



# C A T A L O G U E



LIST OF CASE STUDIES ON

## ENTREPRENEURSHIP

## Moser Baer, the Indian Optical Media Giant's Techno-marketing Strategies: Would the FMCG Way Pay Off?

This case study enables an interesting discussion on how a technology company, whose business model was different from a FMCG company, started following the operating model of FMCG companies in its marketing strategies.

Moser Baer, the first global Indian company, transformed itself into a multi-technology firm by adopting related diversification strategy. It entered the home entertainment sector through forward integration with its core competency in manufacturing CDs/DVDs. It adopted the FMCG model in marketing its products after foraying into the movie video segment. However, the big question is to what extent will the model adopted by Moser Baer in marketing pay off?

### Pedagogical Objectives:

- To analyse Moser Baer's earlier business model in order to understand the organisational focus and organisational capabilities
- To explore and debate on the relationship between the core competency of an organisation and its diversification (related) strategies
- To debate on whether Moser Baer's diversification strategies would pay off given the impending challenges in marketing and distribution.

Industry	Computer Hardware
Reference	ENT0036
Year of Pub.	2009
Teaching	Available
Struc.Assign.	Available

### Keywords

Sales and distribution, Marketing strategies, Retailing, Core competency, Organisational capabilities, Low-cost, HUL, Related diversification, FMCG model, Moser Baer, Optical media storage, Home entertainment, Original Equipment Manufacturer, Home Video, Piracy

## Mahindra & Mahindra (B): An Emerging Global Giant?

This case study is a sequel to Mahindra & Mahindra (A): Transformation of an Indian Family Business into a Globally Competitive Firm. This case study illustrates how companies from emerging markets like Mahindra & Mahindra (M&M) from India are competing globally by leveraging on their core competencies. Global companies, for a long time, came from developed countries. However, the scenario at present is changing as

companies from emerging markets are taking advantage of the resources of their home countries like low-cost labour, R&D capabilities, and a large pool of talented individuals. M&M has also capitalised on these resources and built globally competitive products in the automotive segment. The company exports its tractors to the US, China, Sri Lanka and Bangladesh. It is planning to export the company's flagship product, 'Scorpio', to the US and Europe as well. The company's future plans include entering into a variety of segments in the automotive segment using its R&D capabilities. Emerging-market companies like M&M, however, suffer from a few challenges like institutional voids, constant changes in consumer behaviour and lack of brand recognition, that test their ability to compete with global giants. Moreover, the low-cost model alone cannot always formulate a winning strategy. Will M&M be able to address these challenges and make a mark in the global automotive segment? Does it make sense for an emerging-market company like M&M to expand its product portfolio considering the challenges it is facing? Will M&M be able to manage its strategies for new products and new markets simultaneously?

### Pedagogical Objectives:

- To analyse how 'emerging-market' companies are going global using unique strategies, leveraging on their acquired capabilities
- To examine whether M&M would be successful in selling its SUV – Scorpio – in the land of SUVs, US
- To explore various alternatives for M&M to build its brand globally.

Industry	Automobile Industry
Reference	ENT0035
Year of Pub.	2009
Teaching	Available
Struc.Assign.	Available

### Keywords

Going Global, Emerging Markets, Emerging Giants, Low Cost Countries, Building Brands, SUVs, Mahindra & Mahindra, International Expansion, Anand Mahindra, India Firms, India Inc

## Mahindra & Mahindra (A): Transformation of an Indian Family Business into a Globally Competitive Firm

This case was written to illustrate the role of leadership in transforming an ageing family business into a formidable modern business player and is suitable for courses on managing family business and strategy. Anand G. Mahindra (Mahindra), vice

chairman and managing director of Mahindra & Mahindra Ltd. (M&M) is credited for turning around his inherited family business into a highly focused, professionalised multinational firm operating in diversified business segments. He has transformed M&M from a farm equipment manufacturer into a Utility Vehicle (UV) manufacturer. By 2008, M&M was the market leader in the UV segment of India. Mahindra's strategies resulted in the creation of 'Scorpio' – M&M's Sports Utility Vehicle (SUV), which has been the company's claim to fame in the national and international arena. M&M is now venturing into all the segments of the automotive industry. However, it is debatable if Mahindra's strategies will be effective in sustaining a diverse product portfolio amidst increasing competition in India and abroad. While leadership contributed to the success of many family businesses, there were many others, which faded with time. Will M&M be able to continue its success streak?

### Pedagogical Objectives:

- To study the dynamics of family businesses in India and to analyse the reasons behind the stagnation of many of them
- To analyse the evolution of M&M and its transformation under the leadership of Anand G. Mahindra, from a farm equipment manufacturer into a UV manufacturer and a competitive multi-business player
- To explore and identify the new areas of growth for M&M.

Industry	Automobile Industry
Reference	ENT0034
Year of Pub.	2009
Teaching	Available
Struc.Assign.	Available

### Keywords

Family Business, Family Businesses, Indian Family Businesses, Mahindra & Mahindra, Anand Mahindra, SUVs, Scorpio, Leadership, Transformation, Turnaround, Keshub Mahindra, Mahindra Tractors

## Vijay Mallya, the Indian Business Baron: A 'Bon Vivant' Entrepreneur?

Indian business baron Vijay Mallya (Mallya), multibillionaire, Chairman of the Conglomerate- United Breweries Holdings (UB) is often referred to as the 'Branson of Bangalore'. Like Branson (the maverick entrepreneur behind the 'Virgin' Group), Mallya is known for his myriad interests, his flashy flamboyant style of leadership and his unorthodox style of management. Mallya's entrepreneurial style; his trade

acquisitions, etc., reveals sharp business acumen. Mallya currently (2007) reigns over a diverse portfolio of businesses - alcoholic beverages, life sciences, aviation, agriculture, chemicals, and information technology. The incredible prices paid for his prime acquisitions are also debated. Do they reflect business insight or impulsiveness? Considering how Mallya built up the UB Empire it is pertinent to assess the long-term vision that drives the maverick entrepreneur.

**Pedagogical Objectives:**

- To comprehend the concepts of leadership
- To analyse various leadership styles
- To probe into Personality traits of a successful entrepreneur
- To analyse whether Personality traits affect the business decisions of an entrepreneur.

Industry	Business Conglomerate
Reference	ENT0033C
Year of Pub.	2008
Teaching	Available
Struc.Assign.	Available

**Keywords**

Vijay Mallya; Flamboyant style; Kingfisher; UB group; Liquor baron; Airlines; McDowells; Entrepreneurship Case Study; White & Mackay; Leadership; Beer market; Brand Extension; Entrepreneur; Personality traits; Alcoholic beverages

**Technology and Business Incubation in India-Challenges and Opportunities**

University of California, San Francisco (UCSF), in its 130-year-old history, had traditionally served as a regional medical institution for training competent doctors to serve western USA. For years UCSF was considered to be an unlikely place for radical inventions. The scenario started changing from 1968 when collaborative approach to fundamental research started attracting some of the brightest scientific minds to UCSF. UCSF gave the world two of its largest Biotech companies, "Genentech" and "Chiron". By 2003, UCSF became a world leader in biomedical research with an annual budget of \$1.9 billion besides being the largest employer in San Francisco.

**Pedagogical Objectives:**

- Concepts of TBI and its presence in India
- Entrepreneurial challenges in India
- Indian scenario in promoting new entrepreneurs through incubation

- Incubator-incubatee relationship.

Industry	Entrepreneurship Training
Reference	ENT0032C
Year of Pub.	2007
Teaching	Available
Struc.Assign.	Not Available

**Keywords**

Entrepreneurship Case Study; Technology and Business Incubation; Business Incubation; Incubator; Incubatee; Entrepreneurship; Entrepreneurship in India; Seed Capital; Gestation Period; Incubators in India; Innovation Management; Venture Capital; Technology transfer; Business strategies; Spin-offs; Business Plan

**The Body Shop (A): Anita Roddick's Green Brand?**

The Body Shop was the leading ethical cosmetics retailer in the UK. In 1999, it was voted the second most trusted brand in the UK by the Consumers Association. In 2004, it was selling ethically manufactured and sourced cosmetics, through 2000 stores across 50 countries with annual sales of £700 million.

The Body Shop was founded by Anita Roddick (Anita) in 1976 with a single shop selling about 15 hand mixed products. She opened the first shop in Brighton, Sussex, as a means of supporting herself and her children. Anita's deep passion for human rights and environmental issues affected the way she ran her company and sourced her products. Soon, over the next three decades, the Body Shop grew into a global network selling more than 500 products. Her company introduced the benefits of natural ingredients such as jojoba oil, aloe vera, rhasoul mud and cocoa butter, which were hitherto unheard of in the cosmetic world.

But in the mid 1990s, the glory of the 'green' brand faded with accusations about the Body Shop concept being stolen from the US, its product claims that it contained natural ingredients and problems with its franchises. By 2004, the Body Shop was facing declining sales in its home market. The brand was losing its luster in a market that was flooded with competitors offering similar products at a much lower cost. A majority of the Body Shop's outlets were owned by franchisees which left the company dependent on their performance.

**Pedagogical Objectives**

- To discuss Anita Roddick's entrepreneurial efforts
- To discuss Anita's strategy of promoting a brand on an ethical/corporate reputation strategy.

Industry	Personal Care Products
Reference	ENT0031C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

**Keywords**

Natural Cosmetics; Ethical Marketing; Corporate Social Responsibility; Anita Roddick; The Body Shop; Personal care products; community trade; ethical cosmetic retailer; Beauty Care Market; human rights; environmental issues; animal testing; entrepreneurship; franchises.

**Nike's Knight in Shining Armour**

Nike, one of the world's largest sportswear manufacturers, had very humble beginnings. But propelled by the vision and energy of its founder, Philip Knight, the company attained iconic status among the global youth. With Knight finally retiring from the helm of Nike and the new CEO, William Perez, being perceived as an 'outsider' to the industry, Nike faced a new twist in its history.

This case highlights the entrepreneurial abilities of Philip Knight and talks of how he was responsible for creating one of the most well known businesses in the world. It can be used to discuss the potential fate of a company, till now driven by a single individual, suddenly handed over to a new leader.

**Pedagogical Objective**

- To understand the plight of a company driven by a new leader.

Industry	Footwear
Reference No.	ENT0030B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

**keywords**

Nike; Phil Knight; Air Jordan; Nike's growth; Knight's leadership; Just do it; William Perez; Reuse-a-shoe; R & D at Nike; Nike Marketing; Wireless communication; Mobile messaging systems; Intellisync; Non-voice mobile services; SEVEN.

**Martha Stewart: The Rise of the Phoenix?**

The case is about Martha Stewart, the queen of home improvement in the US. The case highlights the emergence of Martha Stewart as an entrepreneur and the establishment of her company in the late 1990s. The case also outlines the decline of the 'Martha Stewart' brand and the subsequent fall in revenues of her company, Martha Stewart Living Omnimedia after she was indicted



in the Imclone stock scandal. After serving the sentence in 2005, Martha made a comeback with TV shows, a self-authored book, and a radio show among several others of her comeback plans. But it is felt that the comeback is not making an effect on the company's revenues. The case tries to analyze answers for two main issues- Will the elaborate comeback strategy of Martha Stewart have an effect on the company? Can the company reach the peak it had fallen from?

### Pedagogical Objectives

- To understand the entrepreneurial skills
- To analyze the pros and cons of associating products with the entrepreneur
- To study whether the comeback plans of Martha Stewart will translate into increasing sales and growth for her company
- To analyse whether Martha Stewart's company, MSLO will regain its footing in the US market.

Industry	Services/Publishing Periodicals
Reference No.	ENT0029B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Martha Stewart; MSLO; Entrepreneur; ImClone Systems; The Apprentice; Martha Stewart Living Omnimedia; Comeback; ImClone scandal; Insider Decline; Home Improvement; Donald Trump; Publishing; Rise.

### Laxmi Nivas Mittal: Obscurity to Opulence

In his 16-year rise from obscurity to opulence, Lakshmi Niwas Mittal multiplied his steel holdings by 138 times. He is known mostly for his unique collection of steel mills in such countries as Trinidad and Tobago, Kazakhstan, and Mexico. He started right from scratch in the year 1989 and by 2006, he is the biggest steelmaker on the globe and held a dominant position in the US, employing 224,000 people spanning 49 different nationalities.

Mittal is a business tycoon who virtually came from nowhere, only to emerge as the world's largest steelmaker. He is world's richest Indian, and he was not at all embarrassed displaying his wealth. After acquiring steel plants all over the world, Laxmi Niwas Mittal seems all set to prove his 'Theory of Consolidation and Sustainability' in the near future to come

### Pedagogical Objective

- To study the making of a business tycoon – the strategies adopted by Mittal to become the world's largest steelmaker.

Industry	Steel
Reference No.	ENT0028B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Mittal Steel; producer; Acquisition; Mergers; opulence; Direct Reduced Iron (DR); CONSOLIDATIONS; Karmet Steel; Marwari Ispat Steel; India; Arcelor; London; Laxmi Nivas Mittal; sustainability.

### Vikram Akula's SKS Microfinance Pvt. Ltd.: The Making of a Successful Microfinance Institution

Vikram Akula set up SKS Microfinance Pvt. Ltd. (SKS) in 1998 to provide microfinance to the poorest sections of the Indian society that earns a per capita less than INR 6,000 (\$120) per year. Negating the traditional assumption that microcredit is not a viable business in developing countries, SKS has brought in a new microfinancing model in India, which is profitable and self-sustaining. By reducing costs through prevention of wastage at each step of the loan process coupled with innovative technologies and an efficient management system, Akula has transformed SKS into one of the fastest growing microfinance institutions in the world. By attracting capital from global financial institutions like Citibank and through its automated MIS system and its award winning SmartCards Pilot Project, SKS aims to grow at 400% per annum in the future.

### Pedagogical Objectives

- To understand the concept of microfinancing and its need in a developing economy like India
- To analyse the role of innovative technologies in the growth of social ventures
- To debate on the self-sustainability and future growth prospects of SKS in India.

Industry	Social Enterprise
Reference No.	ENT0027
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Vikram Akula; Micro Financing; Technology in Micro Financing; Social Entrepreneurship; SmartCard Project; Microfinance in India; Microfinance

Methodology; IT systems in Microfinance; Microfinance MIS; Social Entrepreneurship; Grameen Model; Microfinance Models; Micro Finance Institutions; Non-Government Organisations.

### Global Hospitals – Where Life Gets a Second Chance

Global Hospitals has carved a niche for itself as a referral hospital in India by offering specialised services in gastroenterology and organ transplantation. Being a visionary, Dr. Kancherla Ravindranath has further plans to offer super-specialty and paramedical courses to doctors and the paramedical staff to fill the current gap of professionally trained personnel in the medical field. He is also fanatical about expanding to major metros and secondary towns of India and eventually foray into Asian countries. However, with minor hitches in operational aspects that any hospital, in general, encounters and lack of availability of world-class professionals at the paramedical level, Global Hospitals has a long way to go before making its presence felt in other parts of the country and abroad. The main subjects for analysis and discussions in this case include the vision and entrepreneurship of Dr. Ravindranath, the successful journey of Global Hospitals, its corporate social responsibility activities, employee relations, business strategy.

### Pedagogical Objectives

- To discuss Global Hospitals' corporate social responsibility activities, employee relations, business strategy
- To debate on the entrepreneurship style of Dr. Ravindranath.

Industry	Healthcare industry
Reference No.	ENT0026
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Dr Kancherla Ravindranath; Global; Transplantation; Paramedical; Gastroenterology; Hospital; Affordability; Accessibility; Laparoscopic; Multi-organ; Social responsibility; Mission; vision; Hospital services; Infection; Professional.

### StreetShine, UK's Social Enterprise: Making the Business to make a Difference

Street Shine was founded in early-2004 by Nick Grant as a social enterprise to provide employment to the homeless in London. It has formed an alliance with 23 offices and one hotel in London to provide the

shoe-shining service. However, as it plans to become a self-sustained business by 2007, it is facing certain challenges that are commonly encountered by social enterprises, especially if they are in the business of shoe shining, which is considered to be demeaning by many.

**Pedagogical Objectives**

- To understand the factors that led to the genesis of social enterprises and social entrepreneurship
- To analyse the need for and the impact of social enterprises on society
- To discuss the business model of StreetShine and debate whether it can become a self-sustained enterprise in the near future.

Industry	Not Applicable
Reference No.	ENT0025
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Nick Grant; Definition of social entrepreneurship; Social entrepreneurship life cycle; Social enterprise; Social entrepreneurship; Shoe-shining; Non-government organisations; Ashoka Fellows; A glimmer of hope; Mohammed Yunus; Bangladesh Grameen Bank; Bill Drayton.

**Bill Drayton's 'Ashoka': The Social Entrepreneur's 'Social Enterprise'**

Transformation in global society took place after the Industrial Revolution of UK in 1700. The Industrial Revolution divided the society into two unequal sectors – business and social. While the business sector grew at a rapid rate, the other half of the society lagged behind. However, the situation began to change slowly when from 1980 the social entrepreneurship concept began to become popular. Bill Drayton (Drayton), the founder of Ashoka, was the person primarily responsible for the popularisation of the concept of social entrepreneurship. He established Ashoka in 1980 to support individuals involved in this field of social entrepreneurship. The enterprise first seeks to find out leading social entrepreneurs across the world, who are then provided financial support to assist in their mission to solve social problems. These members are responsible for bringing major social changes in their respective fields.

**Pedagogical Objectives**

- To discuss the negligence of social sector after the Industrial Revolution
- To discuss the changes that took place in the social sector from the year 1980

- To understand Ashoka's model of social development and Bill Drayton's efforts to provide a fillip to the social sector
- To debate the sustainability of social entrepreneurship.

Industry	Social Entrepreneurship
Reference No.	ENT0024
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Social enterprise; Social entrepreneurship; Business sector; Social sector; Ashoka; Bill Drayton; Social achievements; Ashoka Fellows; Social changes; Change maker.

**Patrick J. McGovern's International Data Group: Growth Strategies in Asia**

With constant focus on identifying newer markets and opportunities, Patrick J. McGovern (McGovern), the founder of International Data Group (IDG), has transformed his company as the leading provider of research and publication on technology and media in the world. One of the earliest publishing companies from the US to foray into Asia, IDG has been the first US publisher to enter China in 1980. The growth potential of the Asian market has placed Asia at the center of IDG's future growth strategies as McGovern estimates that China would be the largest contributor to its revenue by 2020. The case, while describing the inception, growth and products of IDG, especially in Asian countries, offers scope to discuss the entry and growth opportunities in emerging economies.

**Pedagogical Objectives**

- To understand the entrepreneurial and leadership strategies of Patrick J. McGovern and how he expanded his business empire through his business vision and the knack to spot new markets and opportunities
- To analyse the critical success factors in the global online publishing industry
- To debate the efficacy of IDG's growth strategies in Asia, especially in the light of rampant piracy and poor intellectual property track record of China.

Industry	Periodicals Publishing
Reference No.	ENT0023
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Patrick J McGovern; International Data Group (IDG); International Data

Corporation (IDC); Growth strategies in Asia; IDG's product profile; IDG's corporate culture; IDG in China; Computerworld; Growth of International Data Group; IDG in Asia.

**Wilbur Ross: The Buyout King**

After his MBA from Harvard, and as an executive at Rothschild Inc. for 25 years, Wilbur Ross has been a financial adviser to creditors and stockholders of bankrupt companies like Texaco, Eastern Airlines and Ling-Temco-Vought (LTV) steel. In 1998, Fortune magazine named Wilbur Ross as the 'King of Bankruptcy'. In 2000, Ross established his own private equity company, WL Ross & Co. By late 2005, Ross was involved in the restructuring of \$200 billion worth of defaulted companies' assets across the world.

**Pedagogical Objectives**

- To understand the entrepreneurial zeal of Wilbur Ross
- To discuss how the English literature graduate became one of the best-known turnaround financiers in the US.

Industry	Investment Firm
Reference No.	ENT0022
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Turnaround financiers in the US; Rothschild Inc; Early life of Wilbur Ross; Wilbur Ross as an entrepreneur; Bankruptcy restructurings by Wilbur Ross; Sectors in which Wilbur Ross operates; International Steel Group; Strategy to turnaround bankrupt companies.

**Pete Kight's CheckFree: Pioneering Online Bill Payments in the US**

Since the 1990s, e-commerce has transformed tangible money into a piece of information, which can drive the finances of the corporate world through the click of a mouse. Pete Kight captured this opportunity to pioneer a system to provide Electronic Bill Payment and Presentment (EBPP) services to his customers. He removed the hassles of writing cheques, paste envelopes and postage for paying bills by establishing CheckFree in 1981. CheckFree is an online service provider for e-commerce and payment services, which became the biggest player in the industry by 1993. In 2004-2005, CheckFree had annual sales of \$75 million.



## Pedagogical Objectives

- To understand the entrepreneurial zeal of Pete Kight to establish CheckFree
- To discuss how CheckFree had been instrumental in spawning the global electronic bill payment and presentment industry.

Industry	Transaction Processing and Settlement
Reference No.	ENT0021
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

## keywords

Electronic bill payment and presentment; e-Payments; Mastercard; On-line banking services; UIL Holdings Corporation; Aphelion Inc; Fitness software provider; Electronic commerce services; Bank of America; First electronic bill payment system; 2005 Entrepreneur of the year; Leading EBPP (electronic bill payment and presentment) firms in US; Attention Deficit Disorder (ADD).

## Berkshire Hathaway Inc.: Warren Buffet's Investment Philosophy

Warren Buffet, the world's most successful investor and the second richest man after Bill Gates, was born on August 30 th 1930 at Omaha, Nebraska, USA. Buffet, popularly known as the 'Oracle of Omaha' had made his first investment in shares when he was only eleven years old. In 1962, he began purchasing the shares of Berkshire Hathaway, a textile manufacturing firm at New Bedford. By 1965, he acquired Berkshire by purchasing the majority of its shares and then declared himself as the company's Director. He started investing and acquiring other companies through Berkshire, and soon transformed Berkshire into an investment-making firm. He employed the investment strategy of identifying undervalued companies, those having high-growth potential and a good management, which could produce high returns in the long run. He was a value investor and believed that the short-term fluctuations of the stock market would not affect his investment decisions. His investment approach helped Berkshire to earn substantial stakes in Coca-Cola Co., Wells Fargo Co., and American Express. Most of the Berkshire investments were made in the insurance and retailing sectors.

## Pedagogical Objective

- To discuss the investment philosophies of Warren Buffet and debate on his business philosophies that led Berkshire to outpace the Dow Jones Industrial Average for more than 40 years.

Industry	Financial Services
Reference No.	ENT0020
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

## keywords

Warren Buffet; Berkshire Hathaway Inc; Benjamin Graham; Investment philosophy; Wall Street; Buffet Associates Ltd; Buffet Partnerships; Insurance business; GEICO (General Employees Insurance Company); Competition; Shares; Stock market; Investment principles.

## Philip F. Anschutz: Entrepreneur with a 'Contrarian Strategy'

Philip F. Anschutz (Anschutz), one of the richest American businessmen acquired stakes in more than 100 underperforming businesses and successfully restructured them into profitable entities. He built one of the largest theatre chains in the US, the Regal Entertainment Group and also flourished in the telecommunications business through Qwest. Anschutz's flair for betting on underperforming businesses had earned him the recognition as an entrepreneur with a 'contrarian strategy'. However, Anschutz faced setbacks when an accounting scandal forced him to quit from the Non-Executive Chairman post in Qwest. Analysts opined that his latest venture into newspaper business was also a challenge considering the strong competition from The Washington Post.

## Pedagogical Objectives

- To understand the strategies followed by Anschutz to become one of America's richest and successful entrepreneurs
- To understand and analyse Anschutz's 'contrarian strategy'.

Industry	Not Available
Reference No.	ENT0019
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

## keywords

Philip F Anschutz; Contrarian strategy; Entrepreneurship; Oil exploration; Largest theatre chain in the US; Entry into newspaper business; Risk taking ability; Turning around loss making businesses; Strategy and general management.

## Lakshmi Niwas Mittal – Spearheading Consolidation in the Global Steel Industry

Lakshmi Niwas Mittal, also called the 'Carnegie of Steel', built his steel empire

by aggressively acquiring poorly performing steel plants at low prices in places like Trinidad & Tobago, Kazakhstan, Romania, Germany, Poland, Canada and America and turning them around into money-spinners. He is considered to be an industry visionary, spotting trends much before his contemporaries and investing accordingly. In October 2004, Mittal announced that LNM would be acquiring International Steel Group of the US for \$4.5 billion. If regulatory authorities approve, this could make the combined entity, named Mittal Steel the largest producer of steel in the world, surpassing the current world leader, Arcelor.

## Pedagogical Objectives

- To discuss the impact, this proposed acquisition would have on the global steel industry
- To discuss the current and future levels of consolidation in global steel and the risks that companies like LNM would encounter
- To discuss the 'demand from China' factor which is further driving consolidations in the steel sector.

Industry	Steel
Reference No.	ENT0018
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

## keywords

Lakshmi Niwas Mittal; LNM Holdings; Mittal Steel; International steel group; Global steel industry; Consolidation in the steel industry; China's demand for steel; Direct reduced iron; LNM's acquisition strategy; Wilbur Ross Jr; Raw material prices in the steel industry.

## Bloomberg's Growth: The Michael Bloomberg Factor

In the early 1980s, after being fired from Salomon Brothers Inc., Michael Rubens Bloomberg invested his \$10 million partnership pay-out to start his own company, Bloomberg LP. By the late 1990s, Bloomberg had emerged as a strong player in the market data industry and began to make dents in the market share of its competitors like Reuters, Bridge and Dow Jones. The success of Bloomberg was attributed to the innovative strategies of Michael Bloomberg. But, in November 2001, when Michael Bloomberg left Bloomberg to become New York City Mayor, there were doubts regarding the future prospects of the company.

## Pedagogical Objectives

- To discuss the initiatives taken by Michael Bloomberg in order to

transform his company from an upstart into a media and financial-data giant

- To discuss whether the departure of Michael Bloomberg who played an instrumental role in the company's growth, would hamper its prospects.

Industry	Information Collection and Delivery
Reference No.	ENT0017
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Bloomberg; Michael Bloomberg; Salomon Brothers; Merrill Lynch; Reuters; Terminals; Bloomberg Professional service; Bloomberg news; Bloomberg business radio; Bloomberg television; Bloomberg magazine; Thomson Financial; New York City Mayor; Matthew Winkler; Jonathan Fram.

**Aravind Eye Hospitals: A Case in Social Entrepreneurship**

Aravind eye hospitals, (a \$11 million venture) based in Madurai, India, is one of the largest eye hospitals in the world, and in terms of scale, the single largest provider of eye surgeries. Started as an 11-bed hospital by Dr. G. Venkataswamy, the Aravind conglomerate now consists of hospitals, an intraocular lens manufacturing unit and community development and research institutes. Though two-thirds of the surgeries are performed free of charge, Aravind is financially self-sufficient. A high level of efficiency in all its activities is seen as one of the secrets behind Aravind's success.

**Pedagogical Objectives**

- To discuss how firms, especially in developing countries, with a low capital base can sustain themselves through streamlined operations and a focused approach towards growth
- To discuss 'Aravind as a role model for businesses' that serve the 'bottom of the pyramid', as pointed by Professor C K Prahalad.

Industry	Health Care
Reference No.	ENT0016
Year of Pub.	2004
Teaching Note	Available
Struc.Assig.	Not Available

**keywords**

Aravind eye hospitals; Dr Govindappa Venkataswamy; Efficient in operations; Curable blindness; Cataract; Bottom of the pyramid; Developing countries; Intraocular lens; Aurolab; Community development; Eye camps.

**Philip Green: UK's Retail Baron**

Philip Green (Green) became the fastest billionaire in the corporate history of the UK and earned the reputation as one of the most successful businessmen in the country. Nicknamed as 'canon the barbarian' for his ruthless negotiation skills, Green made his fortune by transforming the fortunes of two ailing clothing chains – British Home Stores and Arcadia Group. In a short career of 20 years, Green built Britain's largest privately-owned retail group and accumulated adequate debt free assets that put him among the top business leaders in the UK.

**Pedagogical Objectives**

- To discuss the management style of Philip Green and how he managed to turnaround the fortunes of the retail companies he acquired
- To discuss the role of private ownership in Green's turnaround efforts.

Industry	Retailing
Reference No.	ENT0015
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Philip Green; Retailing; British Home Stores and Bhs; Arcadia; Marks & Spencer; Private ownership versus public ownership; Storehouse Group; UK clothing industry.

**Thor Industries: Entrepreneurship Initiatives at Recreational Vehicle Leader**

Thor Industries, the world's biggest recreational vehicle manufacturer, has become the market leader by acquiring companies, allowing them to operate independently and giving them autonomy to compete with each other. The managers of the acquired companies operate like entrepreneurs and are rewarded with a percentage of the division's pre-tax profits with no higher limit set as to what they can be paid.

**Pedagogical Objective**

- To discuss how the company managed the constituent units, offering them autonomy, encouraging competition and how it became a market leader.

Industry	Recreational Vehicle Industry
Reference No.	ENT0014
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

**keywords**

Intrapreneurship; Recreational vehicle industry; Towable recreational vehicles;

Managerial autonomy; Thor Industries; Compensation system.

**Social Entrepreneurship: Serving the 'Niche' Business**

Earning by serving the neglected sections of the society is the bottom line of Social Entrepreneurship. Unlike traditional philanthropists and social workers, who address social problems and endeavour to uplift the conditions of the downtrodden of the society, social entrepreneurs try to address social problems at their roots. Instead of giving a hand holding to the victims of various social systems, they strive to change the system itself.

**Pedagogical Objective**

- To understand the evolution of Social Entrepreneurship, its operating model and how it is going to change the face of social philanthropy.

Industry	Not Applicable
Reference No.	ENT0013
Year of Pub.	2004
Teaching Note	Available
Struc.Assig.	Available

**keywords**

NGOs (Non Government Organisations); Venture philanthropy; Double bottom-line; Social entrepreneurs; Ashoka Fellows; Skoll Foundation; Shri Mahila Griha Udyog Lijjat Papad; Mohammed Yunus and Bangladesh Grameen Bank; Martin Fischer and ApproTech; Iqbal Qadir and GrameenPhone in Bangladesh; Ben & Jerry's Ice Cream; Social entrepreneurship; Jeff Skoll; Bill Drayton.

**Li Ka-Shing: The New 'Old' Entrepreneur**

Li Ka-Shing, the Hong Kong business tycoon is the richest Asian in 2004 and owns two of the major Hong Kong business houses (hongs), Hutchison Whampoa and Cheung Kong (Holdings). His conservative accounting, sense of timing and ability to recruit talented people, are considered to be the assets that made him the 19 th richest man in world in the Forbes 2004 list with a net worth of \$12.4 billion. His political connections, large size of his business and his philanthropy were considered as the basis for his success.

**Pedagogical Objectives**

- To discuss the entrepreneur's life and his deal making abilities and how his quick decision making helps him make good deals and quickly move away from non-lucrative ones
- To discuss Li Ka-Shing's achievements and his attitudes and beliefs that moulded



him as a successful and world-renowned entrepreneur.

Industry	Not Applicable
Reference No.	ENT0012
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Entrepreneurship; Li Ka-Shing; Superman 'Li'; Guanxi; Political connections; Quick decision making; Perfect timing; Learning from mistakes; Leadership; Conservative accounting; Management style; Hutchinson Whampoa; Hiring talented people; Social responsibility; Business tycoon.

### Donald J. Trump: Promoter Non Pareil

Donald Trump, known as the 'ultimate home builder' is one of the most recognised real estate developers of America. His properties are known to command a premium of 15% to 50% over prices of other comparable real estate. Analysts claim that Trump's name is his biggest asset. Trump is known for his relentless self-promotion, and his publicity vehicles include appearances in sitcoms, television commercials, best sellers written by him and about him, and extensive press coverage. He co-produced and hosted *The Apprentice*, a television reality show that was very successful, benefiting both NBC and Trump.

#### Pedagogical Objectives

- To discuss the making of the Trump brand
- To discuss the management style of Donald Trump
- To discuss Trump's penchant for self-promotion and its impact on his business deals
- To discuss whether Trump's self-promotion can help turn around his long-suffering casino business and its poor performance on Wall Street.

Industry	Not Applicable
Reference No.	ENT0011
Year of Pub.	2004
Teaching Note	Available
Struc.Assig.	Available

#### keywords

Donald Trump; *The Apprentice*; Self-promotion; Trump Hotel and Casino Resorts; The art of the deal; The art of the comeback; How to get rich; Trump brand; NBC; Bill Rancic; Negotiation.

### Biocon: The Indian Biotech Star

Biocon India has been the brainchild of Kiran Mazumdar Shaw who transformed it from a small entity to the largest biopharma company in India. Started from a garage in Bangalore in 1978 with just INR 10,000, Biocon grew to become the flag bearer of the Indian biotech industry with revenues of INR 2,574 million in 2003.

#### Pedagogical Objective

- To discuss how cutting edge innovation coupled with a focused approach can enable new economy companies to reach great heights.

Industry	Biopharmaceuticals
Reference No.	ENT0010
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Bio-pharma companies in India; Kiran Mazumdar Shaw; Koji fermentation technology; India's contract research firms; Active pharmaceutical ingredients; Recombinant DNA technology; CAP (College of American Pathologists) accreditation; Biotech industry in India; Biocon India; Industrial enzymes; Phytopharmaceutical business in India; Syngene International Limited; Clinigene International Limited.

### Carlos Slim: A Telecom Tycoon in the Making

Forbes voted Carlos Slim as the 17<sup>th</sup> richest man in the world in 2004. Born to a Lebanese immigrant in 1940, Slim always had the ability to acquire businesses with unhealthy finances and turn them around as profitable companies. He founded Grupo Carso, Carso Global Telecom and Financiero Inbursa and by 2004, he had amassed a personal fortune of \$14 billion.

#### Pedagogical Objective

- To discuss how Carlos Slim is giving shape to his dream of becoming the undisputed telecom king of Latin America.

Industry	Not Applicable
Reference No.	ENT0009
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Carlos Slim; Grupo Carso; Carso Global Telecom; Financiero Inbursa; Telmex; International Monetary Fund (IMF); AT&T; MCI; Sprint; IBM; Prodigy Incorporated; Microsoft Corporation; Tequila crisis; CompUSA; Telefonica.

### Matrix Laboratories: Road to Success

With the merger of Vorin and Medicorp on April 1<sup>st</sup> 2003, Matrix emerged as one of India's leading bulk drug players. In 2003, the company registered a scorching growth rate of 1,575%, which was the highest for any Indian company. The company's stock price also grew at an exceptional rate and was one of the hottest stocks on the market. Matrix's 50% revenues came from a single drug called citalopram. Even without a significant presence in the world's biggest and largest pharmaceutical market, America, the company performed exceptionally well.

#### Pedagogical Objectives

- To discuss the path of Matrix from a small company to a formidable player in the Indian pharmaceutical industry and significant bulk active player in the international market
- To discuss whether Matrix would sustain the growth rate with its entry into the US market or would change the strategy and enter the formulation business domestically and internationally and thereby move up the value chain.

Industry	Pharmaceutical
Reference No.	ENT0008
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Matrix Laboratories Limited; Indian pharmaceutical industry; Lundbeck; United States Food and Drug Administration; Citalopram; cipramil; Contract manufacturing; contract research; Bulk drug industry; United Kingdom Medicines Control Agency; Pharma value chain; American pharmaceutical industry; Non-infringing process patent; Generic drug manufacturers; Business strategy; Biotechnology industry; Ranbaxy Laboratories; Dr Reddy's Laboratories.

### Wilbur L. Ross – The King of Restructurings in the Kingdom of Vulture Funds

Traditional security analysis and portfolio management literature proposes that the older you are the less risky your investments should be. But, Wilbur Ross a contrarian not only seemed to assume more risk as he aged but also produced better results. As a vulture fund advisor at Rothschild, he was involved in spectacular bankruptcies and turnarounds. At the age of 66 when his peers looked to retire, he started his own hedge fund and produced fantastic returns. At a time when the steel industry of US looked past its prime, he



took up the challenge of reviving the industry. Though people called him 'man of steel' or 'king of bankruptcy', he said he did what he was supposed to do. Among the hedge fund managers he used the less followed strategy of bringing companies back from bankruptcy. Not just the steel industry but also the future of textile and telecom seemed to be in the hands of this vulture fund manager.

### Pedagogical Objectives

- To understand how Wilbur Ross produced fantastic returns by his revival strategies
- To discuss his strategies as a vulture fund manager.

Industry	Investment Firm
Reference No.	ENT0007
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Wilbur Ross; Hedge fund; Vulture fund; Bankruptcy; Security analysis and portfolio management; Turnaround; Rothschild Inc; WLR Recovery Fund; Chapter 7; Chapter 11; International Steel Group; Burlington Industries; Nano Tex LLC; 360NetWorks; Securities and Exchange Commission.

### Sim Wong Hoo – The Nimble Entrepreneur

Today, Sim Wong Hoo and Creative Technology Ltd. are household names throughout Asia. Sim is a shining example of what an individual from humble beginnings can achieve by dint of hard work, true grit, courage, and creativity.

### Pedagogical Objective

- To discuss the success story of Sim Wong Hoo and his company, Creative Technology.

Industry	Electronics and Computer Hardware
Reference No.	ENT0006
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Sim Wong Hoo; Nimble entrepreneur; Creative technology; Creative labs; Sound Blaster; Juke box; Microsoft; Dell; Entrepreneurship; Technopreneurship21; MP3; Aztech systems; Prodikeys; Local Sales Offices (LSOs); OEM; original equipment manufacturer.

### Robert E. Rubin: Executive Entrepreneur

Throughout his career, Robert E. Rubin (Rubin) had efficiently worked for the development of the US economy and the betterment of the lives of his countrymen. Born in New York in 1938, Rubin completed his schooling from a public school in Miami Beach and went on to graduate with distinction with a Bachelor of Arts (major in Economics) from Harvard College (Harvard University) in 1960. After doing one year of graduate work (1960-61) from the London School of Economics, Rubin completed his LLB from the Yale Law School, US in 1964. After working for twenty-six years in Goldman Sachs (1966-1992), Rubin joined the Clinton administration as the Treasury Secretary. As the Treasury Secretary of the US from 1993 to 1999, Rubin created a federal surplus of \$70 billion from a deficit of \$290 billion that he had inherited and was also instrumental in bailing out Mexico, Malaysia, Indonesia and South Korea during their financial crises. In 1999, Rubin joined the Citigroup as the chairman of the executive committee. Rubin had always been controlled, quiet, reserved and rational in his work. Rubin had always enhanced his image as an executive entrepreneur throughout his business and government career.

### Pedagogical Objective

- To understand Robert E. Rubin's strategies and his probabilistic and careful analysis of various options before taking a decision.

Industry	Financial Advisory Services
Reference No.	ENT0005
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Robert E Rubin; Executive entrepreneur; 'In an Uncertain World'; US Treasury Secretary; Goldman Sachs; Mexican crisis; Asian currency crisis; Citigroup; US economic plan of 1993; Federal deficit of the US; Crisis in South Korea; National Economic Council of the US; Inflation index bonds; Inland Revenue Service (IRS) of the US; Rationale for decision making.

### Dean Kamen's Technological Entrepreneurship

As an inventor and entrepreneur, Dean Kamen's life brims with scientific achievements. His portfolio of patents ranges from helicopter designs to heating and cooling machines. In early 2003, he came out with the 'Segway Human Transporter' (Segway HT) which had its origins in one of his previous innovations

– the 'iBot', a six wheeled mobility device with balancing mechanism for the disabled. In 2003, he came out with the low cost, low power, water purifier (nicknamed 'Slingshot'), designed specifically for solving drinking water problems in the Third World countries.

### Pedagogical Objective

- To discuss how Dean Kamen, right from his young age, has always used technology to come out with innovative products for the benefit of society.

Industry	Not Applicable
Reference No.	ENT0004
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Dean Kamen; iBot; Segway; Water purifier; Slingshot For Inspiration and Recognition of Science and Technology (FIRST); Science Enrichment Encounters (SEE); DEKA; Home Choice Peritoneal Dialysis Machine; Failures of Dean Kamen; College days of Dean Kamen; School days of Dean Kamen; Annual robotics competition; Auto Syringe Incorporated; Stirling engine.

### Peter Georgiopoulos

Peter Georgiopoulos, son of a maritime lawyer, created one of the most successful shipping companies of the world. A financial maverick, Georgiopoulos used his business acumen and art of deal-making to acquire sShip Holdings (Genmar). But he couldn't get any contracts immediately, as he was not an established player. He needed a track record, so he negotiated with Universal Tankships, then a highly regarded firm, into managing his first ship. He then poached some of Universal's key executives and began acquiring a large fleet of ships. By 2003, Genmar became a leading provider of international sea borne crude oil transporter. It owned and operated the second largest fleet of mid-sized tankers of the world.

### Pedagogical Objective

- To discuss the initiatives taken by Peter to transform his small company to a leading provider of international sea borne crude oil transfer.

Industry	Transportation Services
Reference No.	ENT0003
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assig.	Not Available

### keywords

Peter Georgiopoulos; General Maritime Corporation; Maritime Equity Management Company; Transportation

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services; Shipping industry; Commodore award; Oil tanker industry; Mergers and acquisitions; Ultra and very large crude carriers; Private equity and hedge funds; Shipping industry entrepreneurs; Teekay Shipping; Connecticut Market Association; Liquid listed equity; Genmar's IPO.

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### Arthur D. Levinson

Genentech was the first biotechnology company in the world. Arthur D. Levinson was one of the first few scientists who joined Genentech on its inception in 1976. He served the company during all the three stages of its evolution. After taking charge as the CEO, he changed the strategic direction of the company. Analysts hailed his steps and even the big pharma companies followed his strategies later. He won a number of awards not only for himself but also for the company.

#### Pedagogical Objectives

- To discuss how Levinson played an effective leadership role to change the strategic direction of the company
- To discuss how Levinson became role model for other big pharma companies.

Industry	Not Applicable
Reference No.	ENT0002
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assig.	Not Available

#### keywords

Genentech; Biotechnology industry; Arthur D Levinson; Avastin; Blockbuster; 5x5 goals; Targeted therapy; Pharmaceutical industry; Food and Drug Administration; Scientific leadership; Herceptin; Mergers and alliances; Research and development; Patent; University of California San Francisco.

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### UCSF – How Industry-academial Interface Made it a Benchmark for Biomedical Innovation

University of California, San Francisco (UCSF), in its 130-year-old history, had traditionally served as a regional medical institution for training competent doctors to serve western USA. For years UCSF was considered to be an unlikely place for radical inventions. The scenario started changing from 1968 when collaborative approach to fundamental research started attracting some of the brightest scientific minds to UCSF. UCSF gave the world two of its largest Biotech companies, "Genentech" and "Chiron". By 2003, UCSF became a world leader in biomedical research with an annual budget of \$1.9 billion besides being the largest employer in San Francisco.

#### Pedagogical Objective

- To discuss how an ordinary medical institution transformed itself into a research powerhouse to become the world's biomedical innovation hub.

Industry	Education
Reference No.	ENT0001
Year of Pub.	2003
Teaching Note	Not Available
Struc. Assign.	Not Available

#### Keywords:

Industry-Academia rapport; UCSF fundamental research; UCSF-industry interaction; Business spin-offs from UCSF; Grants to UCSF; Genentech and Chiron; History of biotechnology; Inventions at UCSF; UCSF-industry collaborations and rapport; Funding of UCSF; UCSF the biotech hub; Collaborative research at UCSF; UCSF and California's economy; University of California; San Francisco; UCSF.

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