicing the medical tourist patients
- To debate whether such emphasis on healthcare tourism was diverting the attention and resources of the government from the domestic healthcare needs, especially public health
- To debate whether with such competition and challenges, Asian countries will be able to capitalise on the opportunity and at the same time fulfill the social obligation of healthcare at home?

Industry	Medical Tourism/ Healthcare Tourism
Reference No.	CCA0017A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Marketing; Destination marketing; Marketing strategy; Market positioning; Niche market; Public and private sector involvement; Business strategy; Strategic management; Core competence; First mover advantage; Cost advantage; Service; Hospitality; Patient feedback; Competition; Asian economies; India; Singapore; Malaysia; Thailand.

Google- Emerging Threat to Microsoft Monopoly

Google Inc. started as a research project by Larry Page and Sergey Brin was converted to commercial venture in 1998. The user friendly simplicity and innovative image of Google was a phenomenal success. By 2005, Google was a search engine industry leader and with its innovations in technology and new software products, it posed a threat to the software giant, Microsoft.

The case talks about the competitive advantage Google had in terms of Innovation and technology. The Case focuses on the strategies Google used to become the market leader in Search Engine Industry and how it is becoming a threat for the market leader (Microsoft) in Software Industry. It highlights the challenges faced by Microsoft due to its lack of peripheral vision.

Pedagogical Objectives

- To discuss and discover the core competency and competitive advantage of Google over its rivals
- To understand the strategies followed by the market leader and the market challenger of the industry
- To confer the peripheral vision Google displayed by venturing into related industry (software development)
- To analyse and debate on the outcome of such rivalry in the industry and in related industries.

Industry	Information Technology
Reference No.	CCA0016A
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Innovation; Peripheral Vision; Diversification in related Industries; Challenging the Leader; Growth Strategies of an Innovator; Competitive Advantage; Core competency

AMD's Technological Innovations: Converting Capabilities into Competitive Advantages

AMD always remained in the shadow of Intel until the launch of its Athlon and Opteron processors. Although AMD holds less than 20% of the global microprocessor market vis-à-vis Intels's 80%, the technical superiority of its products has been accepted by the industry. With Hector Ruiz at the helm, the company has initiated renewed effort in continuing its commitment to customer-centric innovation.

Pedagogical Objectives

- To highlight the changing competitive dynamics of the global microprocessor market
- To understand how a newcomer can challenge and unsettle an established player.

Industry	Microprocessors, Microcontrollers & DSPs
Reference No.	CCA0015
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Advanced micro devices; Global microprocessor industry; Intel; AMD's customer centric innovations; Server; desktop and notebook processors; Competition between AMD and Intel; Innovations by AMD; AMD's core values; Competitive advantages of AMD.

Nucor Corp.'s 'Performance-driven' Organisational Culture: Employee-driven Competitive Advantage?

The ninth-largest steel producer in the world, Nucor, began life as a car manufacturer later diversifying into manufacturing nuclear testing and electronics equipment and ultimately steel joist manufacturing. The success of the joist manufacturing business led the company to invest in a new experimental mini-mill technology that used scrap steel to produce steel. With the help of the new technology and a unique organisational culture, the company became the second largest producer of steel in the US. The organisational culture encompassed an egalitarian workplace and a decentralised organisational structure. The company's compensation system is strictly based on performance, which helped keep productivity levels high in addition to boosting employee morale. The company's culture has helped increase net income from $311 million in 2000 to $1.3 billion in 2005. But the company's expansion plans overseas and a rigid work culture are raising doubts about its sustainability.

Pedagogical Objectives

- To discuss the role of mini-mill technology in the success of Nucor
- To discuss how Nucor created a unique organisational culture that fostered equality
- To discuss how Nucor developed a competitive advantage by adopting a performance-based compensation system
- To discuss the challenges that Nucor might face in an ever-competitive steel industry.

Industry	Steel Industry
Reference No.	CCA0014

Year of Pub	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Nucor; Organisational culture; Kenneth Iverson; Daniel DiMicco; Lean management structure and decentralised management structure; Bonus and performance-based compensation; Integrated mills and mini-mills; chief executive officer (CEO) compensation; Share the pain; No-layoff policy; Competitive advantage; Core competency and strategic intent.

Mittal Steel's Knowledge Management Strategy: Giving it a Competitive Edge

Starting from the late 1980s, Mittal Steel has acquired and turned many steel plants around, across the globe. Through its knowledge management program, which was established in the mid-1990s, the best practices across the group are shared among its various plants for improvisation of manufacturing processes for cost reduction. Mittal Steel, whose turnover was $22 billion in 2004, increased its production capacity from 20 million tons to 70 million tons between 2002 and 2005 and became the biggest steel company in the world.

Pedagogical Objective

- To highlight the importance of knowledge management program and its contribution towards the success of Mittal Steel.

Industry	Steel Production
Reference No.	CCA0013
Year Of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mittal Steel; Laxmi Nivas Mittal; Growth strategies; Ispat International; Knowledge management; Turnaround strategies; Cost cutting; Largest steel producer; Low cost steel producer; Mittal Steel's business model; Acquisitions; Family business; Competitive advantage; Operations; Knowledge integration.

Sharp: Building Competitive Advantage Through Innovation

Since its inception in 1912, Sharp Corporation has traditionally been known for its new categories of 'never seen before' products. The latest in its innovations was unveiled in July 2005, when the company started the mass production of the world's first 'dual-function LCD' (liquid crystal display), which displays information in right and left viewing directions. Being a global leader in LCD technology, Sharp has also developed another variety of LCD, which can be switched between wide and narrow viewing angles. With a turnover of 2,539 billion yen by March 2005, Sharp expects additional revenue of about 10 billion yen from these two innovations by 2006.

Pedagogical Objective

- To discuss growth strategy and innovations of Sharp.

Industry	Electronic Components
Reference No.	CCA0012
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Competitive advantage; LCD (liquid crystal display); Integrated circuits; Consumer electronics; Optoelectronics; Competitive edge; Texas Instruments; Component technologies; High density television (HDTV); Microelectronics; Semiconductors; Optical communication system.

Using Online Presence to Gain Competitive Advantage: The BBC Way

Since its on-line foray in 1998, British Broadcasting Corporation (BBC) has over the years transformed its on-line venture from a news and programme support service to UK's leading-content based website. By 2004, it had 525 websites with over two million pages of content. Its contents span society and culture, soaps and teen chat to science and nature. With its broader news content enhanced by audio and visual aids, BBC attracts a majority of newspaper readers, both online and offline. The viewership of BBC's news website increased from 1.6 million weekly users in 2000 to 7.8 million users in 2005. This has led to a 30% decline in total newspaper readership since 1990 and their on-line sites are believed to face extinction due to the rapid decline in advertising revenues.

Pedagogical Objectives

- To discuss the competitive strategies of BBC
- To discuss the potential challenges that BBC On-line might face due to rapid increase in various content service providers.

Industry	Television and Internet Content Poviders
Reference No.	CCA0011
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

British Broadcasting Corporation (BBC); Internet content provider; On-line content market; Newspaper readership in UK; Mandatory TV licence fee in UK; Competitive strategies for BBC; John Birt; BBC Worldwide; BBC News Online; Beeb.com; UK Internet demographics; Content production system of BBC; Independent review of BBC Online; Market operations of BBC Online; Interactive technology in BBC.

Apple's New Operating System, 'Tiger': Riding on The Success of iPod?

On April 29th 2005, Apple launched Tiger, its latest operating system. With 200 features, Tiger is the most advanced, powerful and user-friendly operating system for the Apple's Mac users to date. With innovative features like Spotlight and Dashboard, Tiger is poised to change the way people use computers across the world. While some opine that Apple has launched Tiger 'about time' when the company is basking in the success of iPod, others are sceptical whether the company can make Tiger as successful as iPod. Besides, Apple is also expected to face competition from Microsoft, which is expected to come out with 'Longhorn', an advanced version of its operating system Microsoft XP.

Pedagogical Objectives

- To discuss the product innovative strategies of Apple
- To discuss the possible competition from Microsoft.

Industry	Personal Computers
Reference No.	CCA0010
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Apple; Tiger; iPod; Operating system; Technology; Innovation; USA; Strategy; Windows; Longhorn; Macintosh; Personal computer; Digital music; Steve Jobs; iTunes.

North America's Largest Independent Oil & Gas Company, EnCana: Building Competitive Advantage through 'Unconventional' Means

EnCana Corporation (EnCana) evolved from being a virtually unknown entity to North America's largest independent oil and gas company. Under the leadership of chief executive officer, Gwyn Morgan, EnCana developed a strategy of focusing exclusively on extraction of 'unconventional' or difficult to bring out oil and gas at a time when 90% of the world's hydrocarbon needs were being met by conventional sources. Over the years, EnCana obtained the technology and expertise necessary to profitably develop unconventional sources of energy. The company also acquired substantial land resources making it the largest holder of land in the North American region. With the existing reserves of unconventional oil and gas estimated to be more than twice the amount of conventional sources, EnCana was poised to achieve Morgan's vision of becoming a 'global super-independent' oil major.

Pedagogical Objective

- To highlight the evolution of EnCana by building competitive advantage.

Industry	Oil, Gas & Energy
Reference No.	CCA0009
Year of Pub	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

EnCana Corporation; Largest independent energy company; Alberta Energy Company; Growth expansion and reorganisation plan; Unconventional oil exploration and discovery; PanCanadian Energy Corporation; Unconventional oil and gas energy resources; Acquisition and merger divestment sell-off; Proven oil and gas reserves; Competitive advantage; Focus on core operations; Global super-independent oil major; Oil and gas exploration rights; Takeover target and challenges; Rising oil prices OPEC resources.

Audi's BHAG: To Match the Exclusive Image of Mighty Benz and BMW – Can it Achieve?

Audi is the high-end German automobile manufacturer and one of the world's premium automotive brands. It is a 99% subsidiary of Volkswagen, Europe's biggest car maker. The 'Big Hairy and Audacious Goal' (BHAG) of Audi is to match the image of the mighty Benz and BMW. To achieve its goal, the company has adopted several growth strategies expanding its products and markets. Though Audi has been successful to a certain extent in achieving its goal, according to analysts, it has yet to overcome several other challenges.

Pedagogical Objectives

- To discuss the transformation of Audi from an ordinary brand to a luxury brand
- To discuss the challenges for Audi.

Industry	Automobile Manufacturing
Reference No.	CCA0008
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Audi AG; Mercedes Benz; Bayerische Motoren Werke (BMW); Marketing network problems; High profile customers; German high-end car manufacturer; Volkswagen; August Horch; Sports utility vehicles (SUV); Big Hairy and Audacious Goal (BHAG); Martin Winterkorn; Structural problems and cultural clashes; Premium automobile brand; High performance luxury cars; JD Power & Associates Inc's rankings.

Toyota in China: Selling at 'China Price'

Toyota has always strived to be a cost and quality leader. In 2005, Toyota's new cost-cutting initiative comes from China and its 'China Price' has become its new benchmark to cut the cost of its auto components further. For this, Toyota has planned certain cost-cutting strategies that are likely to come across certain hindrances.

Pedagogical Objectives

- To discuss Toyota's cost management strategies
- To discuss the challenges for Toyota's new initiatives.

Industry	Automobile Manufacturing
Reference No.	CCA0007
Year Of Pub.	2005
Teaching Note	Not Available
Struc.Assign	Not Available

Keywords

Toyota production system; Benefits of lean manufacturing; Toyota's CCC21 (Construction of CostCompetitiveness for the 21st century); Keiretsu; The Single Minute Exchange of Die; Toyota's cost-cutting strategies; Global Body Line; Toyota's component suppliers; Competition in China's automobile industry; Sourcing and manufacturing auto parts in China; Toyota's purchasing philosophy.

iMAC G5's Success: iPod's Halo Effect

In the first quarter of 2004, the sales of iPod, Apple Computer Inc.'s most popular digital music player, exceeded that of its unique Macintosh desktops. The increase in total revenues of Apple and the steady sales of iMAC, introduced in the late 1990s during company's restructuring, was attributed to iPod, which had been an important spoke in Apple's strategy to create a digital hub. In the fourth quarter of 2004, Apple released its third generation iMAC - the iMAC G5 that resembled the iPod in aesthetics and endorsed it with a tagline 'From the makers of iPod.'

Pedagogical Objective

- To discuss the pros and cons of Apple's strategy of leveraging iMAC G5 on the halo effect of the iPod.

Industry	Personal Computers
Reference No.	CCA0006
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Apple Computer Inc.; Microsoft Windows; iPod flat panel iMAC's; iTools; PowerMac; Halo effect; PC clones; Cross-licensing; Digital hub and digital lifestyles; Retail store productivity; Portable music device market; Bundled software package; Steve Jobs.

Digital Animation: India's Competitive Advantage

Although computer graphics had been used in Hollywood motion pictures since the late 1970s, it was only towards the end of the 1990s that the animation industry entered Indian markets. With the growing popularity of India as an outsourcing destination for technology orientated work, the US and European animation studios found it profitable to outsource low-end work to Indian animation studios like 'Jadoo Works', 'Toonz India' and 'Maya Entertainment Limited'. Despite increasing competition from its southeast Asian rivals like Taiwan, The Philippines and China, India's animation industry is expected to grow by 30% to $1.5 billion by 2008.

Pedagogical Objective

- To discuss how India emerged as a favorite destination for companies outsourcing animation and digital content creation work.

Industry	Motion Picture Production and Distribution
Reference No.	CCA0005
Year of Pub	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Indian animation; SFX (special effects); Computer graphics; Jadoo Works; Maya Entertainment; Outsourcing to India; India's competitive advantage; 2D animation; 3D animation; Pentamedia Graphics; Toonz Animation; Cartoon Network; Padmalaya Films; Global animation industry; IFC (International Finance Corporation).

Building Competencies: The Korean Way

'The East Asian Miracle', that is how Korea's impressive growth performance over the last four decades is usually described. The case study focuses on the conditions of dynamic industrial changes that helped Korea to catch up with the industrialised nations in the world.

Pedagogical Objectives

- To discuss the development of innovation in a changing environment; from dependence upon knowledge developed abroad, to research as a foundation for innovation
- To discuss how the developing countries can use the model that Korea followed (the government policies and foreign technology transfer) to catch up with the developing world.

Industry	Automobile Manufacturing
Reference No.	CCA0004
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Building competencies; South Korea's chaebols; Duplicative and creative imitation; Technology transfer; Reverse engineering; Research and development; Hyundai; Samsung; LG; Automobile industry; Semi-conductor industry; Imitation to innovation; Learning by doing; learning by research; South Korean exports; Investment driven state; Low cost investments; Technology assimilation; building.

Competitive Advantages of Japanese Automobile Manufacturers

Despite a late entry in the global automobile industry and the devastation caused by the two World Wars, Japan's automobile industry witnessed a rapid growth that transformed the country into the world's leading automobile manufacturer by the turn of the 21st century. One of the major reasons behind this success had been the radical Japanese production system, devised by Taiichi Ohno of the Toyota Motor Company. The 'Toyota Production System' or the 'Lean Production System', as it was called, focused on the elimination of waste at every step of the manufacturing process, empowered employees to take decisions for solving problems and helped to build conducive relations between the manufacturers and their suppliers. This resulted in a slew of high quality, low cost cars from Japan that put enormous competitive pressures on carmakers from other nations, especially the 'Big Three' (GM, Ford and Chrysler) of the US.

Pedagogical Objectives

- To discuss the competitive advantages of the Japanese Lean production system, which resulted in the production of high quality, low cost cars
- To discuss how Japanese manufactures gave competition to the 'Big Three' of US.

Industry	Automobile Manufacturing
Reference No.	CCA0003
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

KEYWORDS

Toyota production system; Lean production; Toyota; Honda; Nissan; Japanese automobile industry; Kanban; Big three; Mass production; Lean supply chain; Benefits of lean production; Philosophy behind Toyota production system (TPS); Lean design and development; Kaizen; Just-in-time.

Cipla 's Generic Competence

Thanks to the Indian Patents Act 1970, Indian pharmaceutical companies became adept at reverse engineering. Minimal expenditure on R&D, low labour costs and low input costs due to availability of cheap indigenous raw materials contributed to lower production costs. These factors contributed to the Indian pharma industry becoming 'generics' driven. The growing problem of AIDS across the world, especially in poor countries of Africa, called for an urgent need of producing affordable drugs to combat the disease. Chemical Industrial and Pharmaceutical Laboratories (CIPLA), the third largest pharmaceutical company in India and one of the leading generics producers, offered to supply certain AIDS drugs to these countries, at about a tenth of the price offered by multinationals. This move by CIPLA sent the big pharma players across the world scurrying to lower their prices and to stop generic versions of their drugs being sold.

Pedagogical Objectives

- To discuss the factors that made Indian Pharmaceutical industry generic driven
- To discuss how CIPLA utilized Indian Patents Act 1970 to offer drugs at lower prices and thereby challenging the big pharma companies of the world.

Industry	Pharmaceutical Industry
Reference No.	CCA0002
Year of Pub.	2004
Teaching Note	Not Available
Struc. Assign.	Not Available

Keywords

Chemical Industrial and Pharmaceutical Laboratories; CIPLA; Generic drugs and patented drugs; Medecins Sans Frontieres; World Health Organisation; World Trade Organisation; Yusuf Hamied; Indian Patents Act 1970; General Agreement on Trade and Tariffs (GATT); Abbreviated new drug application; Zidovudine; Product patents and process patents; Doctors Without Borders; Pharmaceutical value chain; European Commission.

Taiwan's Competitive Advantage in Liquid Crystal Displays (LCDs)

Liquid Crystal Display (LCD) technology first hit the consumer market in the 1960s in the form of watches, calculators etc. By the late 1990s, it was widely used in notebooks, PCs, cell phones, personal digital devices and so on. LCD TVs with their premium price tag represented a relatively small segment of the overall television market even in 2003. However, LCD TV production was expected to go up in 2004. Consequently, prices were likely to drop to levels affordable to the average customer by 2005. Since the late 1990s, a vast majority of LCD products such as notebook PCs, cell phones, personal digital devices were made in Asia. As in 2003 Taiwanese manufacturers dominated the notebook computer industry. This gave Taiwanese LCD-makers a competitive advantage in the booming LCD TV business. However, Korea and Japan dominated the LCD business. Taiwan trailed Japan in LCD technologies. Besides Taiwan, with its high cost of land and labour was losing its competitive advantage as a manufacturing base to China.

Pedagogical Objective

- To discuss the competitive landscape in Asia in the LCD business, with specific references to the competitive advantage of Taiwan in the technology.

Industry	Electronic Components
Reference No.	CCA0001
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Taiwan; Taiwan's competitive advantage; Taiwan and LCD; Small and medium enterprises; Cluster; Liquid crystal display; Thin film transistor; Plasma display; Samsung; LG Philips; AU Optronics; Sharp; Korea; Volatility; OBM.

Corporate Strategy

FOPP, UK's Music Retailer (B): The Costs of Overexposure?

This case is a very good illustration of what competition does to even an established company. While Case A deeply dwells on the effectiveness of Fopp's target market selection and its positioning strategy thereafter, Case B helps discuss how valid was Fopp's decision to go out of business. This case is an antithesis to the analysis carried out in Case A. While Case A stimulates discussion on Fopp's positioning to reach a particular community, Case B helps in critically examining the reasons for the music chain's closure. Students are also encouraged to choose among the three available exit options.

Pedagogical Objectives

- To analyse the reasons for Fopp's business model failure
- To debate and evaluate the surviving options available for Fopp.

Industry	Entertainment
Reference No.	COS0066
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Music Retailing; Customer Segmentation; Customer Targeting; Niche Marketing; Corporate Strategies Case Study; Fopp; Bankruptcy; Exit Options; Virgin Records; HMV; Over Exposure; Unfocussed Growth; Positioning

Hewlett-Packard's Strategy in Printing Business

Hewlett-Packard (HP) based in California, US is a global technology solutions provider serving individual consumers, businesses and institutions. The company followed a strategy of innovating and upgrading its products to increase its market share. It provided a full range of high-tech equipment, including personal computers, servers, storage devices, printers, and networking equipment. HP sold over 10,000 different products in the electronics and computer field. Since the 1980s, HP's imaging and printing business had been a major contributor to its profitability. But as competition increased with the entry of new manufacturers and price undercutting HP had to revamp its printers with affordable technologies. The case study discusses HP's strategy to innovate in order to maintain its market leadership.

Pedagogical Objectives

- The case discusses the key factors driving the printer industry
- The case analyses the competitors move vis-à-vis HP in the printer industry
- The case also evaluates the strategies adopted by HP to stay ahead in the highly competitive market.

Industry	Electronic Industry
Reference No.	COS0065P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Hewlett- Packard; HP Laset jet printer; Corporate Strategies Case Study; HP Thinkjet; HP Desk Jet; HP officeJet; Xerox printers; Lexmark printers; All-in-one printers; multi function printers; HP edgeline; Hp inkjet printers; HP photosmart; Total print management; HP Web JetAdmin; HP OpenView

Salesforce.com's Million Subscriber Dream

The case study is about a US based on-demand CRM (Customer Relationship Management) solution provider company – Salesforce.com. The company's flagship offering is Salesforce automation suite (SFA) which enables customers to manage their sales function.

The case study is about the competitive strategy of Salesforce.com, which is based on the concept of SaaS (Software As a Service). SaaS meant offering software as a service on subscription basis and not as a product like a software package.

The case study discusses the ERP industry to which Salesforce.com's competitors originally belonged to and who have entered CRM arena also. The case analyses Salesforce.com vis –a –vis its competitors and discusses the initiatives launched by the company to grow beyond CRM to enter other business domains and achieve its million subscriber dream and achieve revenues of $1 billion by 2007.The case also discusses about the future potential of CRM and ERP industries.

Pedagogical Objectives

- To discuss strategies adopted by Salesforce.com vis-à-vis its competitors
- Discuss the initiatives launched by the company to grow beyond CRM and enter other business domains
- To discuss the future potential of CRM and ERP industries.

Industry	IT (Information Technology)
Reference No.	COS0064P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Salesforce.com-on demand provider; s/w as a service; end-of s/w slogan; CRM amd ERP industry; packaged player-SAP; oracle; Corporate Strategies Case Study; on demand players-sieble; netsuite; open source players-sugarCRM; business model-team edition; professional edition; enterprise edition; Appexchange platform; salesfroce.com extension beyond CRM; AppExchnage mobile; launch of unlimited edition; pertner edition; mashup with google; salesforce.com's geographical extention

Managing Product Recall: The Dell Way

In August 2006, Dell announced a recall of 4.1 million laptop batteries made by Sony and fitted in its laptop computers. Dell said that the faulty batteries might, in rare cases, overheat and ignite. The recall was termed as the largest in the history of consumer electronics and raised fears about the safety of laptop computers. The incident also raised questions about Dell's product quality and came as a blow to its efforts to refresh its image and customer service. In such a scenario, analysts wondered how Dell was planning to deal with the problem and save its reputation.

The case primarily discusses how Dell plans to manage the entire recall process. It also discusses the battery overheating problem and the recalls announced due to the problem.

Pedagogical Objectives

- To discuss the impacts of battery recall on Dell
- To understand the strategies adopted by Dell to recall the batteries
- To analyse how Dell handled the entire recall process
- To debate whether Dell would be able to win back the goodwill of the customers or not.

Industry	Personal Computers
Reference No.	COS0063K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Dell; Laptop computer; Battery recall; Lithium-ion battery; Sony; Apple Computer; Notebook battery; Battery overheating; CPSC (Consumer Product Safety Commission); Rechargeable lithium battery; Notebook market share; Corporate

Strategies Case Study; Dell customer service; Dell battery programme; PC (personal computer) market share

Wal-Mart's Exit from South Korea

Wal-Mart, the world's largest retailer was growing at a rapid pace with more than 6100 stores world wide, their net sales reached to more than US $312.4 billion (bn) for the year ended in Jan 31, 2006. Wal-Mart was pursuing aggressive international expansion since 1990, but this strategy was apparently not applicable to the country of South Korea. The world largest retailer was pulling out of the peninsula-where it's wholly owned "Wal-Mart Korea" arm had struggled since 1998 as they failed to attract the local customers. The management said that it had agreed to sell its 16 South Korean outlets to Shinsegae, a local retailer, for $882 million after Wal-Mart incurred a loss of US $10.58 million in the year 2005, on sales of US $ 802 million. Shinsegae was South Korea's largest discount store chain and also used to run the country's third-ranked department store chain E-Mart. This case gives an idea about the failed strategy of Wal-Mart, globally the largest retailer.

Pedagogical Objectives

- To understand the global retail market
- To discuss about Wal-Mart's strategic initiatives in South Korea
- To analyse Wal-Mart's failure in South Korea
- To argue on its decision to exit from South Korea.

Industry	Retail
Reference No.	COS0062K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Wal-Mart; Retailer; Wal-Mart Korea; Shinsegae; Discount store chain; E-Mart; Pull-out; Carrefour; Tesco; 'Warehouse' format; E-Land; Corporate Strategies Case Study; Strategy; Everyday low prices; Korea Makro; Dry goods

Wal-Mart's Exit from Germany

The world's largest retailer, Wal-Mart was growing at a rapid pace with more than 6100 stores world wide, with the net sales reached to more than US 312.4 billion for the year ended in Jan 31, 2006. Since 1990, Wal-Mart was pursuing aggressive international expansion, but the strategy was apparently failed in the country of Germany. Wal-Mart was about to take the reverse turn in July, 2006 by selling its underperforming German stores to the county's leading retail chain Metro AG. Wal-Mart which used to operate 85 hypermarkets across Germany by, admitted that it would incur a roughly US $1 billion pretax loss on the deal of its 2007 fiscal year. Ever since entering the US retail giant had struggled to capture the cut-throat German retail market. Analysts perceived that US Model of business was not effective in Germany besides that they failed to understand the customer want, and also German labor law. Analysts also thought that limited critical mass, insufficient square meter productivity and too aggressive pricing policy and above all cut throat competition from the local competitors like Aldi, Metro AG might cause Wal-Mart's downfall in Germany.

This case deals with the detail analysis why Wal-Mart failed in Germany and its decision to exit from Germany was strategically correct or not.

Pedagogical Objectives

- To understand the global retail market
- To discuss about Wal-Mart's initiatives in Germany
- To analyse Wal-Mart's failure in Germany
- To argue on its decision to exit from Germany.

Industry	Retail
Reference No.	COS0061K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Wal-Mart; Retailer; Hypermarket; Aldi; Metro AG; Wertkauf; Corporate Strategies Case Study; Interspar; Arkansas; Germany; Western Europe; Acquisition; Discount food retail; Pricing policy; German antitrust law; Every day low prices

BP: Trying to Win Back its 'Green' Image

Since March 2006, British Petroleum's (BP) pipeline at Alaska Tundra Region, which connected Prudhoe Bay (the biggest oilfield of US) and Trans Alaskan Pipelines was virtually collapsed. Surveillance team jointly operated by BP and government officials revealed that the six miles long pipeline connecting the oilfield and the Trans Alaskan pipeline was severely corroded. This led to the decision to close down the oilfield. This incident reduced oil transportation through the pipeline to one fourth, affected BP's top-line and bottom-line and led to a severe PR disaster for the company. Analysts often wondered how a company like BP, which made 'green' a core part of its identity and re-branded itself as 'Beyond Petroleum' suffered from the worst oil spill. It was later revealed that to put more and more emphasis on cost competitiveness the company failed to take proper preventive measures to check the corrosion of the oil field. Analysts opined that though the company still believed about its 'green' ethos and values, it needs to be aligned with the business philosophy that the company practiced in the field.

This case gives in detail about Prudhoe Bay incidence, its impact on BP's 'green' positioning and environment friendly image, strategy taken by BP to win back its 'green' image and how the company planned to prevent similar incidents in future without affecting its cost competitiveness.

Pedagogical Objectives

- To discuss the importance of integrated strategy in the context of Prudhoe Bay incidence
- To analyse the implication of the Prudhoe Bay disaster in BP's corporate image
- To discuss the importance of damage control initiatives in the context of BP.

Industry	Oil and Gas
Reference No.	COS0060K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Corporate Strategies Case Study; British Petroleum (BP); Alaska Tundra region; Trans Alaskan pipelines; Prudhoe Bay; Atlantic Richfield Company; Castrol; Conoco Phillips; Pigging; Ultra sounding; Couponing; Corrosion; 'Beyond Petroleum'; BP Exploration (Alaska) Inc; North Slope

BAE Systems Exits Commercial Aircraft Manufacturing

Hampshire, UK-based fourth largest defense and aerospace company, BAE Systems decided to sell its 20% Airbus stake for £1.87 billion to EADS. Airbus was going through crisis due to the delivery delays of super jumbo A380. Moreover, the valuation of BAE's stake was much lower £1.87billion, half of what BAE expected. In the industry of defense and aerospace, governments played a major role by funding the projects or also at times being the major customer. BAE's sale of Airbus' stake marked an end of Britain's contribution in European commercial aircraft manufacturing and thereby led to pressure from the government. In addition, BAE was considering focusing on American defense market. The proceeds from the sale of its Airbus stake were expected to be invested in developing its American business. Many analysts viewed BAE's step a wrong move. BAE's decision to quit commercial aircraft market altered its relations with the home government.

The case aims to discuss the corporate goals and steps taken by the company in line with its strategy.

Pedagogical Objectives

- To understand defense and aerospace industry and factors affecting it
- To understand the markets for military aircrafts and challenges
- To understand Corporate strategies and Strategic Planning process.

Industry	Defense and Commercial Aerospace
Reference No.	COS0059A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

BAE Systems; Airbus SAS; Boeing co.; EADS; Commercial Aircraft Manufacturing; Defense industry; Commercial Aerospace Industry; Corporate Strategies Case Study; Markets; US and UK markets; Other markets; Industry Exit; British Government; MoD; Strategic Decision Making; American Defense Industry; Transatlantic strategy; Sale of Airbus stake; Commercial aircraft projects; Britain's Future in commercial aircrafts

YouTube versus MySpace - Google's Dilemma

Both, MySpace.com and YouTube.com were the front-runners in the 'user generated content' Web site category, which witnessed a significant growth in the year 2005-06. Google, the Web search giant, signed a revenue sharing deal with MySpace in August 2006. MySpace owned by News Corp, was the number one among social networking Web sites. In October 2006, Google announced acquisition of YouTube, the leader in free video hosting and sharing Web sites, in a $1.65 billion stock deal.

Google also had presence in social networking Web site category through Orkut.com and shared a small market share in the free video hosting and sharing Web site category throughVideo.Google.com

The race to gain maximum number of eyeballs had brought MySpace and YouTube into competition with each other. Analysts wondered whether Google's deal with YouTube would lead to conflict with MySpace and intensify business rivalry. With interests in both the Web properties, how would Google strike a balance of interests to leverage significant returns, or keep the conflict of interests away?

Pedagogical Objectives

- To discuss the Corporate Strategy and Conflict Management
- To analyse the impact of Business Rivalry and Emergence of a New Business Model.

Industry	Digital Media & Entertainment
Reference No.	COS0058A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Google; You Tube; MySpace; News Corporation; Video Sharing and Hosting Web site; Corporate Strategies Case Study; User Generated Content; Social Networking Web site; Web Search Engine; Internet Advertising; Emerging Media Opportunity; Corporate Strategy; Conflict Management; Game Theory; Competitive Strategies; Diversification Strategy; Mergers and Acquisition

Financial Re-engineering at Essar Steel

Essar Steel Ltd. (Essar Steel) is the largest integrated producer of steel in Western India with a capacity of 4.6 million tonnes per annum (mtpa). Essar diversified its business by expanding into various sectors. The simultaneous launch of several projects during the 1990s pushed the group towards a liquidity crunch. To tide over the financial crisis, Essar Steel decided to avail the option of CDR to get out of the debt trap and strengthen its balance sheet. The case discusses Essar Steel's financial crises and its reengineering. It also discusses how financial problems affected the liquidity of Essar Steel and the several financial strategies formulated by Essar Steel to tide over the problems. It also helps to evaluate the reengineering strategy undertaken by Essar Steel to repay the debt and expansion of related projects.

Pedagogical Objectives

- To discuss the expansion strategy of Essar Steel
- To understand the factors lead the Essar Steel towards financial crises
- To evaluate the re-engineering Strategy adopted by Essar Steel to overcome its problems.

Industry	Steel Industry
Reference No.	COS0057P
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Hot rolled coils; Ruias; Hazaria; Corporate Strategies Case Study; Floating rate notes; DR grade pallets

BharatMatrimony.com: Fixing Indian Marriages Online

In the traditional Indian society, marriage was considered as a relationship between families rather than just two individuals and the society did not prefer dating or free mixing of the sexes. Marriages arranged by families were thus the preferred form of marriage in the society. BharatMatrimony.com (BMC) whereas, was an Indian online marriage portal trying to preserve the sanctity of the institution of marriage while leveraging the power of technology and the Internet. The case discusses the Indian set-up, norms of the society, BMC's business model and its growth strategies. It also focuses on the rising competition, changing Indian scenario and the scope of online portals.

Pedagogical Objectives

- To understand the cultural environment of India with respect to Marriages
- To discuss the Business Model of BharatMatrimony.com
- To discuss the growth strategy of BharatMatrimony.com
- To discuss rising competition amongst various online Indian portals engaged in the business of Fixing Marriages Online.

Industry	E-commerce Industry
Reference No.	COS0056P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Indian Matrimonial market; Corporate Strategies Case Study; Marriages in India; desi match maker; Swayamvar; Veri profile; iRishta.com

Foster's Group – A New product Portfolio

Foster's Group is a leading manufacturer of internationally acclaimed brands Foster's Lager, Victoria Bitter and Crown Lager and wine brands like Penfolds, Rosemount and Wolf Blass. It was the world's third most widely distributed brand. Since 2000, sales of international brands had fallen. In a bid to increase its sales revenue and market share, Foster's decided to consolidate its beer and wine business. This case study discusses the reasons behind the fall in sales, its consolidation strategies and its attempts to become a major player in the wine segment.

Pedagogical Objectives

- To discuss the changing characteristics of the global wine industry
- To discuss Foster's Groups strategy to consolidate the beer business
- To discuss Foster's Groups strategy to enter the premium wine segment.

Industry	Beverege Industry
Reference No.	COS0055P
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Beringer Blass wine estate; Carlton & United beverages; Lensworth Group; Corporate Strategies Case Study; Scottish & Newcastle; SAB Miller; Mildara Blass; Rosemount; Penfold's; Lindemans

P&G's Buzz Marketing

The $57 billion - Procter & Gamble (P&G) was the world's No.1 maker of household products. It had always been a frontrunner in marketing. It had invented the concepts of brand, brand management and the 'Soap Opera'. The company had recently resorted to 'Buzz/Word-of-mouth marketing' as its latest experiment to attract consumers. P&G had set up Tremor and Vocal point wherein it encouraged teens and moms respectively to talk to people, about everything - from the products to anything under the sun. The initiative was turning out to be a huge success, once again making P&G the pioneer for moving away from traditional mediums of marketing and opening up new avenues. The case discusses P&G's previous marketing innovations, the business models of Tremor and Vocal point and the oppositions that it faced from certain segments.

Pedagogical Objectives

- To understand the concept of Buzz marketing
- To discuss various marketing initiatives by P&G
- To discuss the business model of Tremor and Vocalpoint
- To evaluate the factors behind the success of Tremor and Vocalpoint.

Industry	FMCG Industry
Reference No.	COS0054P
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Buzz marketing; Viral marketing; tremor; Corporate Strategies Case Study; vocalpoint; Steve knox

Lenovo-IBM – Managing Transition

In December 2004, Lenovo, China's leading personal computer manufacturer acquired IBM's PC division for $1.75 billion. The deal created a $13 billion company with 8% share of the worldwide PC market. The take over involved the integration of IBM's operations and employees by Lenovo. This case study discusses how Lenovo has managed the integration and the strategies it is adopting to compete in the global market.

Pedagogical Objectives

- To understand the Chinese personal computer industry scenario
- To discuss the Lenovo-IBM merger and its implications on the global personal computer industry
- To discuss Lenovo's strategy to make a comeback.

Industry	IT (Information Technology)
Reference No.	COS0053P
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Legend Computers; Think Vision; Think Pad; Corporate Strategies Case Study; Think Vantage; Think centre; Aptiva; Netvista; Lenovo 3000 series; Think centre E series; V series

Poste Italiane: A Story of Corporate Metamorphosis

In 1990s, Poste Italiane, the largest company of Italy, was facing huge financial losses. It was one of Europe's most inefficient companies and was synonymous with long queues at the post offices, not so polite clerks at the customer interaction help desks and late delivery of mails. However, efforts directed towards financial and operational revival of the company started in 1998 when Corrado Passera (Passera) took over as the CEO of the company. Passera undertook a number of strategies to restructure the organization and diversified into financial services. In 2002, Massimo Sarmi (Sarmi) succeeded Passera as the next CEO. He further strengthened the company's operation by reinforcing the financial division and upgrading the information technology infrastructure. From 2003, such corporate makeover strategies had started delivering results, when it attained its first break even. In 2005, Poste Italiane had revenue of US$20,485.2 million and a profit of US$433.5 million. In recognition of its exemplary turnover, the company was placed in the list of Fortune 500 companies for the first time in 2006. The case details the various restructuring strategies of the two CEO's. It also provides a brief description of the postal service sector of the European Union.

Pedagogical Objectives

- To discuss the company's poor financial position in the 1990's and the reasons behind them
- To discuss the corporate restructuring strategies of its CEOs, Corrado Passera and Massimo Sarmi
- To discuss the company's diversification into financial services
- To discuss the HR strategies pertaining to such restructuring.

Industry	Financial services
Reference No.	COS0052K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Post Italiane; Corporate restructuring; Mission; Vision; Banking Industry; Parcel Delivery.

Posco: Moving Towards Raw Material

South Korea based POSCO, the fifth largest steel producer of the world, planned to set up a steel plant of 12 million tonnes per annum (mtpa) at Paradeep, India. This U$ 12 bn investment is POSCO's first investment outside its home country, Korea. The company chose India as its raw-material source due to her high quality iron-ore reserves. The company planned to produce primary steel in India and transport the semi-finished steel to its manufacturing facility in Korea. Analysts opine that the new initiatives will help POSCO to compete more effectively with BaoSteel, Mittal Steel and Arcelor in the South-East Asian market. But a group of analysts are skeptical whether POSCO can successfully leverage its U$12 billion investment as it envisaged. The case provides a scope to students for discussing the recent trends in the global steel industry. It also analyzes how POSCO plans to leverage its investment and the challenges it might face to accomplishing its objectives.

Pedagogical Objectives

- To discuss the trends and pattern of global steel industry

- To discuss how control over raw material act as a key growth driver in global steel industry
- To discuss the value chain of the global steel industry
- To discuss the key growth factor in global steel industry
- To discuss how steel companies plan to integrate backward
- To discuss the key factors that a steel company judge before investing and plan to leverage it.

Industry	Steel
Reference No.	COS0051K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

POSCO; primary steel making; secondary steel making; value chain analysis; slab.

Indian Textile Industry: Implications After MFA Phase out

In January 2005, with the phase out of the Multi Fibre Agreement (MFA), the quota system in the world textile market came to an end. In the post quota era, Indian textile exports were expected to increase from US$15 billion in 2005 to US$50 billion by 2010. India had the advantage of low cost labour, availability of raw materials in abundance, and encouragement by the government. India also had a significant presence in the global textile market. However, India lacked infrastructure and modern technology. The case discusses the opportunities and challenges for the Indian textile industry in the post quota era. It also throws light on the strategy adopted by Indian textile majors and small and medium enterprises and discusses whether the removal of the MFA will be a gain or a loss for the Indian textile industry.

Pedagogical Objectives

- The case discusses the opportunities and challenges for the Indian textile industry in the post quota era
- It also enlightens on the strategy adopted by Indian textile industry
- The case also discusses whether the removal of the MFA will be a gain or a loss for the Indian textile industry.

Industry	Textile
Reference No.	COS0050P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Multi-fibre arrangement; Exports; Quota.

EDS in 2005: Jordan's Challenge

EDS, the second largest global technology services company in the world has been in a financial mess since 2001. After three years of putting out fires, Michael Jordan (Jordan) CEO EDS, who had been brought in two years ago to turn EDS around, has finally unveiled a plan to revive growth. He has cut costs and streamlined processes, but the changes have not been visible in the firm's balance sheet.

In 2005, Jordan has come up with a novel idea of selling EDS as the leader of a federation dubbed the Agility Alliance. The 10 key partners in the group push each others' products. Jordan hopes his new initiatives would succeed in reviving growth otherwise EDS may enter a "downward spiral". Can Jordan turn around EDS by 2006?

Pedagogical Objectives

- The case traces EDS' growth, its decline and Jordan's turnaround strategy of cutting costs and streamlining processes – (but the changes have not been visible in the firm's balance sheet.)
- It also discusses EDS' new strategy, the advantages of the agility alliance and persisting challenges before the company.

Industry	IT (Information Technology)
Reference No.	COS0049P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

EDS;Michael Jordan; Strategy; Growth.

Canon in 2006 – At Crossroads?

In 2006, Canon is the world's largest selling digital camera company. Fujio Mitarai (Mitarai) Canon's CEO since 1997 has single-handedly transformed the unwieldy debt-laden company into one of Japan's most profitable companies. However, Mitarai's success has brought him new challenges. It needs to maintain its lead in existing product categories and look for new areas of growth. To address the latter, Mitarai has made heavy investment in a new technology called surface-conduction electron-emitter display, or SED, which he believes will enable Canon to carve a place for itself in the flat-screen-TV market. To maintain market leadership in existing product categories, Canon is focusing on enhancing each business's product development capabilities and product price competitiveness.

Pedagogical Objectives

- The case traces the growth of Canon, discusses its innovations and success strategy. It outlines why the deal is important to all the players, and what is at stake for them
- The case also discusses the Canon's efforts to maintain market leadership in existing product categories, through enhancement of product development capabilities and product price competitiveness. It also discusses Canon's efforts to carve a place for itself in the flat-screen-TV market.

Industry	Digital camers,TV, Photocopier
Reference No.	COS0048P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Canon; Fujio Mitarai; digital camera; excellent global corporation; three regional headquarter system; SED technology; photocopiers; TV; Japan; optics; strategy; call system of production; Join Logistics System.

Infosys Foundation: In For a Systematic Service

Infosys Foundation, the philanthropic arm of Infosys Technologies Ltd. (Infosys), was founded in 1996 with an aim to serve the society it operates in. The primary focus areas of the Foundation were health care, social rehabilitation and rural uplift, learning and education, and preservation of art and culture in India. The case study tries to give a holistic account of the specific efforts made by the Foundation in this direction. The case also discuses the philanthropic nature of Infosys' social initiatives and exemplify them from a wider perspective.

Pedagogical Objectives

- The areas in which the Foundation works
- The potential areas in which the focus of the Foundation can be concentrated.

Industry	Not Applicable
Reference No.	COS0047B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate Philanthropy; Philanthropy in India; Health care; Social; rehabilitation; Rural uplift; Learning and education in India; Preservation of Indian art and culture; Systematic service; Foundation; Infosys Technology; Sudha Murthy.

Warehouse clubs in the US

Warehouse clubs in the US registered a phenomenal growth during the last decade of 20th century and the early decade of the 21st century. Costco, Sam's club and Berkley and Jansen (BJ's) were the three leading warehouse clubs in the US. Warehouse clubs operated as no-frills, self-service format which offered lower prices as compared to other retailers. It offered a narrow assortment of branded food and general merchandise items within a wide range of product categories. Customers were limited to members who paid an annual fee. Warehouse clubs redefined discounting and many retailers were interested in its business model.

Pedagogical Objectives

- The state of wholesale club industry in the US
- Business strategy of warehouse clubs.

Industry	Retail
Reference No.	COS0046B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Warehouse clubs; Costco; Sam's Club; BJ's; Merchandising; Business Model; Wholesale club industry; Discounting; No-frills; Self-service formats; Membership; Distribution; supply chain; Retail in the US; Same store sales.

LGEIL in the Indian Handset Market

In 2003-2004, the Indian mobile handset industry with a growth of 568% was the second largest market after China. There were around 20 handset companies in the GSM segment and around 10 players in the CDMA segment. LG, a Korean player entered the Indian market with the CDMA segment in collaboration with the service operators, Reliance Infocomm and Tata Teleservices. LG Electronics India Ltd., (LGEIL) captured 66% market share in the CDMA segment compared to Samsung who had a market share of only 15.2%. Having tasted the initial success in the CDMA market, LGEIL entered the GSM market. The case gives in-depth information on the telecom environment in India, and the growth of the handset market in India. The case discusses on the various initiatives taken by LG in the GSM market.

Pedagogical Objectives

- The nature and characteristics of the Indian mobile handset market
- LG's strategy to retain its position in the CDMA market
- Having been successful in the CDMA market, would LG be able to compete effectively in the GSM market?

Industry	Mobile Handset
Reference No.	COS0045B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

LG; Indian Telecom; LG Electronics India Ltd; GSM Segment; CDMA Segment; Nokia; Samsung; Indian mobile Handset Industry; Benq Reliance Infocomm; Tata Teleservices; Chinese Handset Market; Global Player in India.

Master Card in 2005

MasterCard, the world's second largest credit card association announced plans for its IPO by early 2006. It faced stiff competition from the market leader Visa and other rivals. The IPO was announced at a time when various lawsuits filed by its rivals and its merchants were ongoing. Also the US credit card industry was going through a wave of consolidation.

The case describes the industry structure of the credit cards, the present organization structure of MasterCard and the proposed one after the IPO. The case also describes the competitive landscape of the industry and the critical factors affecting it. The core of the case is the proposed IPO of MasterCard which is looked upon by analysts as a move by MasterCard to regain its dominance, insulate itself against the lawsuits and evolve with a new organization structure.

Pedagogical Objectives

- To understand how card credit industry operates
- To understand survival strategies
- To understand brand management
- To debate issue related to corporate governance.

Industry	Credit Card Industry
Reference No.	COS0044A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

MasterCard; Visa; Initial Public Offering (IPO); credit cards; competition; industry structure; consolidation; financial institutions; restructuring; organization structure; debit cards; corporate governance; electronic payment systems; credit card history; Discover.

McDonald's Localization Strategy:Brand Unification, Menu Diversification?

McDonald's, the world's leading fast-food retailer with 30,000 restaurants in 119 countries, has successfully maintained its global brand identity by standardizing its principles and service quality but customizing its offerings across the globe. The highlight of McDonald's localization strategy has been its foray into Asia where it has survived and has repeatedly proved itself vis-à-vis other big food retailers who have failed due to their inability to adapt to Asia's diverse cultures, tastes and temperaments.

Pedagogical Objectives

- To understand the importance of adaptation to local culture, tastes and preferences for global food retailers
- To understand how McDonald's has maintained uniform brand identity across the globe while customizing its menu to suit local tastes
- To analyse whether McDonald's localization strategy would prove to be a disadvantage in case the brand loses its unique American appeal.

Industry	Fast Food & Quick Service Restaurants
Reference No.	COS0043
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

'I'm lovin' it'; Balanced and active lifestyles; Localisation strategies of McDonalds's in Asia; McDonald's 'Happy Price Menu' in India; Food studios; McDonald's on the move; Localising the on-line world; The McDonald's way; The 5P's (product, price, promotion, place, people) of McDonald's; The QSCV (quality, service, cleanliness and value) Principle; Menu customisation; Flexible operating platform.

Philips Electronics NV: Weighing the Strategic Options for Semiconductor Division

The semiconductor industry is considered a highly volatile industry. There are frequent changes in technology, which constantly influence demand and supply. Philips failed to sustain its semiconductor division in the light of these fluctuations. The huge investment requirement and the volatile earnings further compounded their problems. In 2005, Philips Electronics decided to separate its chip division as an independent legal entity. The company has the options to go for an IPO, merger or a spin off. Analysts speculate that a merger might be the one chosen in the end.

Pedagogical Objectives

- To understand the reasons underlying Philips' decision to divest its semiconductor division
- To discuss the different strategic options available to Philips for consideration.

Industry	Semiconductors
Reference No.	COS0042
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Philips; Semiconductor industry; IPO (initial public offering); Merger; Spin-off; Europe; Competition; Expansion; Electronics market; Recovery plans; Research and development; Investments; Acquisition.

Porsche's Investment in Volkswagen: Moving Away from 911?

In October 2005, German luxury sports-car maker Porsche, increased its stake in mass-market car maker Volkswagen to 18.53%, with an option to acquire an additional 3.4%. Porsche's chief executive officer Wendelin Wiedeking maintained that the move was to protect its business model and to give the company long-term stability. Analysts were sceptical about the profitability of this venture and more about the risk that Porsche's image could suffer from close association with Volkswagen. That voiced diversification meant that Porsche faced the same threats of brand dilution, rising costs and lower margins as bigger car makers.

Pedagogical Objective

- To discuss the future of the Porsche-Volkswagen alliance and the challenges faced by Porsche as it moves away from its '911' (luxury sports car) image.

Industry	Automobile
Reference No.	COS0041
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Porsche; Volkswagen; Automobile; Luxury sports car maker; Mass-market car maker; Diversification; Diversification risk; Brand management; Positioning; Alliance.

FedEx, The US Express Parcel Carrier: Rationale Behind its Strategic (Non) Expansion

Since its inception in 1971, FedEx, the world's leading express transportation company, has focused on its core business of express delivery. Although, the growing international trade and increasing demand for custom-made services have driven various dominant players like DHL, UPS and TNT to establish themselves as a 'one-stop shop' for all the logistics requirements of their customers, FedEx has limited itself to the small package and light freight markets. This policy of the company has raised doubts about the prudence of its decision.

Pedagogical Objectives

- To highlight the changing trends in the global express parcel delivery industry
- To discuss the rationale behind FedEx's decision to stay tuned only to its core business.

Industry	Express Delivery Services
Reference No.	COS0040
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Federal Express; Global express delivery industry; Transportation services; One-stop shop for all logistics services; Supply chain and warehouse management; Role of express delivery service; United Parcel Service; DHL and TNT; Frederick Smith; International trade and globalisation; Hub and spoke model; Third party logistics providers; Key stages in express delivery; Federal ground; Competitive strategies.

Honda: As Acura in USA and as Legend in Japan?

In late 2005, Honda announced that in 2008, it would launch Acura, its highly successful brand in the US market, in Japan. By launching Acura, Honda plans to foray into the Japanese luxury car market that has been dominated by the US and European carmakers. However, analysts are sceptical about the success of Acura amidst intense competition in the Japanese car market and Japanese loyalty to imported brands like BMW, Mercedes and Audi .

Pedagogical Objectives

- To highlight the competitive landscape of the luxury car market in Japan
- To discuss Honda's strategy to win a share in the domestic luxury car market of Japan.

Industry	Automobile Manufacturing
Reference No.	COS0039
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Honda; Acura; Legend; Toyota; Lexus; Luxury car market; US; Japan; BMW; Mercedes; Audi.

Big Media's 'On-demand' Entertainment: What's the Business Model?

In the past, nearly every dollar that television networks used to earn came from commercials. However, with the fragmentation of the market, advertisers were growing reluctant to pay for a general audience who were tuning out from their messages. As a result, top US television networks like NBC Universal, CBS Broadcasting and ABC had abandoned their age-old policies and practices of broadcasting, to make available their top shows via video on demand (VOD) services. At the end of 2004, there were 7.5 million cable-based VOD users worldwide, and the number was expected to grow to 13 million by the end of 2005 and 34 million in 2009. But one thing was missing – the business model.

Pedagogical Objectives

- To highlight the trend of on-demand entertainment and the challenges faced by the industry in the absence of a business model
- To discuss the feasibility of a business model for the on-demand service companies.

Industry	Broadcasting
Reference No.	COS0038
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

On-demand entertainment; Video on Demand (VoD); Business model; Revenue model; Market fragmentation; Cannibalisation; Customer retention; Distribution network; 20-120 rule; Free on Demand (FoD).

Infineon, The German Chipmaker's Troubles: The Strategy Dilemma

Uncertainty loomed over the German chipmaker Infineon, as the market for DRAM (Dynamic Random Access Memory) chips were on a long-term decline. Squeezed by tough competition from Asian competitors and declining prices of memory chips, Infineon decided to withdraw from the memory chip business, which contributed 40% of its revenues.

Pedagogical Objective

- To discuss the concern of Infineon's stakeholders and the strategic dilemma facing the company, as withdrawal from the memory product business would reduce Infineon to a much smaller company manufacturing logic chips.

Industry	Semiconductors
Reference No.	COS0037
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Infineon Technologies; Chipmaker; DRAM (Dynamic Random Access Memory) chips; Value chain; Spin-off; Market saturation; Pricing pressure; Memory chips; Logic chips; Research and development.

Cartridge World, The Australian Cartridge Refilling Company's Business Model: Can it Sustain?

Digital-based inkjet and laser printing is being done at an increasing rate worldwide. Coupled with the high cost of ink cartridges, manufacturing inkjet cartridges has become an extremely profitable business for printer manufacturers. However, the exorbitantly high cost of ink cartridges has resulted in customers shifting to the concept of refilling ink cartridges that are done at half the cost of a new cartridge. Cartridge World, an Australian company that operates in many countries through franchise stores, leads this business model.

Pedagogical Objectives

- To discuss the new business model adopted by Cartridge World
- To discuss whether Cartridge World, leveraging on its new business model, can compete with big printer manufacturers like Hewlett Packard.

Industry	Printing Imaging Equipment
Reference No.	COS0036
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Brick and mortar concept; Competitive advantage; Cash cow; Low cost strategy; Quality; Competition; Franchising; Business model; Customer service; Business ethics; Hewlett-Packard (HP); Canon; Competitive strategy.

Best Buy's 'Customer Centricity' Model: The Segmented Stores

Minneapolis-based Best Buy is a leading consumer electronics retailer in the US and Canada. Since its inception in 1966, Best Buy has grown through customer orientation by developing many concept stores. However, due to competition from specialty retailers and discount retailers in the US, Best Buy's market share started eroding. To fend off competition, in 2004, Best Buy developed a new customer centric segmented stores model in selected markets, which were designed to target specific consumer segments like women and urban youth.

Pedagogical Objectives

- To highlight the growth strategies of Best Buy
- To discuss the 'customer centricity' model of Best Buy as a tool to sustain its future growth.

Industry	Electronics and Appliances Retail
Reference No.	COS0035
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Best Buy; Customer centricity model; Growth strategies; The segmented stores; Customer focus; Concept stores; Super store format; Speciality retailers; Discount retailers; Competition; Acquisitions; Competitive advantage; Customer orientation; Brad Anderson; Service innovation.

Dell's Dilemma: Corporates or Consumers?

Since its inception in 1984, Dell has been a pioneer of direct selling of computers to large enterprises on a global scale. While large enterprises contributed 85% to its revenue, retail consumers contributed the rest. However, since late 2005, with the personal computer (PC) consumer market outpacing the corporate market in growth, Dell is striving to focus more on the consumer markets through innovative product offerings.

Pedagogical Objectives

- To highlight the growing importance of the consumer markets for the global PC industry
- To discuss the strategies of Dell to balance between its traditional enterprise market and the new technology savvy consumers.

Industry	Information Technology
Reference No.	COS0034
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Global personal computer PC (personal computer) industry; US PC industry; Direct marketing at Dell; Virtual integration at Dell; Competitors of Dell; Converging digital technologies; Price competition for Dell; Product differentiation at Dell; Global expansion at Dell; Hewlett and Packard; Apple; Dell's kiosks in US malls; Supply chain management at Dell; Dell's customer satisfaction.

Interpublic (USA), the World's Third Biggest Marketing Services Group: The Perils of Reckless Global Expansion

Since 2002, after the class action lawsuits against it and the investigation by US Securities and Exchange Commission on its accounting irregularities, Interpublic Group, the world's third largest marketing services company, has been struggling to make its records consistent with the US GAAP. In September 2005, Interpublic restated its earnings for the period 2000-2004, which led to the reduction of $514 million in its earnings. The accounting woes stemmed from reckless global expansion initiatives of Interpublic in countries like Azerbaijan, Bulgaria, Kazakhstan, Ukraine and Uzbekistan, where accounting practices are different from those in the US. The company lost clients like GM, Unilever and Bank of America, which affected its brand equity and increased its debt burden.

Pedagogical Objective

- To discuss the negatives of reckless global expansion by a corporate and the resulting factors which could affect a corporate's brand image.

Industry	Advertising and Marketing
Reference No.	COS0033
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Interpublic; Global expansion; Marketing services; Inorganic growth strategy; Acquisition; Sarbanes Oxley Act; US GAAP (generally accepted accounting principals); Marketing communications companies; Lowe Worldwide; WPP; Omnicorp; Strategy.

The Changing Style: Versace's Veracity?

Founded in 1978 as a small boutique in Milan, Versace grew over the years through Gianni's 'daring design innovations and clever publicity', clocking revenues of

$533.8 million by 1997. However, with the murder of Gianni Versace in 1997, the company started witnessing declining sales, accumulating debts that touched £83 million by the end of 2003. However, under Giancarlo Di Risio, who was appointed as the new chief executive officer (CEO) in September 2004, Versace witnessed a 21% increase in retail sales in the first quarter of 2005. The company expects to break even by 2007.

Pedagogical Objectives

- To understand the growth of Versace under Gianni
- To discuss the restructuring strategies adopted by his sister Donatella and the new CEO to revive Versace after the death of its founder.

Industry	Apparel
Reference No.	COS0032
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Gianni Versace; Donatella; Restructuring strategies; Italian fashion industry; Medusa logo; Apparel market; Family-run businesses; Design innovations; Advertising strategies; Richard Avedon; Competitive strategies of Versace; Entrepreneurship; Giancarlo Di Risio; Divestments of Versace products lines; Importance of customer research.

BP - John Browne Bets on Asia: The Strategic Logic

To fuel its growth, BP (British Petroleum) started expanding its operations in Asia, especially in the lucrative markets of China and India. BP entered into joint venture deals in the downstream sector, with local companies in both these countries. However, BP was not granted significant access in the domestic oil industry in these countries, especially in the upstream sector. Also, the margins on the downstream operations were lower than the upstream operations.

Pedagogical Objectives

- To explore the strategic logic behind BP's expansion into Asia
- To discuss the potential of such an expansion and the future of BP in Asia.

Industry	Energy
Reference No.	COS0031
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

BP (British Petroleum); Downstream operations; Upstream operations; Lord John Browne; Russian oil industry; Chinese oil industry; Indian oil industry; Sinopec; Hindusthan Petroleum Corporation Ltd; Government subsidy; Mergers.

Google's Grand Moves: Are they Strategic?

To widen its revenue base, Google has recently diversified into a variety of businesses ranging from wireless Internet access and mobile devices to operating systems and e-commerce. However, despite having the highest brand recognition, with 300 million users worldwide, Google is facing stiff competition from other search giants like Microsoft and Yahoo!. Additionally, the maturing of the paid search listings market might prove to be a limiting factor for the future growth of the company.

Pedagogical Objectives

- To highlight the expansion strategies of Google
- To discuss the potential benefits that Google might accrue from its expansion initiatives in the future and its imminent challenges.

Industry	Internet Search and Navigation
Reference No.	COS0030
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Global search engine industry; Yahoo!; Microsoft; eBay PayPal; Expansion strategies of search engines; Business strategies of search engines; Market entry strategies; Services and products; Acquisitions; Diversification; Froogle; Revenue model; Competitive strategies; Search engine war; Google IPO (Initial Public Offering).

Starbucks' Music (Mis?)Adventure

During the 1990s, due to customer demand, Starbucks started selling compilation CDs of the music that it played in its stores. By the turn of the 21st century, Starbucks acquired a CD catalogue company, launched an FM music channel, opened music media bars in 45 of its stores in Seattle and Austin and successfully released and marketed new albums of established as well as aspiring artists. However, Starbucks faced stiff competition from music and non-music retailers who offered on-line music at lower prices and user-friendly technology.

Pedagogical Objectives

- To understand the strategies adopted by Starbucks to foray into music retailing
- To discuss the challenges that it might face in a highly competitive industry in transition.

Industry	Retailing
Reference No.	COS0029
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US coffee retail market; US music industry; Global expansion of Starbucks; Competitive advantage of Starbucks; Product lines of Starbucks; Starbucks' brand extension; Music record labels; Breakeven of revenues at media bars; Third place experience at Starbucks; Starbucks' customers; Starbucks Hear Music coffee houses; Starbucks Hear Music media bars; Antigone Rising; Genius Loves Company

Dell's Service Business: Duplicating the Low-Cost PC Model

By following its Dell Direct or Low-Cost PC Model, Dell became the number one seller of personal computers. For its services business, Dell went on to duplicate the model and the business posted a profit of $3.7 billion with a 30% growth rate in 2005. The company was confident that the model was successful for its services business and analysts expected this business to double in size by 2010. However, critics were sceptical about the future of Dell's services business and the applicability of the model.

Pedagogical Objectives

- To enable understanding the intricacies of the Dell Direct Model and the way Dell was duplicating it in the services business
- To highlight the challenges that lay ahead for Dell's services business
- To discuss whether Dell's services business would be as successful as its hardware business and the appropriate of its business model.

Industry	IT Services
Reference No.	COS0028
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Dell's service business; Dell Direct; Dell's low-cost PC model; Dell effect; Dell's build-to-order system; Michael Dell; Managed services; Support services; Professional services; Deployment services; Financial services; Training and certification services.

Siemens' Troubled Mobile Phone Business: Options and Strategies

The mobile phone division of Siemens AG, the German electronics major, is the fourth largest producer of mobile handsets in the world. But since 2001 it has been constantly reporting losses quarter after quarter. The company's efforts to revive the division's fortunes failed to yield any substantial result and the division has grown to be the 'Achilles heel' for the European giant. With the appointment of the new Chief Executive Officer (CEO), Klaus Kleinfeld, a decision on the mobile division has become the top priority. The troubled unit poses four possible options for the new CEO – sale, closure, joint venture or a turnaround.

Pedagogical Objectives

- To understand the growth of Siemens' mobile phone division, the factors responsible for its decline and the strategies adopted during the troubled times
- To discuss the various options available for the CEO to make a decision on the future of the loss-making mobile unit.

Industry	Mobile Electronics, Communications
Reference No.	COS0027
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Siemens Information and Communications; Mobile electronics products and services; Information and Communication Mobile (ICM); Turnaround and survival strategies; Restructuring plan; cost-cutting efforts; Heinrich von Pierer and Klaus Kleinfeld; Siemens Communications Group; Siemens AG mobile division; Loss-making division; EU economic recession; overcapacity; Nokia; Sony Ericsson; Motorola; BenQ; Revival options and strategies; Telecom equipment and services; Turnaround specialist; Divestments and spin-offs.

Reviving Sanyo: Experimenting with an Inexperienced CEO

Sanyo Electric Company, Japan's third-largest consumer electronics maker witnessed the company's biggest financial decline in its 58-years of history for the year ended March 31 st 2005, as it reported a loss of $1.1 billion. The grave financial position in turn spurred a change in the top management. Tomoyo Nonaka, a former TV journalist, with little knowledge about electronics and no management experience was appointed as the new chairman and chief executive officer (CEO), while Toshimasa Iue, grandson of Sanyo's founder and son of the current chairman Satoshi Iue was appointed as the president. The new appointments came as a surprise to many'.

Pedagogical Objective

- To discuss the revival prospects of Sanyo, with an inexperienced CEO at the helm.

Industry	Consumer Electronics
Reference No.	COS0026
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sanyo Electrical Company; Consumer electronics; Corporate governance; Chief executive office (CEO); Management reshuffle; Leadership; Tomoyo Nonaka; Toshimasa Lue; Succession planning; Change management; Turnaround; Restructuring strategies; Sales decline; Original equipment manufacturer; Sluggish economic conditions.

VW's and GM's Loss in China: First Mover's Disadvantage?

During the 1960s and the 1970s, China lacked the technical expertise to facilitate mass production of automobiles. The Government of China made a policy of encouraging foreign car makers through 50-50 joint ventures with the indigenous producers. Among the first to enter into the Chinese market through this mode were Volkswagen (VW), in 1984, and General Motors (GM), in 1995. Though VW and GM made huge profits and large market shares in China in their early years, they lost out eventually to new entrants like Hyundai and a Chinese company named Chery. Despite their position as the incumbents, they failed to customise their cars according to the shift in their customer segment, from the government-owned institutions to individuals. It was opined that GM and VW have procrastinated cost-cutting and other measures for too long.

Pedagogical Objectives

- To discuss how complacency can tumble the fortunes of a company and dampen the first mover's advantage
- To discuss whether it proves beneficial to be a forerunner or a follower in the new markets.

Industry	Automobile Manufacturing
Reference No.	COS0025
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Volkswagen; General Motors; First mover's advantage; Customisation; Competitive pricing strategy; New market entrants; Chery; Global automobile industry; Joint venture; Shanghai Automotive Corporation First Auto Works (FAW); Flexible tooling and lean manufacturing; Operational flexibility; Price war; Market share.

Paul Otellini's 'Right Hand Turn' Strategy: Leading Intel in a New Direction?

By the turn of the 21st century, Intel's challenges included the Internet bubble burst, rival AMD outperforming Intel and various product delays and cancellations. Amidst these challenges, Paul Otellini in November 2004 was appointed as fifth Chief Executive Officer (CEO) of Intel. Otellini shifted Intel's focus from speed of microprocessors to its performance using dual core processors indicating a 'right hand turn' for Intel. With the introduction of dual core chips and Paul Otellini as the new CEO, in May 2005, Intel attempts to take on rival AMD and steer itself as a 'growth company'.

Pedagogical Objectives

- To understand Intel's challenges in the 21st century
- To discuss Intel's new strategy for growth in 2005, under the leadership of Paul Otellini, against the backdrop of the competitive semiconductor industry.

Industry	Microprocessors, Microcontrollers, Digital Signal Processing
Reference No.	COS0024
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Intel's product launch strategy; Paul Otellini at Intel; Intel-AMD price war; Global semiconductor industry; Heat generated by Intel's processors; AMD's technological advantages over Intel; Intel's dual core processors; Otellini's 'two-in-a-box' management strategy; Paul Otellini's 'right hand turn' strategy; Reorganisation at Intel; Dell's Intel only strategy; Leadership style; Moore's Law.

Sir Howard Stringer at Sony: Delivering 'American Results' for a Japanese Company?

In the early 21st century, Sony, Japan's most innovative company and the world's most valuable consumer electronics company, was in a crisis. Its foray into music, motion pictures, and financial services, had left the company facing a diverse spectrum of increasingly competitive rivals. Sony's brand value was on the decline as products like Apple's iPod (portable digital music player) and Samsung's LCD (liquid crystal display) TVs leaped ahead in terms of quality and demand in an industry, which had been dominated by Sony for almost half a century. A restructuring plan, 'Transformation 60', was implemented by the then chief executive officer Nobiyuki Idei to revive Sony's flagging business by 2006, the year of Sony's 60th anniversary. However, in 2004, Sony's core electronics business, which constituted almost two-thirds of the company sales, incurred losses. Nobiyuki Idei resigned from his post and for the first time in the history of Sony, a non-Japanese, non-engineer, Sir Howard Stringer was appointed the head of Sony.

Pedagogical Objectives

- To understand the problems at Sony, the rise of Sir Howard within Sony, the reasons for Sir Howard's appointment as the head of Sony and the challenges facing Sir Howard and Sony
- To discuss whether Sir Howard will be able to revive Sony's fortunes.

Industry	Electronics and Entertainment
Reference No.	COS0023
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Sony Corporation; Masaru Ibuka and Akio Morita Leadership; Tokyo Tsushin Kogyo Totsuko; Global consumer electronics industry; Audio and video electronic devices; Sony Computer Entertainment Inc; Business model legacy innovation; Failed synergies of content and devices; Video tape format war Betamax vs VHS; Sony Ericsson; Aiwa; MGM; Cineplex; CBS; Nobuyuki Idei and Sir Howard Stringer; Walkman; Trinitron TV; Cybershot; PlayStation; World's smallest, largest, first, best; Sony Pictures; Music Television; BMG; Transformation 60 restructuring plan.

AOL's Ad Revenues: A New Business Model

By the end of September 2004, the subscriber base of AOL (America Online Inc), the world's largest Internet access provider, had reduced from 26 million to 22.7 million. AOL began to lose the industry leadership to Yahoo!, MSN and Google; its ad revenue for the second quarter of 2004 being $221 million against Yahoo's $467 million.

Pedagogical Objectives

- To highlight the troubles faced by AOL
- To discuss the potential of the new advertisement model of AOL to boost its revenues.

Industry	Telecommunications and Media
Reference No.	COS0022
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

AOL (America Online Inc); On-line subscription; Ad revenues; Yahoo; MSN; Google; On-line ad industry; Pay-per-click; Adwords; Cost-per-click; Advertising.com; Video on demand; AIM (AOL Instant Messenger) video; AOL Instant Messenger; Clickthrough rates.

The New York Times: Balancing Profitability And Traditional Journalism

The New York Times (Times), which has been credited with one hundred and eleven Pulitzer prizes and revered for its authentic journalism, is faced with several challenges. Arthur Sulzberger Jr, publisher of the Times, is faced with the challenge of justifying huge investments made for revamping the printed editions, and the expenses incurred from investigative reporting and finding new revenue streams for the company. The solution for increasing profitability might lie in its on-line version and the company is debating on the issue of levying a subscription fee for viewing its on-line content.

Pedagogical Objectives

- To understand the viability of authentic journalism while pursuing the objective of increasing profit margins
- To discuss whether The New York Times should be charging its on-line visitors for both its current and archive sections.

Industry	Newspaper Publishing
Reference No.	COS0021
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

The New York Times; Printing and publishing industry; Competition in the newspaper industry; Strategic partnerships between companies; Strategic decision making by management; On-line news channels; On-line subscription fees; On-line advertising; Print edition and on-line versions of newspapers; Significance of advertisement revenues; Nytimes.com; The New York Times Digital Company; Strategic investments in print and on-line editions; Business models of The New York Times; The Washington Post.

Accenture's Grand Vision: 'Corporate America's Superstar Maker'

Accenture is a leading management consulting, technology services and outsourcing firm. While traditional management consulting was the main business for Accenture, areas like systems integration and outsourcing became the key growth sectors for the company. However, its broad geographic and market diversification increased competition. To become the industry leader, the new chief executive officer, William Green developed a grand vision for Accenture, 'Corporate America's Superstar Maker'.

Pedagogical Objectives

- To discuss Accenture's grand vision, its competitive advantages, its strategies and the future challenges
- To discuss whether Accenture would be able to achieve its grand vision.

Industry	Management Consulting and. Outsourcing
Reference No.	COS0020
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Accenture; Grand vision; William Green; Management consultancy; Business process outsourcing (BPO); Systems integration; Leadership development programme; Arthur Andersen & Co; Consulting business; Competitive advantage; Business and services portfolio; Diversification; Most Admired Knowledge Enterprises (MAKE) Awards; Strategy; Accenture Sensor Telemetry Rapid Deployment Toolkit.

Building Business in China: The Shui On Way

The rapid growth in China's construction industry since the late 1990s provided several opportunities for construction firms to expand their operations in the country. Vincent Lo, the chairman of Shui On Group, a Hong Kong based construction enterprise, first entered the Chinese market during the mid-1980s. Over the next few years, he began to invest on the Chinese Mainland, buying cement plants and developing high-end commercial and residential centers. He spent a lot of time building relationships with Chinese officials, which earned him the nickname, 'King of guanxi'. Vincent Lo's most successful venture in China has been the development of Shanghai's premier entertainment district, Xintiandi.

Pedagogical Objectives

- To highlight the realities of doing business in China
- To discuss how Vincent Lo has capitalised on his knowledge of the country's customs and traditions to build his business in the country.

Industry	Construction Industry
Reference No.	COS0019
Year of Pub	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mainland China; Regulatory framework; China's construction industry; Building relationships; Shui on Group; Chinese Ministry of Construction; Ministry of Urban and Rural Construction; State-owned enterprises; Foreign construction firms; Business opportunities; Xintiandi Entertainment District; Vincent Lo; Engineering design and consulting firms; Commercial housing projects; Chinese real estate.

Nike's New Discipline:Balancing Creativity and Business Sense

Beaverton, Oregon-based Nike Inc, has achieved what most brands in the world have failed. As an athletic footwear and sports apparel manufacturer, Nike's brand has spread through generations of sport and leisure activity. Over the years, the brand had become synonymous with sport celebrities like Michael Jordan and Tiger Woods. Nike's belief in a performance shoe backed by high-value advertising enabled it to gain an edge over competitors like Adidas and Reebok. But the company had its share of ups and downs due to supply chain failure and outmoded designs. Added to this were the allegations of labour exploitation in its Asian factories. But the company rebutted its critics by emerging as the leader in the athletic footwear segment. In the fiscal year that ended May 31 st 2004, the company posted a 15% rise in sales reaching $12.3 billion.

Pedagogical Objectives

- To discuss Nike's marketing and advertising practices in the light of customers' fast changing preferences
- To discuss how the company has, over the years, produced some of the best shoe technologies.

Industry	Footwear
Reference No.	COS0018
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Nike; Onitsuka Tiger Company; Blue Ribbon Sports; Bill Bowerman and Phil Knight; Jogging wave; Performance shoes; Sports celebrities; Adidas and soccer; Acquisitions; R&D centre (research and development); Air Jordan; The 'just do it' campaign; Footlocker.

Bloomberg's Dilemma: Growth or Sale?

In November 2001, after Bloomberg's founder Michael Rubens Bloomberg left the company to become the New York City Mayor, a new management team took over the reins of the media and financial-information conglomerate. By all accounts, Michael Bloomberg had placed his firm in the hands of a management team that did not seem to be inclined to change much or take big risks, in marked contrast to the situation when Michael Bloomberg was at the helm. Also the competition increased from other players in the industry such as Reuters, Thomson Corporation and Dow Jones.

Pedagogical Objectives

- To discuss the challenges faced by Bloomberg after Michael Bloomberg left the company
- To discuss the initiatives taken by the company to counter the measures taken by its competitors.

Industry	Information Collection and Delivery
Reference No.	COS0017
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bloomberg; Michael Bloomberg; Market data industry; Reuters; Tom Glocer; Thomson Financial; Dow Jones; The Bloomberg Professional; Terminals; Peter T Grauer; Reuters' 3000; Bloomberg-lite; Lex Fenwick; Bloomberg law; Bloomberg anywhere.

McDonald's Menu: Makeover or Make-up?

By the turn of the 21st century, obesity had been categorised as a global epidemic and studies conducted by the 'Centre for Disease Control and Prevention' of the US showed that nearly 30% of the American population was suffering from obesity and related health problems. Weight Watchers and other social groups blamed the calorie-rich food as the prime cause of obesity and began to target fast-food companies like the McDonald's Corporation. McDonald's became the focal point for a number of anti-obesity lawsuits and controversial documentaries. In response to this backlash, McDonald's embarked on a mission to change its menu offerings to include a range of 'healthy' food items like salads and juices. Despite such efforts, sceptics raised serious concerns about the genuineness of the health benefits of the new additions and on the sincerity of the company's commitment to the cause of promoting a healthy lifestyle.

Pedagogical Objective

- To discuss the issue of corporate social responsibility among fast food companies.

Industry	Fast Food & Quick Service Restaurants
Reference No.	COS0016
Year of Pub	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

McDonald's; Go active; Obesity; Super size me; McLibel trial; McSalad Shakers; Premium salads; McDonald's calories; Subway; Panera bread; Schlotzsky's; Happy Meals; Anti-obesity; Fastfood chains; McDonald's balanced lifestyles platform.

indiOne: The Indian 'Premium' Hotel for the 'Bottom of the Pyramid'

Tata group's Indian Hotels Company Limited (IHCL), India's largest luxury hotel chain launched its first 'no-frill' hotel named indiOne in Bangalore. indiOne, a stand-alone brand created without the Taj-tag, aimed to provide a comfortable, clean, and safe stay at an affordable price for the middle-class traveler. The hotel provided single and double rooms just for INR 900 and INR 950 ($19.45 and $20.54) respectively. This was considered to be a landmark innovation in the traditional Indian hospitality industry that had been over the years targeting foreign tourists and had ignored the huge potential of its domestic tourists, who were predominately from the middle-class segment. Moreover, the industry faced the brunt of low occupancies and declining average room rates (ARRs) as Indian tourism went through a bad phase due to September 11 terrorist attacks, the attack on the Indian Parliament House and escalating tension in the Indo-Pak relations. So when the majority of the luxury hotels were trying to boost their occupancy rates and ARRs by introducing discount schemes and loyalty programmes, IHCL launched a budget hotel, which was affordable to the Indian middle-class traveler.

Pedagogical Objectives

- To discuss how IHCL has positioned itself in the budget category without diluting the image of its flagship Taj brand
- To discuss the potential opportunities that companies have in serving the population at 'the bottom of the pyramid'.

Industry	Leisure
Reference No.	COS0015
Year of Pub	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

indiOne; Tata group; Indian hotel industry; Luxury hotels; Cost efficiencies; Branding; India's middle class; Domestic traveller; Roots Corporation Limited.

Hutchison's Gamble in the European 3G Cellular Market

Since the beginning of the 21st century, the European telecom companies had invested $250 billion in licence fees and infrastructural development to offer 3G (third generation) cellular services. They were betting on a technology that had not been developed to an extent where the operators could provide full-fledged 3G services to their customers. Consequently, most of these companies got into huge debts and write offs. Under such circumstances, Hutch started its 3G services in Europe.

Pedagogical Objective

- To discuss the factors which prompted Hutch to make huge investments in the 3G service in Europe and what is at stake for its first commercial 3G service in the continent.

Industry	Consumer Electronics and Appliances
Reference No.	COS0014
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hutchinson Whampoa Limited; Third generation (3G) cellular services; European telecommunication industry; Mobile telephony in Europe; NTT DoCoMo; Generations of mobile telephony; 3G mobile telephony in Europe; Telecommunication license fees in Europe; Losses of European telecom companies; Hutchinson's telecom services in Europe; Telecom tariff war in Europe.

Whole Foods Markets: Growth Dilemmas

Whole Foods Markets Inc (Whole Foods), started in 1980 in Texas, US, successfully tapped the growing interest of American consumers in 'organic foods', and went on to emerge as the world's largest organic foods retailing chain by 2000. With operations spread across North America and the UK, the chain is popular for its products, philosophy and growth. But competition is increasing from similar store chains, regional food retail chains and also the world's leading retail chains. Whole Foods' growth is credited to its founder John Mackey, who is now facing the challenges of withstanding the growing competition from global giants and retaining the good show of the company in terms of growth and profits. There are other challenges in the form of employee unrest, sourcing bottlenecks, and protests from consumer interest organisations.

Pedagogical Objectives

- To discuss the inception and growth story of Whole Foods from a single store to a market leading chain of stores
- To discuss the profile of the organic foods market and the industry dynamics, along with the competitive scenario for Whole Foods.

Industry	Food Retailing, Grocery
Reference No.	COS0013
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Organic foods; Natural foods; Whole foods; John Mackey; Organic farming; Wal-Mart; Competition in the US grocery market; Rise of organic foods; USDA (United States Department of Agriculture) organic labeling; National organic standards; Wild oats markets; Growth challenges.

Imagi International Holdings Ltd (HK): The Growth Dilemmas

Boto International, a Hong Kong-based company was the largest manufacturer of artificial Christmas trees and festive products and supplied its products to stores like Wal-Mart, Kmart and Target. In 2002, Boto's management sold the profitable Christmas tree business to finance its animation start-up called Imagi International. With no experience in the field of animation, it was a challenge for Imagi's management to make it one of the top players in the Hong Kong animation industry.

Pedagogical Objective

- To discuss the growth dilemmas faced by Imagi International and its endeavour to prove to its shareholders that show business was more fun and profitable than making Christmas trees.

Industry	Multimedia and Entertainment
Reference No.	COS0012
Year Of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Imagi International Holdings Limited; Hong Kong animation industry; Zentrix; Father of the Pride; Computer graphics animation; Christmas tree business; Greenland Investment Holdings Limited; Carlyle Group; DreamWorks SKG; Francis KAO; Boto International Holdings Limited; Growth strategies; Siegfried and Roy's show; Media and entertainment industry.

Bikram Yoga: Doing Yoga the McDonald's Way?

Yoga, a traditional Indian approach to physical fitness, mental peace and spiritual bliss, has been in the public domain for more than five thousand years. The 20th century witnessed the rise and spread of Yoga in several forms and styles, around the world. Especially in the US, the popularity of Yoga turned it into a multimillion dollar business. It raised concern when one such style - Bikram Yoga - sought copyrights and set forth a franchising business model.

Pedagogical Objectives

- To discuss the controversy about Bikram Yoga in the wake of its protection as an intellectual property
- To discuss the issue of commodification and commercialisation of Yoga.

Industry	Not Applicable
Reference No.	COS0011
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Bikram Yoga; Bikram Choudhury; Yoga in America; Intellectual property rights; Sun Valley conference; Copyright protection; McDonald's franchising model; Commodification; Commercialisation; Brand strength; Patanjali's Ashtanga Yoga; Alternative health treatment; Patents and trademarks

JetBlue Airways: Neeleman's Future Bet

During the period 2001-2003, when the six major network carriers in the US had collectively lost $21 billion, the low cost airline JetBlue had managed to increase its profits from $38 million to $103 million. In spite of the overall industry malaise, Neeleman, the airline's founder made an aggressive plan to increase the fleet size from 57 Airbus A320s to 290 and the employee strength to 25,000 by 2010 (from 6,000 in 2003).

Pedagogical Objectives

- To discuss the strategies adopted by JetBlue to keep costs low and compare them with other low cost carriers such as Southwest Airlines
- To discuss the development of the work culture at JetBlue and its significance in differentiating the airline from its other competitors
- To discuss the challenges the airline might face due to the rapid expansion and its comparison with People Express Airlines
- To discuss the challenges the airline might face by diversifying its fleet with the Embraer jets and the probable unionisation threats it might face due to this strategy
- To discuss the challenges it might face from the other major airlines once the industry becomes more stable.

Industry	Airlines
Reference No.	COS0010
Year Of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

JetBlue Airways; Low cost airlines in the US; Cost management by low cost carriers; US airlines industry after September 11, 2001; Brand building by JetBlue Airways; Operations of JetBlue airways; HR (human resource) practices at JetBlue Airways; Core values of JetBlue Airways; Low cost versus traditional airlines in the US; Growth plans of JetBlue Airways; The challenges ahead for JetBlue Airways.

Kodak: Betting on Digital Imaging

Eastman Kodak, a 130 year old company is undergoing a radical transformation due to the rapid convergence of traditional photography with consumer electronics. Faced with the threat of worldwide decline in photographic film sales, as well as the growing popularity of digital cameras, Daniel Carp, the chairman and CEO of Kodak, had announced a new growth strategy. His focus was in the digital trinity of image capture (cameras), services (on-line photofinishing sites, kiosks and minilabs) and image output (printing paper).

Pedagogical Objectives

- To discuss the growth strategies adopted by its current chairman and CEO Daniel Carp for its digital imaging business
- To discuss Kodak's future outlook
- To discuss the threat posed by camera phones to the digital still camera industry in the short and long-term.

Industry	Photographic and Optical Equipment Manufacturers
Reference No.	COS0009
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Kodak; Digital imaging; Daniel Carp; Traditional film business; Digital service; Competitive scenario; On-line photofinishing sites; Kodak's new initiatives; Entertainment imaging group.

Nicholas Piramal India: Survival Strategies for International Patent Law Regime

The Indian pharmaceutical industry is on the verge of a major turnaround with the proposed implementation of International Patent Law (IPL) from January 2005 onwards. This means that India's pharmaceutical companies will have to strictly adhere to product patent laws and not the process patent laws that it has followed to date. Indian companies were reverse engineering the patented drugs and, with minor changes in the process, launched them in the domestic markets at cheaper rates. The enforcement of the law would necessitate the Indian companies to complete with global pharma majors to stay in business. Thus, Indian companies have increased investments in research and development (R&D), joint ventures and also have elaborated their marketing efforts.

Pedagogical Objectives

- To discuss the impact of international patent law on the Indian pharmaceutical industry and how NPIL planned to meet the product patent challenge
- To discuss the various efforts taken by Nicholas Piramal India Limited (NPIL) to stay competitive in the post-2005 period
- To discuss the strategic approaches followed by NPIL to face the global competitive market and the company's focus on joint ventures more than on R&D
- To discuss the multiprolonged strategic approach for growth
- To discuss the multifaceted strategies adopted by Nicholas Piramal India Limited to cope with the on-coming implementation of international patent law from January 1st 2005
- To discuss the problems that NPIL would have to face in the future with its adopted strategies.

Industry	Pharmaceutical Industry
Reference No.	COS0008
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Survival strategy - Nicholas Piramal India Limited (NPIL); Indian pharmaceutical industry; Generic drugs; Drug price controls; Business strategy; Joint ventures; alliances and partnerships; International patent law; Indian Patent Act, 1976; Product, process patents; Mergers and acquisitions; Organic, inorganic growth strategy; Research and development; New chemical entities (NCE); Marketing and branding; Trade related aspects of intellectual property rights; General agreement on trade and tariffs (GATT).

Expedia: The Changing Business Model

Having started as an on-line travel agent for the airline companies in 1994, Expedia increased its offerings and became the world's leading on-line travel agent in 2002. The success of Expedia was attributed to the shift in its business model from 'commission model' to 'merchant model'.

Pedagogical Objectives

- To discuss how Expedia reinvented its business by creating multiple profit centers like hotel bookings, car rentals, etc.
- To discuss the unique concepts that the company has innovated to help it to come out from the travel slump after the September 11 downturn.

Industry	Travel Agencies and Services
Reference No.	COS0007
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Expedia; Business model; Commission model; Merchant model; On-line travel agent; Travel business; Dynamic packaging; Business travel industry; Richard Barton; Travelocity; Metropolitan Travel; InterActiveCorp; USA Networks Incorporated; Newtrade Technologies; Expert searching and pricing.

Coke's Relationship with Bottlers: To 'Revive and Sustain'

The Coca-Cola Company (Coke), the world's leading soft drink company, has its success tied to its global bottling system. As the company's executives wielded more power and control over their bottling partners and neglected the partners' interests, their relationships strained and the company's performance got affected. On introspection, the company realised the need to revive its relationship with its bottlers and government regulators worldwide to sustain its success.

Pedagogical Objectives

- To discuss some of the changes Coke made in rebuilding the strained relationships with its bottlers
- To discuss the importance of maintaining good relationships with partners, and taking their interests into account while designing policies.

Industry	Beverages
Reference No.	COS0006
Year of Pub	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coke's bottling operation; Consolidation of bottlers; Coca-Cola Enterprises (CCE); Acquisitions and mergers; Douglas Daft; Distribution channels; Coca-Cola servings; Contamination scares; Coke concentrate; Financial wizardry; Donald Keough; Roberto Goizueta; Douglas Ivester; The Coca-Cola Company (Coke); Hellenic Bottling Company; Restructuring; 49% solution.

Exelon's Business Strategy:John W Rowe's Way

When the going gets easy every company gets going and dares to venture into unrelated businesses. Growth charts, easy money and stock market bubbles make the executives at many companies think that nothing could go wrong with them. This case provides insights into the strategy of an electric utility Exelon, which did not fall into herd mentality, stuck to its basics and went from strength to strength. Exelon Corporation, one of the largest electric utility companies in the United States has been implementing its cost cutting and acquisition strategy, to become the number one electric utility company. In 2002 and 2003, the company was listed on the BusinessWeek's tally of 50 best performing companies in the Standard and Poor's stock index.

Pedagogical Objectives

- To discuss the strategy a company could follow in a mature industry
- To enable discussion as to how a company can leverage on its core competency in its endeavor to become the number one company in its industryl.

Industry	Utility and Energy
Reference No.	COS0005
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Exelon Corporation; Peco Energy Company; Unicom Corporation; John W Rowe; Corbin A McNeill Jr; Utility companies; Nuclear fleet; Cost cutting; Mergers and acquisitions; Purchasing method of accounting; Sithe Energies; American Energy Company; Wholesale market and retail market; Dynegy Incorporated; Rate freeze.

ICICI: Too Big to Fail?

Into the fifth decade of its existence, the Industrial Credit & Investment Corporation of India (ICICI) had evolved to become a behemoth in the Indian financial system. With a presence in almost every financial market segment and numerous subsidiaries, it is the bank with the second-largest asset base in India. Expansions and diversifications had however raised questions about the rationale behind the expansion. When a simple rumour of a cash crunch could cause panic withdrawals running into one and a half crores in just three days, it was time to stop and consolidate their position, thought experts.

Pedagogical Objectives

- To discuss the meteoric rise of ICICI in India
- To discuss whether the company should strive for better results in the markets it operates in or should go for newer opportunities as and when they present themselves
- To discuss the possible problems because of bringing all the subsidiaries under one umbrella organisation.

Industry	Banking & Financial Services
Reference No.	COS0004
Year of Pub	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Industrial Credit and Investment Corporation of India (ICICI); ICICI Bank; Reverse merger; Largest private sector bank; Retail banking; Retail portfolio; Expansion; Consolidation.

Merck: The Cost of Going Alone

For generations, Merck & Co was considered the jewel of the pharmaceutical industry. However, it was under Roy Vagelos, who became the CEO in 1985, that the company produced many breakthrough drugs. While the company emerged as the icon of consumer healthcare, Vagelos was dubbed as the 'Jack Welch of the pharmaceutical industry'. Particularly, Merck's overwhelming research power left many rival companies struggling. However, the mid-1990s sent most of the pharma majors in the US into a dry spell due to expirations of patents. Even for Merck, the year 2000 meant the expiration of five of its blockbuster drugs and the company had no new drugs in its research pipeline. While most of the pharma companies either merged or bought ideas from small biotech firms to fill their pipeline, Merck remained stuck to its ideal of developing its drugs in-house.

Pedagogical Objectives

- To facilitate discussion on how Merck, under Vagelos, became the world-leader in consumer healthcare
- To discuss why Merck was reluctance to look for a merger partner, when most of the pharma majors have benefited from the synergies of mergers.

Industry	Pharmaceutical
Reference No.	COS0003
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ray Gilmartin; Roy Vagelos; Zocor; Patent-expiration; Streptomycin; Schering-Plough; Vioxx; Mevacor; Pfizer; Vasotec; Pharma mergers.

Genentech's Business Strategy

Genentech, the pioneer of the biotechnology industry and one of the world's leading biotech companies, was founded in 1976. The company in its early years, aspired to become a blockbuster-producing giant but was unsuccessful. When Arthur D Levinson took over as the CEO in 1995, he shifted Genentech's focus to targeted therapies from blockbusters. In 2002, it was the top US seller of branded anti-tumor drugs. It outperformed big pharma companies such as Novartis and AstraZeneca in this segment. In 2003, the company's market cap of about $30 billion was bigger than most big pharma players. According to analysts, the exciting thing about the company was not its stock price or its growing supremacy in the cancer segment; rather it was the company's unique strategy unlike other players in the industry.

Pedagogical Objective

- To discuss Genentech's business strategy of shifting its focus to targeted therapy drugs unlike the big pharmaceutical companies and how it paid off to transform it into a behemoth in the global pharmaceutical industry.

Industry	Pharmaceutical Industry
Reference No.	COS0002
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Genentech; Business strategy; Biotechnology industry; Research and development; United States pharmaceutical industry; Avastin; Arthur D Levinson; Big pharma; Targeted therapies; Rituxan; Herceptin; Food and drug administration; United States Food and Drug Administration; Blockbuster drugs; Biologics license application.

HDFC's Business Model

In the late 1990s, to exploit the synergies brought by universal banking, major banks in Europe and America merged to form leading banks in the world. The trend of consolidation hit even the Indian markets. In 2002, Industrial Credit and Investment Corporation of India Ltd (ICICI), one of the leading development financial institutions in India, reverse merged with its subsidiary ICICI Bank, to become the second largest bank in India. However, Housing Development and Finance Corporation (HDFC), India's leading housing finance company in terms of deposits and loan disbursements, positioned itself as a group of companies with each subsidiary offering specialised products. It focused on generating synergies of universal banking by cross-selling its products across its subsidiaries without actually merging into a single entity.

Pedagogical Objectives

- To highlight the emerging trend of universal banking in Europe and America and the rise of consolidation in the Indian banking industry
- To discuss HDFC's strategy to generate the synergies of universal banking by cross-selling its products through its various companies, each selling some specialized products.

Industry	Banking & Financial Services
Reference No.	COS0001
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Housing Development and Finance Corporation; HDFC; Development financial institution; Indian housing scenario; Universal banking; Interest and interest rate; Industrial Credit and Investment Corporation of India Ltd; ICICI; Subsidiaries; mergers and acquisitions; Core competencies; Credit Information Bureau (India) Ltd; CIBIL; Mutual fund; Statutory liquid and cash reserve ratios; Cross-selling.