CATALOGUE

List of Case Studies on

STRATEGY - II

(Corporate Transformation, Diversification Strategies, Going Global and Managing Global Business, Growth Strategies)

IBS Case Development Centre

Corporate Transformation

Korean Air: Chairman/CEO Yang-Ho Cho's Radical Transformation

A series of fatal accidents, coupled with operational inefficiencies snowballed Korean Air into troubled times. Then, at the beginning of the 21st century, its CEO/Chairman, Yang-Ho Cho undertook various transformation initiatives - for instance, improving service quality and safety standards, technology integration, upgrading pilot training, better business focus; putting in place a professional management team, improving corporate image through sponsorship marketing, etc. He gave a new corporate direction in the form of '10,10,10' goal. However, Korean Air is held up by a slew of challenges. Among which are inefficiencies of - Chaebol system of management, possible clash of its cargo business with its own shipping company, limited focus on the domestic market and growing competition from LCCs. How would Korean Air manage growth as a family-owned conglomerate? The case offers enriching scope for analysing a family business's turnaround strategies, with all the legacy costs involved.

Pedagogical Objectives

- To discuss the (operational) dynamics of Korean Chaebols - their influence/effects on the country's industrial sector and the economy as a whole
- To analyse how family-owned businesses manage the transition phase - from a supplier-driven economy to a demand-driven economy
- To identify all the possible reasons for Korean Air's turbulent times and assessing whether they are controllable or not
- To critically evaluate Korean Air's transformation efforts - in terms of growth, productivity and cost cuts, especially the efficacy of '10,10,10' goal in a family-run business
- To identify various challenges to Korean Air in sustaining growth and finding ways to overcome them.

Industry	Aviation
Reference No.	COT0010
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Chaebols System; Civil Aviation; South Korea; '10,10,10' Goal; Growth, Productivity and Cost Cuts; Corporate Transformation Case Study; Cross-shareholdings; Clash of Interests in Business Divisions; Hanjin Group; Airfreight; Air Cargo; Corporate Restructuring; Fatal Accidents - Safety Constraints; OECD; SkyTeam Alliance; Family-owned Business Conglomerates; Cargo Shipping

Dell Back to the Future?

On January 31st 2007, Dell announced the resignation of Kevin Rollins (Rollins) as the CEO, and founder Michael Dell (Michael) took over as the next CEO. Since mid-2005, Dell had problems with customer service, quality and the effectiveness of its direct sales model. Lately, Hewlett Packard, a competitor to Dell, has gained on Dell and occupied the No.1 spot as a PC vendor. During Rollins' tenure Dell also faced investigations of the SEC for accounts irregularities. Michael faced an uphill task to take the company to the No. 1 position, where it was when he had left. Analysts felt that it would not be easy for Michael to comeback, although they felt that he would be the only person who could revive Dell.

Pedagogical Objectives

- The kind of leadership traits essential to become successful in the competitive IT industry
- How Michael Dell's strategies enabled the company to become the top PC vendor
- The difference between the strategies of Michael Dell and Kevin Rollins and to understand the importance of succession planning
- Whether Michael Dell will be able to revive Dell with his new plans.

Industry	Personal Computers
Reference No.	COT0009B
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Michael Dell; Kevin Rollins; Dell Corporation; Direct Sales Model; PC Market; AMD processor; Corporate Transformation Case Study; Intel processor; HP; Dell 2.0; Acer; Dell Connect; Entrepreneur; Supply Chain; Laptop

AOL: The Shift Towards Free Services

In a conference call held in August, 2006, America Online (AOL) announced that it would make most of its premium services available free of cost. The company had lost 2.8 million subscribers in US in 2005, while its revenue in the same year had declined by 5% from that of 2004. This case looks into the difficulties that AOL faced due to its primarily subscription-based revenue model, and the reasons for this shift in strategy.

Pedagogical Objectives

- To discuss the subscription based business model of AOL
- The reasons behind declining revenues
- Whether free services model can help the company revive?

Industry	Entertainment
Reference No.	COT0008K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

America On-line (AOL); Corporate Transformation Case Study; On-line advertising; Subscription; Internet service provider (ISP); Broadband; Dial-up; Media

The Downfall of Polaroid: Corporate Lessons(Part B)

In October 2001, Polaroid Corporation, the pioneer of instant photography filed for federal bankruptcy protection under Chapter 11 bankruptcy protection. Though it was a global brand name in 2007, the corporate entity of this pioneer got lost in the way.

Founded in 1937 by Edwin Land, Polaroid entered the imaging industry in 1948 with advent of first ever instant camera. Polaroid soon developed a cult status for instant cameras. But soon its golden years got over. In late 1980s, the digital technology revolutionized the picture taking industry. Polaroid under the influence of its immensely valued core business of instant photography could not anticipate magnitude of challenges from Digital evolution and it also entered in the game late. The company not only failed to position itself in digital imaging but also lost its drive for instant photography.

In spite of being a research-and-development-driven company, Polaroid could not save its technology driven core business of instant cameras. In October 2001, the corporation after bankruptcy sold most of the business (including the "Polaroid" name itself and non-bankrupt foreign subsidiaries) to One Equity Partners (OEP), a partner of Bank One Corporation. Although OEP Imaging Corporation changed its name to Polaroid Holding Company (PHC), the original Polaroid Corporation changed its name to Primary PDC Inc. In April 2005, Petters Group Worldwide (PGW) announced its acquisition of PHC for US$426 million.

The case details the evolution and growth of Polaroid as a corporation and a brand. It ends on a debate over a question of Polaroid's success as a brand vs its failure as a corporate entity.

Pedagogical Objectives

- To understand the importance of peripheral vision
- The importance of innovation in a dynamic industry like imaging
- To discuss why Polaroid a globally successful brand failed as a corporate entity.

Industry	Photographical & Digital Equipments
Reference No.	COT0007A
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Polaroid; Corporate Transformation Case Study; Instant Photography; Edwin Herbert Land; Innovation; Core Business; Business Strategy; Patents; Product Development; Product Positioning; Technological Change; Change Management; Organisational Inertia; 'Chapter 11' Bankruptcy; Takeover and Acquisitions; Leadership Styles; Financial Restructuring; Digital Imaging and Competition; Kodak

The Downfall of Polaroid: Corporate Lessons(Part A)

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Industry	Photography
Reference No.	COT0006A
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Polaroid; Instant Photography; Edwin Herbert Land; Innovation; Core Business; Business Strategy; Patents; Product Development; Product Positioning; Technological Change; Change Management; Organisational Inertia; 'Chapter 11' Bankruptcy; Corporate Transformation Case Study; Takeover and Acquisitions; Leadership Styles; Financial Restructuring; Digital Imaging and Competition; Kodak

HP: Reinventing Itself

In 2006, HP planned a million dollar global marketing campaign. Through this campaign the company wanted to send a message to its consumers that they were also one of the prime sellers of personal computers and not only high quality printers. HP's goal was to make the personal computer a more powerful personal tool for the customers. This included ads on the internet, TV, print and billboard. The company felt that this campaign would increase momentum of its PC sales. The case gives an insight into HP's history from its inception with the challenges it faced from its competitors. The case also focused on HP's integrated marketing.

Pedagogical Objectives

- To understand the challenges faced by HP
- To understand the competitors marketing strategies
- To analyse HP's marketing campaign in comparison to its competitors
- To analyse HP's focus on Integrated Marketing.

Industry	Personal Computers
Reference No.	COT0005K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

HP; PC; Dell; IBM; Canon.

ABB India: Gaining Power

The top line of ABB India, a 52% subsidiary of ABB Global, Switzerland, was Rs. 8068 million in the year 2000. However, it was struggling to grow both in terms of revenues and profits, and at the same time its parent was in trouble with constant restructuring. ABB India at that time was required to contribute more to the groups bottom-line and hence in September 2001, Jurgen Dormann, CEO, ABB Global brought back Ravi Uppal from Volvo India to become the country head for ABB India. This case details the leadership style of Ravi Uppal and the restructuring initiatives he started at the company. This case takes an inside look at ABB's unprecedented transformation under Ravi Uppal. ABB India was focusing on extensive use of channel partners, is there any other way it can plan market penetration. Industrial IT initiatives and investment into R&D will help ABB India in the long run.

Pedagogical Objectives

- To discuss the main reasons that led to improved performance at ABB India. Was it – Change of Leadership, Market forces, Restructuring, or Government reforms
- To discuss the organisation culture at ABB India
- To discuss whether the shift from projects to standardised products and services needed.

Industry	Power Energy
Reference No.	COT0004B
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

leadership; Change Management; Organisational Culture; Restructuring; Reorganisation; Power technology; Automation Technology Engineering Industry; R&D; Exports; Channel Partners; Cost Cutting, Human Resource

Management; Organisation Structure; Transformation.

Zee Telefilms: A Transition

Television as a mode of communication was introduced in the Indian market way back in 1959 on an experimental basis. Doordarshan, a government-owned channel was formed in 1976 and monopoly rights were granted over terrestrial broadcasting. In 1991, with the privatisation of the broadcasting rights, the Indian Cable and Satellite industry saw the entry of many players. One such player was Zee Telefilms Limited which started its operation in 1992. The channel enjoyed the privilege of being the first private player to go on air. The channel faced competition from other channels such as Sony Entertainment, Star network, etc who were also building on their strengths. In 2003, Zee reached around 32 million homes in India and around 225 million people worldwide. This case discusses on the transition which took place in the company in the wake of the declining market share and to counter the competitors programming strategies. Further, the case discusses about Subash Chandra, chairman of Zee Telefilms and his intentions to make the channel as a family run business.

Pedagogical Objectives

- The state of the Indian cable and satellite industry and the changing preferences of the customers
- The strategy of Zee to increase its TRP ratings in the wake of the competitors programming schedule
- The product extending activity of channel in order to lure the customers
- The challenges that the channel would face with the increase in the number of players entering the cable and satellite industry.

Industry	Cable and Satellite
Reference No.	COT0003B
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Indian Cable and Satellite Industry; Doordarshan; Zee Telefilms; Star TV; Sony TV; Subash Chandra; TRP Ratings; TAM & INTAM Star TV; Sony TV; Subash Chandra; TRP Ratings; TAM & INTAM Operator; Essel World; News Corporation; Transition.

Indian Banking Industry and Bank of Baroda: The Need for Organisational Transformation

Founded in 1908 by Maharaja Sayajirao Gaikwad III, Bank of Baroda has grown over the years to become one of the leading players in the Indian banking industry today. Nationalised in 1969 by the Government of India, the Bank continued its social banking initiative by establishing rural branches. With its constant profit and dividend payout record, the Bank maintained its key position among the Public Sector Banks (PSBs). However, the economic liberalisation begun in 1991-1992, permitted foreign and private players to start their operations in the country, and these, with their cost-efficient technologies and value-added services backed by aggressive marketing, offered a stiff competition to PSBs by luring away customers from PSBs. As a result, along with other PSBs', Bank of Baroda's market share started declining giving a rude jolt to the Bank's management which felt forced to take steps to contain the slide-down. And thus started the re-branding initiative in mid-2005 – a major initiative in the history of PSBs in the Indian banking industry.

Pedagogical Objectives

- To understand the Indian financial system and the evolution of the Indian banking industry
- To analyse the competitive scenario prevailing in the Indian banking industry before and after the liberalisation
- To understand the various reform initiatives taken by the Indian government in a bid to revitalise the banking industry and its effects
- To make out or oppose the case of consolidation in the Indian banking industry
- To understand the growth strategies adopted by Bank of Baroda with the changing competitive dynamics of the Indian banking industry
- To discuss the need for an organisational transformation for a public sector bank like Bank of Baroda despite its good financial performance and market standing.

Industry	Banking
Reference No.	COT0002
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Indian Financial System; Reserve Bank of India Act, 1934; Banking Regulation Act, 1949; Scheduled and Non-scheduled Banks; Public Sector Banks and Private Sector Banks; Rangarajan Committee; Narasimham Committee; Impact of Nationalisation of Banks in India; Liberalisation of Indian Banking Industry; Priority Sector Lending; CRR, SLR and CAR; Need for Rebranding; Non Performing Assets (NPAs); State Bank of India (SBI) and ICICI Bank; Consolidation in the Indian Banking Industry.

De Beers' Corporate Transformation: The Competitive Pressures

The De Beers group, which maintained a monopoly on the global diamond trade since the early 20th century, had to change its business model by the turn of the 21st century. It adopted the 'Supplier of Choice' program as a response to several allegations of unethical business practices, the issue of conflict diamonds in Africa and the antitrust suits filed against it in the US and the UK. De Beers consciously transformed itself from being a controller to stimulator of global diamond business. However, it faces stiff competition from a number of competitors, prominent among them being Lev Leviev, who pioneered the concept of vertical integration in the diamond trade and has robbed De Beers of many lucrative deals.

Pedagogical Objectives

- To understand how the global diamond industry used to run through a cartel in most part of the 20th century
- To describe the competitive landscape of the global diamond industry in the 21st century
- To analyse the business transformation at De Beers and its impact on the company and the global diamond trade as a whole.

Industry	Diamond & Other Precious Stone Mining
Reference No.	COT0001
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Horizontal vs vertical monopoly; Single channel marketing; Central selling organisation; The diamond cartel; Buyer of last resort; 'A Diamond is Forever'; De Beers and Alrosa; Lev Leviev; Synthetic diamonds; US antitrust; Supplier of choice; The 'Forevermark'; Conflict diamonds; Making money the De Beers way.

Diversification Strategies

Nokia Diversifying into Services: Rediscovering its Business Portfolio

In 2007, Nokia, the world's largest mobile phone manufacturer held 36% of the global market share. Driven by trends of technology convergence and rapid growth across market for internet services, Nokia decided to re-define its business portfolio to create a new business group around Internet services and software. While this transformation helped Nokia in exploring new growth avenues in the global mobile telecommunication market, analysts remained skeptical regarding the success of Nokia's transformation from a manufacturer of wireless hardware into a provider of Internet services. Further the fact that such a move would make Nokia confront big players like Google and Yahoo in the internet industry posed serious concerns. Whether Nokia would succeed in transforming its business portfolio without loosing its focus on its core mobile phone business was yet to be seen.

Pedagogical Objectives

- To understand the concept of 'technological convergence' in the mobile communication industry
- To analyse the evolution of Nokia's business portfolio
- To understand the competitive dynamics of global mobile communications industry
- To analyse the shifts in Nokia's growth strategy and its implications.

Industry	Wireless Telecommunication Equipments
Reference No.	DIS0026A
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Nokia; Mobile Telecommunication Market; Diversification Strategies Case Study; Mobile Handset Industry; Industry Convergence; Technology Convergence; Business Portfolio; Diversification; Core Competencies; Change Management; Organic Growth; Inorganic Growth; Internet Services; Growth Strategy; Motorola; Samsung

UCB: Expanding through Unrelated Diversification

United Colors of Benetton (UCB), the reputed international fashion house from Italy, is losing its shine. UCB, founded in the year 1965, has had a bullish trajectory right from its inception. It has presence in many parts of the world and its apparels and accessories were much sought after by the global customers. At a point of time, when the competition in fashion industry was limited, UCB was the manifestation of not only Italian fashion houses but the entire Europe's. However, with many players entering the arena and competition intensifying, the family-owned UCB was losing steam. The company which was ranked within the top 200 family-owned business in the world was struggling. Its attempts to diversify its brand were not paying off. The revenues started to plummet and the family-owned company decided to open its share to outsiders. The company also started diversifying into unrelated sunrise ventures like infrastructure and aviation. Whether this attempt to revive the family's fortune would pay-off, is yet to be seen.

Pedagogical Objectives

- Trends in the European fashion industry
- UCB's growth in its apparel business
- Need for diversification
- Analysing UCB's diversification strategies
- Can UCB sustain a diversified profile?

Industry	Apparel Industry
Reference No.	DIS0025
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

UCB; United Colors of Benetton; Acquisition; Diversification Strategies Case Study; Family Business; Benetton group; Fashion Apparel; European Fashion house; Luciano; Perfumes; Mergers; Unrelated Diversification

Starbucks Diversion from Coffee: Will it Work?

In 1999, Starbucks', the most famous specialty coffee shop chain in the world, acquired Hear Music to push itself aggressively in the music retail market and achieved immense success. It became a recognised music retail outlet due to the success of albums by Ray Charles, Bob Dylan and others that had been sold in its stores.

Meanwhile, Starbucks coffee chain posed a threat with the increased competition in coffee business. The company decided to expand into diverse business by leveraging on its parent coffee brand. Analysts had a skeptical view that it may be risky for Starbucks to be shifting its focus away from its coffee brand. It discusses strategies adopted by Starbucks to replicate its coffee success. This case highlighted the risks involved in diverting the focus from the core parent brand.

Pedagogical Objectives

- To discuss strategies adopted by Starbucks to replicate its coffee success
- To analyse the risks involved in diverting the focus from the core parent brand.

Industry	Music Industry
Reference No.	DIS0024B
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Coffee; Diversificatio; core brand; McDonalds; Apple; Digital piracy; Growth Strategy; Brand Equity; Diversification Strategies Case Study; Sczultz; Hear Music; XM Satellite Radio; Paul McCartney; Unification of two Brand

Philips: Divesting the Semi-conductor Business

In order to reduce the volatility associated with the cyclical business-pattern of the semiconductor industry, Royal Philips Electronics N.V. (Philips) decided to divest its semiconductor unit and focus more on the emerging profitable businesses of the health-care segment. Philips also decided to drop the word 'electronics' from its company name to emphasise the change.

The case discusses the corporate repositioning of Philips from an electronics-goods manufacturer to a healthcare and wellness driven company.

Pedagogical Objectives

- To discuss about Philips semiconductor business
- To understand the global healthcare industry
- To debate on Philips decision to divest the semiconductor business
- To argue on Philips repositioning strategy.

Industry	Semiconductors
Reference No.	DIS0023K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Philips; Semiconductor; Divestment; Sense and Simplicity; Health care and lifestyle; Diversification Strategies Case Study; Gerard Kleisterlee; Volatility; Ageing population; Care cycle; Telemonitoring; Ambient experience solution; Rural-urban migration; Interbrand; Consumer wellness

NYTimes: Diversifying Online Revenue

In its effort to diversify the revenue source of the company and neutralise the effect of rising newsprint costs, New York Times Company (NYTimes) acquired Baseline Studio Systems (Baseline), a leading online database and research firm for the film and television industries. The acquisition was also aimed to enhance the content offerings of NYTimes and continue the rich legacy of bringing the latest in the news across diverse sectors.

The case, while providing an overview of the two companies, discusses the strategic shift of the traditional print media to the online media.

Pedagogical Objectives

- To analyse the rationale of a merger between a media company and an online research firm
- To discuss the possible synergies out of the merger
- To understand the shift of print media to online media
- To debate whether the deal would be mutually beneficial for both the parties.

Industry	Newspaper Publishing
Reference No.	DIS0022K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

New York Times Company (NYTimes); Baseline Studio Systems; Database and research firm; Diversification of revenue; On-line media; Entertainment industry; Advertising revenue; Janet L Robinson; Digital space; Hollywood Media Corporation; Diversification Strategies Case Study; Subscription; Newsprint costs

Amul: Diversifying for Growth

Amul is India's largest co-operative society with revenues of US $672 million for 2004-05. Amul is also India's largest food products organisation and the market leader in whole milk, condensed milk, milk powder, butter, cheese, ice cream, dairy whitener and sweets. The case study 'Amul-Diversifying for growth', looks at how the co-operative integrated approach adopted by Amul has been successfully used to dominate the dairy products market and how it is utilising its strong brand name to diversify into non-dairy products, processed foods and other products. The case study also gives a brief note on the evolution of Amul, the market scenario of milk and major milk societies/firms in India.

Pedagogical Objectives

- To understand the diversification strategies followed by Amul
- To understand the efforts of other milk societies to emulate Amul.

Industry	Dairy Products
Reference No.	DIS0021
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Amul; Diversification strategy; Branding; GCMMF; Milk; Co-operative society; Yogurts; Ice-creams; Chocolates/ Confectionery; Diversification Strategies Case Study; Pizza; Baby foods; Curd; Dairy whiteners; Condensed milk; Cheese; Retailing and milk additives

Google's Diversification – Is it the Right Move?

Google, the largest and fastest search engine in the world, had grown exponentially and was the market leader in the search engine business. It had become the first company ever to have a 25% share in all US online ad spending. One of its major growth routes was through acquisitions. Google had acquired 26 companies from 2001 till 2006, most of which were small startups with innovative products or technologies. Although most of these businesses were not in line with its core area of search, Google had successfully integrated its acquisitions. This also resulted in Google entering new and unrelated areas. Analysts were skeptical about Google's move and cautioned against diversifying into newer domains.

The case tracks the various diversifications and partnerships of Google and highlights how these have helped Google grow. The case facilitates discussion on whether Google was making the right move by moving away from its search business and entering new areas.

Pedagogical Objectives

- To discuss the Search Engine business
- Growth by Acquisition
- Sustaining the Market Leadership Position.

Industry	Internet Technology
Reference No.	DIS0020C
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Google; Diversification; Acquisition; Internet Search Diversification Strategies Case Study; Engine; AdWords; AdSense; Page Rank Technology; Google Search; Partnerships; Advertising Revenue Model; Competition

LG Chem: The Changing Strategies of the Chemical Company

Inspite of profits of $883 million from the petrochemical business in 2004, LG Chem, the largest chemical company in South Korea, was apprehensive about the future profitability of the unit, and decided to increase its focus on the digital manufacturing unit to generate more revenues for the company. LG Chem planned to increase the revenues of the digital division from $1.2 billion in 2004 to $4.9 billion in 2008, and expected the division to account for 35% of the total revenues in 2008, up from 15% in early 2005.

The case highlights the paradigmatic shift in the business strategy of LG Chem in its effort to become a leading IT component provider in the world.

Pedagogical Objective

- To understand the dynamics of 'vertical integration'
- To understand the business transformation of LG Chem from the petrochemical business to electronic goods manufacturing
- To discuss the viability of LG Chem's business model and its sustainability in the long-run
- To understand strategic concentration and divestment of resources to maximise revenue.

Industry	Chemical and Petrochemical Manufacturing
Reference No.	DIS0019K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

LG Chem; LG Group; Petro Chemical Industry; Digital Equipment; Chip manufacturing.

Microsoft: Software to Media

Microsoft, the global leader in software, services and solutions was under threat from the web based organisations. Though Microsoft was an increasingly profitable organisation but this internet based companies increased their customer base through advertisement services. So Microsoft planned to become more web based and remake the company by going online. The case gives an insight into

Microsoft's history from its inception with the challenges it faced from the online organisations and also from the open source software companies. Moreover it deals with the initiatives taken by the software genius Ray Ozzie who was hired by Microsoft to make the major makeover.

Pedagogical Objectives

- To understand the software industry
- To understand the internet based companies
- To analyse the difference between open source and proprietary software
- To discuss the competitive dynamics of web based companies
- To discuss how Microsoft planned to shift from its core business to increase its revenues.

Industry	Software
Reference No.	DIS0018K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft, Google; Software; Advertising.

Gateway Computers Managing the Transaction

Gateway is the third largest computer technology company in the US. It pioneered the 'built to order' production system and direct sales model to sell computers at low costs. However, since late 2000, Gateway suffered losses and lost its place in the Fortune 500 listing. This case study discusses the causes resulting in the decline of Gateway Computers and the strategies it has adopted to make a comeback.

Pedagogical Objectives

- To discuss the dynamics of the US consumer electronics industry
- To discuss the factors leading to the decline of Gateway computers
- To discuss Gateway computers strategies to make a comeback.

Industry	Information Technologies
Reference No.	DIS0017P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Gateway Computers, Brand integration; Direct sales model; Built to order production system; Gateway country stores; Circuit ity; Best Buy; eMachines; Office depot; Comp USA; Platinum Edition; Gateway shield; Ultra portable notebook; Advanced logic research; Beyond the box strategy.

Campbell Soup Company in 2006

The case study narrates the efforts of the Campbell Soup Company in the US to transform its business in 2006. The Campbell Soup Company in the US, after several years of decline witnessed growth in one of its major product lines, condensed soups, in 2005. It was believed that this significant growth was the result of the company's relentless efforts since 2002. Campbell took several measures such as strengthening the soup market in the US, introducing new and easy packaging for its entire soup line, focusing on advertising and promotions and also enhancing the merchandise display at the retail stores. Having achieved success with these measures in 2006, the company initiated to transform major product lines across the world.

Pedagogical Objective

- To highlight the efforts of Campbell Soup Company to transform its business.

Industry	Consumer packaged goods
Reference No.	DIS0016B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Campbell; Campbell's soup; CPG industry; condensed soup; transformation; V8 chunky soup; Godiva; disinvestment; diversification; restructuring; pepperidge farm; trading up; new markets; pack design.

Lonely Planet – On the Road Less Traveled

This case study is about Lonely Planet, considered to be the world's most successful independent travel information company. The case, though narrative, makes a subtle reference to the issue.

Since publishing its first travel guide in 1973, Lonely Planet has grown to become the largest independent travel-guidebook publisher in the world with over 600 titles. The company has a reputation for providing comprehensive and up-to-the-second travel information. The company is at the forefront of print and electronic publishing of travel content.

Over the years, the company has broadened its market not only by covering places that were less traveled but, by also publishing titles for different kinds of readers. Though the company managed to survive through the slack period following the 9/11 attacks and subsequent slump in the travel sector, the company realised that it was not immune to such turbulence. Lonely Planet decided to strengthen its focus on non-travel content through its business solutions division. The company had the advantage to draw content from its expertise as a travel publisher. It helped Lonely Planet to deliver customised solutions to various companies such as Sony, Nokia, Virgin Atlantic and many others. But the point of debate is whether Lonely Planet was right in moving in this direction. Has the company lost focus? Or, as always, is this Lonely Planet's unusual way of strengthening its brand?

Pedagogical Objective

- To understand how Lonely Planet witnessed growth.

Industry	Publishing/Travel
Reference No.	DIS0015B
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Lonely Planet; Travel; Guidebook; Business; solutions; budget; Tony Wheeler; Shoestring; Hippe Trail; Sony; Six Degrees; LP; Nokia; Independent Traveler; Thorn Tree; Virgin; Atlantic.

GHCL: Global Aspirations

GHCL, a Sanjay Dalmia group company was India's third largest soda ash manufacturer and also had its presence home textiles product and Information Technology Enabled Services (ITES) sector. With the abolition of quota regime in textile industry, GHCL decided to strengthen its position further in the home textiles industry. In December 2005, it acquired Dan River, the third-largest home textiles player in the US for $93 million. GHCL with the help of its low-cost manufacturing facility in India planned to leverage the strong distribution channel of Dan River which spread across China, Pakistan.

Moreover, GHCL was confident in emerging as a global player in home textiles industry with the future acquisitions planned in England, German, France and Italy. The analysts were sceptical about the global aspirations of GHCL as it possessed a low presence in textile sector. The case discusses GHCL's global foray into home textiles industry and the challenges ahead of it.

Pedagogical Objectives

- To discuss the market entry strategies
- To analyse the diversification strategy

- To discuss the prospects of inorganic diversification strategy
- To analyse the prospects of acquisition and its chances of success.

Industry	Textiles and Soda Ash
Reference No.	DIS0014A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

GHCL; Sanjay Dalmia; Dalmia Group; Dan River; Home Textiles; Soda Ash; Market share; Market potential; Market Diversification; Acquisition; Restructuring; Quota regime; Global player; Roseby; S C Bega Upsom.

Hallmark Card Inc. in 2006

Hallmark Inc. founded by J C Hall gradually grew to become the market leader (with market share of 50%) in social expression industry. Hallmark attained the leadership in greeting card segment with a requisite knowledge base of employee and undertaking constant changes in brand management, distribution facilities, product differentiations and technological up-gradations. In the mean time, Hallmark ventured into entertainment business and started an entertainment channel, which also gained significant success. But due to the lack of appropriate back-up of full fledged media partner, Hallmark felt it was difficult to manage its financial position and decided to exit from the entertainment business. In 2006, Hallmark decided to launch lifestyle magazines targeting the women segment.

The case discusses how Hallmark, at regular intervals of time pursued unrelated diversification. At the end it attempts to initiate the debate that whether Hallmark would be successful in the magazine business.

Pedagogical Objectives

- To study the various diversification strategies undertaken by Hallmark
- To discuss the entry strategies for Hallmark
- To analyse the prospects of Hallmark in the magazine business.

Industry	Social Expression Industry
Reference No.	DIS0013A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hallmark; Greeting cards; social expression industry; lifestyle magazines; Hallmark entertainment channel; diversification; brand management; market leader.

The Virgin Group in 2005

In 2005, the Virgin Group operated over 200 disparate businesses and the brand virgin was one of the most known brands in the world. Its founder Sir Richard Branson, a brand by himself was famous in media and business circles for his entrepreneurship, leadership style and publicity stunts. The group started by mail order records business, gradually diversified into disparate businesses like music, retailing, airlines, beverages etc. Virgin companies were renowned for its innovative service standards, employee and customer-centric approach. Branson's personal management style encouraged risk-taking, delegation and participation. His disrespect for hierarchy led to a cordial and fun work environment.

The case describes the origin, growth and evolution of the Virgin Group and the indispensable part played by its leader throughout. The guiding principles of the Virgin Group and its insistence on innovative services for the customers and welfare of the employees on a continuous basis has been highlighted. While the group has been successful in majority of its ventures, it also faced failures in quite a few. The case in the end raises the question that whether the unrelated diversification of the Virgin Group has led to the dilution of the virgin brand.

Pedagogical Objectives

- To analyse the diversification strategies and innovations undertaken by the Virgin Group
- To discuss the personal management style of Sir Richard Branson
- To debate whether extensive unrelated diversification by a company could lead to dilution of its brand.

Industry	Music, Retailing, Airlines, Beverages, etc.
Reference No.	DIS0012A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Richard Branson; Virgin; branding; leadership; entrepreneurship; innovation; Virgin Atlantic; management style; franchising; work environment; diversification; brand stretching; brand dilution; publicity; marketing; space tourism; focus; brand image; brand personality.

ITC: Adding Shareholder Value through Diversifications

The case "ITC: Adding Shareholder Value through Diversifications" offers a detailed account of the challenges faced by ITC in its core business of cigarettes and its diversification into non-tobacco business is also traced. The case presents an overview of the Indian tobacco industry, various players in the industry and the challenges confronting them. The case study provides a useful setting for teaching diversification strategy of conglomerates being employed by a large firm (ITC) in a fast developing economy (India). The focus of the case study is on the challenge of transformation of ITC from a concentric firm (tobacco and cigarette major) to a highly diversified corporate enterprise.

Pedagogical Objectives

- To identify the motivations for ITC to diversify
- To analyse the mode of diversification employed by ITC to increase its shareholders value and discuss its appropriateness
- To debate on the challenges that ITC would face in the new businesses that it has diversified into: To chart the future of ITC.

Industry	Tobacco
Reference No.	DIS0011
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

ITC (Indian Tobacco Company); Global tobacco companies; Cigarette companies in India; Tobacco companies in South-East Asia; Anti-tobacco regulations in India; BAT (British American Tobacco); Diversification strategies; Shareholder value; Indian tobacco industry; Indian fast moving consumer goods (FMCG) sector; Indian hospitality industry; Indian ready-to-eat market; Indian confectionery market; Indian branded atta market; Indian apparel industry.

Merck KGaA's 'Focused Diversification Strategy': The Prospects and Perils

Traditionally, the global pharmaceutical industry has leveraged on its blockbuster model to become one of the most profitable industries in the world. However, since the 1990s, the industry has been witnessing a rapid growth in the generic drug business worldwide and to add to its woes even with increasing investments in R&D, drug innovations have declined. It is opined that the industry is heading towards a consolidation and this prompted Merck KGaA, a German pharmaceutical group, to bid for another German company, Schering AG. However, Schering refused the bid on the grounds that Merck had underestimated its value.

Pedagogical Objectives

- To understand the reasons and consequences of the changing business model of the global pharmaceutical industry
- To discuss the probable synergies that Merck might accrue by acquiring Schering.

Industry	Pharmaceuticals Manufacturers
Reference No.	DIS0010
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Blockbuster model of global pharmaceutical industry; Growth of generic drugs; Consolidation in the global pharmaceutical industry; Decline in drug innovations; Increasing costs of drug innovations; Traditional drug manufacturers going generic; Constraints of new drug research; Patent expires of blockbuster drugs; Rise of generic drug manufacturers.

ITC: The Indian Tobacco Major's Diversification Strategies for Market Leadership

ITC has transformed itself from a leading cigarette manufacturer to an umbrella group that offers a diversified product mix to enhance its brand image and reduce dependency on tobacco related products. It has forayed into the hospitality service industry and has become a major player in the hotels segment. Its position in the FMCG (fast moving consumer goods) business is also on a growth curve; especially its confectionery and biscuits which are slated to achieve the top ranks among its peers. It has made heavy investments to strengthen its IT (information technology) segment and to compete with the big players like Infosys and Wipro. Although the ITC group is marketing its image as an ideal corporate citizen and a company that takes its social responsibility seriously, it still earns 80% of revenues from selling cigarettes and other tobacco related products.

Pedagogical Objectives

- To highlight ITC's need to diversify its portfolio of product mix
- To highlight the strategies adopted by ITC to maintain its position as one of India's leading companies
- To discuss the future possibilities of strategic planning by ITC.

Industry	Tobacco Products
Reference No.	DIS0009
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

ITC Ltd (ITC); Tobacco products industry; Market leader and market share; Fast moving consumer goods (FMCG); Diversification strategy; Segmentation strategy; Customisation of products; Brand image enhancement; Hospitality industry; Product mix and positioning of products; ITC's e-Choupal initiative; Branded foods and apparel; Supply chain management; Vertical integration; Information technology and ITC Infotech.

Novo Nordisk: The Danish Pharmaceutical Company's Diversification Strategies

Novo Nordisk from Denmark is the world's leading insulin maker with a global market share of 50%. Along with diabetes care it also operates in biopharmaceutical segments like haemostasis management and growth hormone therapy. However, with increasing competition from Eli Lilly, Pfizer and Sanofi-Aventis in its core business of anti-diabetes drugs, Novo Nordisk has diversified into other areas like oncology and analgesics.

Pedagogical Objectives

- To highlight the diversification strategies of Novo Nordisk
- To discuss Novo Nordisk's ability to successfully enter new therapeutic areas, where it lacks core competency.

Industry	Pharmaceutical Manufacturers
Reference No.	DIS0008
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Competition in global anti-diabetic market; Eli Lilly; Pfizer; GlaxoSmithKline; Research and development expenditure by pharmaceutical companies; Sanofi-Aventis; Haemostasis management; Growth hormone therapy; Anti-diabetes care; Biopharmaceuticals; Non-steroidal anti-inflammatory drugs; Diversification of global pharmaceutical companies.

Kores: Reinventing itself through Diversification

As the market leader in the Indian carbon paper market, Kores India Ltd. had donned the image of 'the carbon paper company'. However, decline in the demand for carbon paper forced the company to diversify into various businesses. Over the years Kores diversified its operations to include businesses like: (1) computer systems; (2) business machines; (3) auto component foundry; (4) labeling systems; (5) art materials; and (6) writing instruments. Kores was confident that its diversification strategy would be beneficial to the company in the future. However, analysts were of the opinion that Kores would face tough competition in the businesses it has diversified into.

Pedagogical Objectives

- To provide an insight into the evolution of Kores and the diversification strategy adopted by the company
- To discuss whether the diversification strategy based on leveraging Kores' brand name would be a successful one.

Industry	Scientific & Technical Instruments
Reference No.	DIS0007
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Kores India Ltd; Diversification strategy; Core competency; Product line extension; Product portfolio management; Brand leverage; Office equipment suppliers; Convergence of distribution channel; Banking and office automation industry; Information technology (IT) peripherals sector.

Yamaha Motor Corporation's Diversification Strategies

From the 1960s, Yamaha Motor Corporation started diversifying into other businesses to reduce the company's dependence on its motorcycle business. The company's management was confident that the diversification strategies being followed would be beneficial to the company in the long run. Several analysts were also of the opinion that the company was correct in diversifying into other businesses. But others were sceptical about Yamaha's diversification strategies and opined that the company should have stuck to its core business of manufacturing motorcycles.

Pedagogical Objectives

- To understand the evolution of Yamaha over the years and analyse the rationale behind the company's diversification into businesses other than motorcycles
- To discuss whether Yamaha was right in diversifying into other businesses.

Industry	Automobile and Transport
Reference No.	DIS0006

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

Keywords

Yamaha Motor Corporation; Diversification strategies; Asian financial crisis; Motorcycle industry; Outboard industry; Automobile engines; Power products; Aeronautical operations; Intelligent machinery technology; Biotechnology; Semi-conductor cycle.

Young An Hat Co: The World's Largest Hat Maker's Growth Strategies

South Korea based Young An Hat Co (Young An) is the world's largest hat maker owning 40% of the global headwear market. Over the decades, it has diversified into other businesses like hotels, a supermarket chain, farm equipment, forklift and bus-manufacturing businesses. Though its unrelated diversified businesses witnessed growth, analysts are sceptical about the company's future growth.

Pedagogical Objectives

- To understand the growth strategies of Young An over the decades
- To discuss the viability of unrelated diversification of Young An, and its future.

Industry	Headwear and Accessories
Reference No.	DIS0005
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Young An Hat Company; Global headwear market; Diversification and growth strategies; Largest hat maker business model; Restructuring plan and breakeven; Turnaround specialist entrepreneur; Unrelated diversification; Bus and heavy vehicle manufacturing; Material handling equipment; Daewoo loss making bus unit; Clark Material Handling Company; Baik Sung Hak; Internal competition bidding; Hyundai Heavy Industries; South Korea Korean war.

PepsiCo's Diversifications: The Payoffs

Since the mid 1960s, PepsiCo, the world's number two soft drink maker, had gradually transformed itself from a carbonated soft drink maker to a diversified food and drink maker. PepsiCo's diversified portfolio, while helping it to tide over a slowdown in the global beverage industry in the late 1990s, also provided it with an unparalleled bargaining power to deal with supermarket giants like Wal-Mart. The company witnessed a 45% increase in its sales and a fourfold increase in its net profits between 1996 and 2004. By 2004, with net revenue of $29 billion, PepsiCo was the world's third largest food and beverage company.

Pedagogical Objectives

- To highlight the PepsiCo's diversification strategies
- To discuss the challenges faced by PepsiCo's in diversifying its portfolio.

Industry	Carbonated Beverages
Reference No.	DIS0004
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global carbonated beverages industry; PepsiCo's diversification in food business; Coca-Cola; Global obesity concerns; PepsiCo's competitive advantage; Pepsi challenge; Frito Lay; Largest food brands in the US; New products to be launched by PepsiCo; PepsiCo's products and brands.

Saint Gobain's Diversification Strategies

Saint Gobain, the largest glassmaker in France, had been growing through divestment of its traditional businesses and diversification into new businesses like high-tech ceramics and catalysts. By 2004, under the chairmanship of Jean-Louis Beffa, Saint Gobain acquired 900 companies and tripled its sales. With operations in 46 countries and a workforce of 182,000 employees, Saint Gobain has become a market leader in insulation, reinforcement, major industrial ceramics and abrasives.

Pedagogical Objectives

- To discuss the emergence of Saint Gobain as market leader
- To discuss the diversification strategies of Saint Gobain.

Industry	Glass and Clay Product Manufacturing
Reference No.	DIS0003
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Saint Gobain; Diversification; Growth strategy; Mergers and acquisitions; Corporate restructuring; Jean-Louis Beffa; Glass industry; Building materials and distribution; Industrial manufacturing; Expansion; Consolidation; Certain Teed Corporation; Dahl International.

Lagardere: Unrelated Diversification to Related Diversification

There have been many instances in history when an industry or a particular company experienced a 10x change. Lagardere, a French media and technology company under the leadership of Arnaud Lagardere witnessed a similar shift in strategy; from unrelated diversification to related diversification, as opposed to the traditional practices.

Pedagogical Objectives

- To discuss the diversification strategy adopted by the Lagardere group
- To discuss the shift in focus of the company's traditional business practices.

Industry	Media and Entertainment
Reference No.	DIS0002
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Lagardere Group; Lagardere SCA; Competitive growth strategy; European Competition Commission; Arnaud Lagardere; Jean-Luc Lagardere; Matra; Formula 1; Restructuring strategy; Grolier; Editis; Accenture; Mergers and acquisitions; European Aeronautic Defence and Space Company (EADS); Diversification; Societe Industrielle de Mecanique at Carrossereie Automobile; Hachette Distribution Services; Publishing; Hachette Livre; Media and entertainment industry.

Dell's Diversification Strategies

Dell set itself an ambitious financial target of achieving $60 billion in revenues by 2006. With the growth rate for its core PC business slowing down, the company began to branch into segments like handhelds and printers. But when the company entered the consumer electronics market with offerings like flat panel TVs, MP3 players etc., questions were raised about the applicability of its Direct Model to its new businesses.

Pedagogical Objectives

- To discuss how Dell was able to dominate the PC market by leveraging on its Direct Model
- To discuss the company's diversification into other businesses like handhelds, printers and consumer electronics, and the challenges it is facing.

Industry	Computer Hardware
Reference No.	DIS0001
Year of Pub.	2003

Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Dell Inc.; Direct Model; Diversification; Handhelds; Printers; Consumer electronics; Consumer electronics products; Dell in handhelds market; Dell in printers market; Dell in consumer electronics market; Dell's new consumer electronics products in US; Competition in consumer electronics market; Dell and Hewlett-Packard; Dell and Sony; Dell and Apple.

Going Global

Hollywood in Bombay – Bollywood in Beverly Hills: Indian Film Industry's New Global Value Chain

This case study's primary objective is to enable a discussion on pros and cons of the alliances between Hollywood and Bollywood and provides insights about the possible synergies between the two.

Amidst stagnation in movie business in mature markets, Hollywood sets an eye on the emerging markets. Seeking ample opportunities to grow, it forayed into India by aligning with Indian production houses such as UTV Motion Pictures and Yash Raj Films by means of 'Co-production'. But the differences in operating modes of both Hollywood and Bollywood, besides understanding the likes and dislikes of the audience, posed challenges for Hollywood. Challenging the convention, the movie Slumdog Millionaire set an example of the fusion of Western and Eastern ways of movie making, winning accolades across the globe. The emerging synergies between the two premier film industries of the world however would be successful only if they adapt to the overall culture of the two distinct industries.

With the two very different business and operating models, yet, the question remains – can both of them leverage on one another's strengths?

Pedagogical Objectives

- To study the strategic inflection points of Indian film industry and examine its transformation
- To examine the operating and business model of Indian film industry and analyse the feasibility of replicating some of the key strengths when it goes global
- To examine reasons why Hollywood finds this industry lucrative
- To examine the synergies for both the Indian and foreign players in this industry.

Industry	Entertainment
Reference No.	GGL0001
Year of Pub.	2009
Teaching Note	Available
Struc.Assig.	Available

Keywords

Bollywood, Hollywood, Synergies, Value Chain of film industry, Studio-driven, Financing, Strategic Inflection Point, Star-driven, Collaboration

Growth Strategies

The Global and Local Strategies of the International Food Chains in India

With the rising disposable income, living standards and western influence, more and more Indian consumers are shifting towards lifestyle products and one among them is 'fast food restaurants'. Growing at a rate of 25%–30%, the INR 11 billion Indian organised food and retail sector attracted various global food chains. Besides, liberalisation made their entry more attractive and easier. As a result, many major food chains like McDonald's, Pizza Hut, Subway and KFC forayed into the country through franchisee route. However, their global business model faced a major challenge as the country traditionally has had a rich and diverse fast food culture as well as eating habits. This forced them to adapt to the local environment and tailor their menu offerings to make a mark in the industry, dominated by local food chains specialising in Indian snacks. However, it remains to see whether these global food giants will be able to make a mark in the country.

Pedagogical Objectives

- To discuss and analyse the Indian fast food retailing industry
- To understand the business model of global food chains – McDonald's, Pizza Hut, Subway and KFC
- To discuss and contrast the strategies used by these food chains globally and in India
- To understand the need to adapt to the local business environment to succeed in a culturally sensitive country like India
- To debate on the success of these global retailers in India.

Industry	Fast Food Retailing
Reference No.	GRS0274
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Food Chains; McDonald's; Pizza Hut; Subway; KFC; Business Model; Culture; Liberalisation; Supply Chain; Growth Strategies Case Studies; Marketing; Distribution; Franchisee; Market Entry Strategies

IBM's 'On-Demand' Strategy : The Strategic Rationale

IBM is the world's largest provider of information technology and consulting services. The company combined, operates both business and IT services, which comprises of the following three categories – business value, infrastructure value and component value. Since 1992, IBM had struggled through some difficult years as it had failed to sustain the pace of innovation in personal computers. By 1993, IBM was on the verge of bankruptcy due to huge debt burden. The appointment of Louis Gerstner in the same year saw IBM's turnaround into one of the leading 'IT-services' provider in the world – second only to Microsoft. It emerged with a renewed focus on customer value. After Louis Gerstner's handing over of the mantle to Samuel J. Palmisano (Palmisano) in 2002, IBM continued to successfully serve from its service platform. For the same, in 2007, IBM implemented it's 'On-Demand Strategy' successfully and used it as a strategic rationale in their business services and IT industries. Palmisano's new business agenda for IBM was shifting to the service platform and a strategic alignment of its products and services. Analysts inquire if he would steer IBM's succeess amidst tough competition.

Pedagogical Objectives

- To study the growth strategies of a technology firm
- To understand the applications of On-Demand strategy in the IT business
- To discuss Louis Gerstner's turnaround initiatives for IBM
- To evaluate whether IBM's strategic shift from software to service platform would help retain IBM's leadership amidst competition from Microsoft, Hewlett-Packard, Dell and other IT-related companies
- To evaluate if Palmisano's strategies of combining both product and services would increase the customer potential in the long run.

Industry	IT Industry
Reference No.	GRS0273C
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Boston Beer Company; Sam Adams; C Jim Koch; Craft beer; Craft beer segment in the US; Imported beer; Beers in the US; Repositioning; Growth Strategies Case Study; Light beer; Strong beer; Promotion strategies; Advertisements; Competitors; Heineken; Corona

Rediff, Indian Communication Giant's Strategies : Beat Rivals at Home?

Internet is a powerful democratising force; offering great economic, political and social participation to communities and helping developing nations meet pressing needs. India is also in a phase of internet revolution. Rediff, the first independent Indian portal not only provided a platform for Indians worldwide to connect with one another online but also provided weekly newspapers like India Abroad for the Indian American community. In 2000-2001, when most of the dotcoms were going bust, Rediff continued to click. However, since 2006, Rediff was losing its share to competitors' www.yahoo.co.in (Yahoo) and www.google.co.in (Google) in terms of usage preference and top of the mind recall. In order to maintain a leadership position in its home market, Rediff decided to invest heavily in product innovation.

Pedagogical Objectives

- To analyse the growth strategy of the Indian Dotcom Industry
- To analyse Rediff's strategy to beat its rivals
- Analysing the sustainability of Rediff's competitive advantages and product innovation strategies.

Industry	Communication
Reference No.	GRS0272B
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Rediff.com; Yahoo; Google; IndiaTimes; Indian portal; Microsoft; Rediffusion-Dentsu Young and Rubicam; Sify.com; Indian Digital Media; Growth Strategies Case Study; Emails and Messaging; Product Innovation; iShare; YouTube; Dotcoms

Lufthansa Spreading its Wings in the US through JetBlue

On 13th December 2007, Lufthansa announced its purchase of 19% stake worth $300 million in JetBlue Airways Corp. a low-cost carrier. The deal, without doubt, is a boost to JetBlue's financial condition as it is operating on loss since the last few years. But on the other hand, analysts were skeptical about it and felt strange about the move on Lufthansa's part. But few of them opined that Lufthansa might be thinking about the future growth keeping in view the 'Open Skies' Agreement that would be enacted from 30th March 2008.

Pedagogical Objectives

- The US Airline Industry, its dynamics, operations, regulations and the competition in the industry
- Lufthansa's expansion strategy in the US Airline Industry
- Analyse whether the purchase of stake from JetBlue will help in Lufthansa's growth in the US.

Industry	Airline Industry
Reference No.	GRS0271B
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Lufthansa; JetBlue; Growth Strategies Case Study; US Airline Industry; Open Skies; Regulations; Deregulation; Expansion; Stake; J F K International Airport; Low Fares; Low-cost carrier; Tie-up; European airlines; Global aviation; Alliance

Russian Standard's Global Growth Strategies

Russian Standard, a manufacturer of Vodka founded in 1992, enjoyed leadership position in the Russian Vodka market with 60% market share. It was ranked '4th fastest growing premium spirits brand globally' in 2006 by 'Impact' magazine. Russian Standard Vodka was exported to more than 50 countries across Europe, Asia, North and South America. In Europe, changing consumer tastes and preferences offered tremendous opportunities to Russian Standard. As part of its growth strategy, it decided to enter France's emerging Vodka market where young drinkers were turning to Vodka. Apart from France, it also planned to enter various European markets where Vodka consumption was rising. But, established industry players like LVMH, Pernod Ricard, and Diageo provided stiff competition to Russian Standard in its objective to become the leading Vodka player in France.

Pedagogical Objectives

- To understand dynamics of the European alcohol beverage industry
- To understand the growth strategies opted by Russian Standard in France's Vodka market
- To evaluate changing consumer tastes and preferences and its effects on the alcohol beverage industry.

Industry	Alcoholic Beverage Industry
Reference No.	GRS0270A
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Growth Strategy; European alcohol beverage industry; Vodka; Vodka in France; Entry level strategies; Changing Consumer taste and preferences; Binge Drinker; Premium spirits; At-home beer consumption; Russian Standard Original; Scotch whisky market; Russian Standard in France; Growth Strategies Case Study; Obesity concerns; Changing lifestyles; At-home beer consumption

Kingfisher Airlines International Route Expansion Plans : Will it Succeed?

With its takeover of Air Deccan, Kingfisher has pre-planned its strategy for overseas operations, anticipating Deccan's eligibility to fly on international routes by August 2008. But as per Indian government regulations for international operations, it would need to increase its ownership stake to 51% from the current 46% to qualify to fly on overseas routes, or it should sport Deccan's colours to its tail. For its overseas operation, Kingfisher planned to adopt a game-changing model, offering nonstop flights on long-haul route, first among Indian overseas flights. Kingfisher planned to position itself as a first class (one first class seat equals between eight and ten economy seats) and business class (one business class seat equals between six and eight economy seats) airline in outbound category. It also planned to revolutionise international air travel by extending some of the services offered to first class and business class in outbound category to economy class passengers with all new aircraft. Initially, Kingfisher intended to target the key US-India route, which is already occupied by other international rivals like Air India, Delta Air Lines, and Continental Airlines. Analysts pointed out that, Kingfisher's plans might be right for overseas operations but were skeptical in the wake of its domestic losses. Whether, Kingfisher would be able to succeed in the highly competitive international airline market needs to be seen.

Pedagogical Objectives

- To understand the competition and consolidation in Indian aviation industry
- Analyse the dynamic business expansion strategy of Kingfisher Airlines

- To understand the positioning strategy of Kingfisher Airlines on international route – the business model
- Analyse the competition on international air travel route.

Industry	Aviation Sector
Reference No.	GRS0269A
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Indian Aviation Market; Passenger Traffic Growth; International Route; Government Regulations; Business Model; Positioning; Full Cost Carriers; Low Costs Carriers; Growth Strategies Case Study; Overseas Operations; Competition; Kingfisher Airlines; Simplifly Deccan; Foreign Airlines In India; Long Haul Non-Stop Flights

Growth Strategies of Britannia : India's Emerging Food Conglomerate

In 2007, Britannia, one of the India's largest biscuit brands held a market share of 38% in terms of value. Indian biscuit industry, the third largest producer of the biscuits in the world was highly under-penetrated. This presented numerous growth opportunities to new as well as existing players. Apart from the presence of big players like ITC Foods and Parle, the local manufacturers of biscuits and other Indian snacks had been raising concerns for Britannia. Besides competition, Britannia faced critical challenges due to declining margins in the biscuit industry due to the increasing costs of raw materials. Its profit had been on a decline since 2005. Though Britannia had forayed into dairy and bakery products, 90% of its revenues still came from its core business in biscuits category which was largely driven by product innovation. The case, highlighting the Britannia's growth strategies, provides scope to analyse opportunities and challenges for Britannia in the Indian biscuit industry.

Pedagogical Objectives

- Product portfolio management, brand extension and market segmentation of Britannia
- Analysing product innovation strategies of Britannia as its competitive advantage
- Organic and inorganic growth strategies of Britannia to face the challenges in the Indian biscuit industry.

Industry	Ready to eat Industry
Reference No.	GRS0268A
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Britannia; Indian Biscuit Industry; Organic Growth; Inorganic Growth; Brand Repositioning; ITC; Parle; Product Positioning; Product Portfolio; Growth Srategy; Product Portfolio Management; Product Innovation; Growth Strategies Case Study; Market Segmentation; Brand Extension; Competitive Advantage

Growth Strategies for Emerging Markets : Nokia in India

In 2006, Nokia, the world's largest producer of mobile phones, was the market leader in India with 78.8% of the market share. Since its entry into Indian mobile market in 1995, it focused on manufacturing of mobile handsets based on GSM technology. Nokia built a strong brand image with focused marketing and distribution network. It started focusing on the low-cost mobile phone segment for rural markets in India, but, faced stiff competition from Sony Ericsson, Samsung, and Motorola who also started offering low-cost handsets. Nokia's under developed infrastructural facilities and low coverage were the biggest challenges for it to reach rural customers. The case facilitates a discussion on whether Nokia will be able to improve its performance and sustain its leadership position in India

Pedagogical Objectives

- To understand marketing strategies in mass markets
- To understand the demand dynamics of the rural mobile handset market in India
- To analyse growth strategies of Nokia in the wake of increasing competition from other global players
- To analyse the strategic challenges faced by Nokia in marketing in the rural mobile handset market in India.

Industry	Mobile Phone
Reference No.	GRS0267A
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Nokia; Mobile Handset Market; GSM Technology; CDMA Technology; GPRS; Communication Strategy; Motorola; Samsung; LG; Growth Strategies Case Study; Sony Ericsson; Nokia Siemens Village Connection; Product Innovation; Marketing Strategy; Competitors

Fortis Healthcare Limited : Corporate Hospital's Growth Strategies in India

Since its establishment in 2005, Fortis Healthcare Limited (FHL), a New Delhi-based corporate hospital, gained remarkable brand reputation in a short span of time. It operated through multi-specialty hospitals, providing healthcare in key specialty areas like cardiac care, renal care, neuro-sciences, orthopedics, etc. Besides, it operated a boutique style hospital, Fortis La Femme - focusing exclusively on women's health and maternity care. To provide quality service, FHL differentiated itself with its contemporaries in India by adopting unique hospital design, services, and programmes that comply with international standards. The demographic shift and higher longevity of Indian population offered tremendous opportunities to many private corporate hospitals. To tap such lucrative opportunities, FHL followed hub-and-spoke model. To counter competition, FHL, going a step further, started acquiring other hospitals. Also, it planned to integrate backward and set up medical and nursing college in addition to research labs. The case discusses whether FHL would be able to achieve leadership position in a highly fragmented Indian healthcare sector by means of inorganic growth.

Pedagogical Objectives

- To assess the opportunities and challenges in the burgeoning Indian healthcare sector
- To evaluate the feasibility of the growth strategies of FHL
- To examine the sustenance of private corporate hospitals in India in the midst of competition.

Industry	Health Care
Reference No.	GRS0266A
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Indian Healthcare Sector; Private Corporate Hospitals in India; Inorganic Growth Strategy; Hub-and-Spoke Business Model; Fortis Healthcare Limited; Lifestyle Diseases; Mergers and Acquisitions; Multi-specialty Hospitals; Fortis La Femme; Growth Strategies Case Study; Ranbaxy Limited; Escorts Heart Institute and Research Centre Limited (EHIRCL); American Institute of Architects (AIA); Greenfield Investment; Indo-Italian Chambers of Commerce and Industry (IICCI); Institute of Enhanced Leadership Development

Bionade Soda (B): The Organic Growth Conundrum

Bionade Soda - a highly innovative organic drink in Germany - was refused by distributors to stock, as it was an unknown product. Fortunately, the product caught attention of some media and advertising professionals, who frequented a small bar in Munich, Germany, where the bar-owner - fascinated by the product - added the drink to his menu. With the help of low-budget marketing techniques and below-the-line promotions Bionade Soda made a place for itself in the market. Having faced tough times in the initial years, the sales of Bionade Soda skyrocketed by 2007 and within a short span of time, its owners turned into millionaires. Following the incredible success in the German market, the makers of Bionade Soda aspired for international expansion. The case study highlights how a new product offering developed by small business can be marketed successfully with low-budget marketing techniques. It also provides a scope to discuss the challenges for a small family firm while expanding into international markets.

Pedagogical Objectives

- To understand use of low-budget marketing techniques to market new-product offering
- To understand the concepts of viral marketing and below-the-line promotions
- To analyse the international expansion plans of a small family firm.

Industry	Bottled and Canned Soft Drink Industry
Reference No.	GRS0265A
Year of Pub.	2008
Teaching Note	Available
Struc.Assig.	Available

Keywords

Bionade Soda; BIONADE International GmbH; Germany; Non-alcoholic beverage; Health drinks; Organic drinks; Family-owned Company; New product offering; Innovation; Low-cost marketing techniques; Growth Strategies Case Study; Viral marketing; Below-the-line promotions; Word-of-mouth; International expansion

Facebook (B) : The Start-up's Strategic Dilemmas

Case (B) dwells on Facebook's dilemmas as it keeps growing. Its grand social success may woo some big company to acquire it. Yahoo!, Viacom, Microsoft and Google wanted to invest in it. However, with Facebook turning down Yahoo! and Viacom's offers, some industry experts began wondering if it was time for Zuckerberg to sell. Facebook needs to decide whether it should collaborate with Microsoft or Google and build up; stay independent and eventually go for an IPO; or sell itself off like MySpace and YouTube.

Pedagogical Objectives

- To reason Microsoft and Google's continued interest in the start-up
- To analyse Facebook's dilemma as it sees itself grow.

Industry	Social Networking
Reference No.	GRS0264
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Social Networking; Online Advertising; Mergers and Acquisitions; Mark Zuckerberg; Business and Revenue Model; Google; Yahoo! and Microsoft; Parakey; Friendster; Managing Networked Businesses; Growth Strategies Case Study; Dilemmas for a Start-up; Collaboration vs Staying Independent; Merits and Demerits of Going Public

Electrolux's Growth Dilemma : Middle Market Strategy?

In 2006, Electrolux, a Swedish global leader in home appliances and appliances for professional use, sold more than 40 million products to customers in 150 countries. The company has key brands like AEG-Electrolux, Zanussi, Eureka and Frigidaire which cater to various consumer segments of the market. Electrolux had a major presence in the middle market. However due to the rapid polarisation of the home appliance market, middle market began disappearing. Globalisation which led to the entry of low-cost players radically changed the market dynamics at the low-end of the home appliance market. Also, the demand at high-end of the market rapidly grew in the wake of major shifts in consumer lifestyles. As a result Electrolux was forced to re-define its business model under which it focussed on both the value end and the premium end of the market. However in doing so, it was to face strategic challenges. How well Electrolux can identify and deliver distinctive value to both the ends of the market was yet to be seen.

Pedagogical Objectives

- To understand the concept of 'polarisation' in an industry
- To identify the competitive dynamics of the industries that are getting polarised
- To analyse the shifts in growth strategies of players in polarised markets
- To discuss the challenges faced by players in participating across segments in such markets.

Industry	Home Appliances Industry
Reference No.	GRS0263A
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Home Appliances Industry; Polarisation; Commoditisation; Globalisation; Business Model; Corporate Restructuring; Growth Strategies Case Study; Branding Strategy; Double Branding; Product Development; Market Segmentation; Value Proposition; Brand Positioning; White Goods; Business Strategy

Wal-Mart's Growth Conundrum : Should its Business Model be Changed?

Wal-Mart Stores, Inc., the retailing giant is the largest corporation in the world. Wal-Mart had pursued a strategy of "Everyday low prices" which had been Wal-Mart's primary growth driver since its inception in 1962. With several players successfully selling on the 'low price' plank, Wal-Mart can no longer claim it as its USP. Wal-Mart has been witnessing a slow down in its growth rates since the mid 1990s. In 2006, Wal-Mart recorded its first quarterly profit decline in 10 years. Is Wal-Mart's business model running out of steam? Will Wal-Mart be able to resurrect its productivity and profits, and unearth its next growth pool?

Pedagogical Objectives

- To analyse factors responsible for Wal-Mart's success
- To identify the reasons for Wal-Mart's decreasing growth
- To evaluate the possible solutions to Wal-Mart's growth conundrum.

Industry	Retail
Reference No.	GRS0262P
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Retail, Wal-Mart, Every Day Low Prices, Business model, retail formats, growth crisis, Target Corp, Growth Strategies Case Study, reputation crisis

Citigroup's Expansion Strategies in Russia

Citigroup had been operating in Russia since 1993 and primarily catered for the country's industry giants, subsidiaries of major multinational corporations, leading banks and fast-growing domestic companies. In 2002, Citigroup's Russian subsidiary forayed into the retail banking arena in Russia in its bid to tap the ever-increasing Russian retail market and since then developed themselves at a fast pace due to overwhelming customer demand for the bank's products and services. Russia was one of the promising markets and the biggest growth area in Eastern Europe. In anticipation of enhancing their businesses across Europe, it was obvious that Raiffeisen would aim to strengthen its foothold in Russia. In a bid to retain its dominance in the consumer, corporate and wealth management sectors; the global bank had established around 40 branches in Russia at the end of 2006 with 190 new branches scheduled to be opened in 2007. Analysts were also surprised at the Citigroup's strategy of not adopting the path of inorganic route of expansion in Russia to grab a major piece of the country's banking market. Critics opined that the rising branch expansion strategy in Russia instead of inorganic growth might not turn out to be a fruitful business proposition for the US bank in the long run.

Pedagogical Objectives

- To understand the growth strategies of Citigroup
- To analyse the benefits and drawbacks of expansion strategies associated with banking companies
- To study the impact of Citigroup on the Russian banking sector
- To understand the trends and developments in the Russian banking sector
- Tounderstand the pros and cons of the Russian banking sector reforms.

Industry	Banking
Reference No.	GRS0261K
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Citigroup; Russia; CAGR (combined annual growth rate); Strategy; Assets; Credit; Deposits; Growth Strategies Case Study; CEE (Central and Eastern Europe); Corporate; ROE (return on equity); CAR (capital adequacy ratio); CBR (Central Bank of Russia); Domestic; Retail; Global

Banco Bilbao Vizcaya Argentaria's Growth Plans

Banco Bilbao Vizcaya Argentaria (BBVA), Spain's second largest bank was formed through a merger of Banco Bilbao Vizcaya and Argentaria in 1999 with it's long history since 1857, to provide a wide range of financial products and services to the customers. BBVA adopted high growth and low risk acquisition strategy for the international expansion. On February 16th 2007, BBVA announced to acquire 100% Compass Bancshares Inc. (Compass) for $9.6 billion for further expansion in US, especially in the 'Sunbelt' area. The product-driven US banking industry remained fragmented and provided further scope for consolidation. Spanish banks entered US because the US banks failed to acknowledge and trust the growing ethnic immigrant population in the US. BBVA planned to target the Hispanic market, where Hispanics, the largest minority group were geographically dispersed and had potential - three times more 'unbanked' than the average US adult.

Pedagogical Objectives

- To understand merger and acquisition as an expansion strategy
- To analyse the structure, trends and segmentation of the US banking industry
- To discuss the factors that define the attractiveness of foreign banks towards the US Hispanic market
- To analyse the growth strategy of BBVA
- To discuss the impact of BBVA's acquisition of Compass Bancshares Inc. on the US banking industry.

Industry	Banking
Reference No.	GRS0260A
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Banking Industry in US; Banco Bilbao Vizcaya Argentaria; Spanish Banks; Growth Strategies Case Study; Foreign Banks; Hispanic Market; Fragmented market; Acquisition; Compass Bancshares Inc; Ethnic Immigrant Population; Financial Institutions; Consolidation; BBVA

Gol, Brazil's Low-cost Airline : Popularising Air Transport

Brazil's low-cost airline, Gol broke news in 2007 because of its brazen move the previous year. It was ambitious to acquire the country's decrepit flag carrier, Varig. Thereby, trying to out-compete its rivals like TAM. Obviously, they have opposing business models: Gol is a low-cost carrier, whereas Varig is a full-service carrier. Students will be gripped to debate whether Gol can really take off? Studying the cost structures and service value chain of the carriers forms the basis for such analysis. Spotlight is also on the consolidation in Brazilian aviation – should Gol cooperate or compete with TAM; or should TAM adjust or retaliate against Gol's moves?

Pedagogical Objectives

- To analyse the cost structures of both LCCs and traditional network carriers (full service carriers)
- To study the service value chain of airline operations
- To find ways to cut costs and attain operational efficiencies
- To discuss the competitive strategies in a consolidated market environment – competitor analysis
- To critically evaluate Gol's plan to acquire Varig.

Industry	Civil Aviation
Reference No.	GRS0259
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Low-cost Carriers (LCCs); Varig; TAM; Traditional Network Carriers; Global Civil Aviation; Growth Strategies Case Study; Deregulation; Hub-and-spoke model; Code-sharing agreements; Service value chain of airline operations; Load factor and capacity utilization; No-frills service; Cost Structure Analysis; Productivity and Profitability of airlines; Competitor Analysis; Consolidation in aviation industry; Cooperation vs Competition

Cosmetics Industry (B) : L'Oreal's Globalisation Strategies

With their home markets getting saturated, cosmetic companies are skidding into emerging markets for growth. L'Oreal is no different and its globalisation strategy amply proves this. A huge – yet diverse – customer base and its spending power drew it to these markets. But cultural complexity and indifference to premium products is deterring them nonetheless.

Pedagogical Objectives

- To discuss the opportunities and challenges emerging markets offer to cosmetic players
- To discuss L'Oreal's globalisation strategies.

Industry	Cosmetics
Reference No.	GRS0258
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Globalisation Strategies; Strategies for Saturated Market; Strategies for Emerging

Market; Opportunities in Emerging Markets; Manufacturing Strategy vs Import Strategies; Customisation vs Standardisation; Growth Strategies Case Study; Market Leader's Strategies; Market Followers Strategies; L'oreal's Brand Architecture; Product Portfolio Analysis; Distribution Strategies; Country of Origin as Branding Strategy; Premium Image as a Barrier to Globalisation

Cosmetics Industry (A): New Growth Avenues, New Markets, New Challenges and Old Solutions?

The global cosmetics industry is booming, but the share of developed markets - the largest contributor to the total cosmetic global sales - is decreasing. US, the world's largest cosmetics market, is no different to this situation. Though the growth rate improved in 2006, there is not much market potential. Major players are turning away from sluggish US domestic markets and counting on developing markets of Asia, Eastern Europe and Latin America. However, it is not a cakewalk for these players. Premium players have an even terrible time in a country like China, where low-priced goods are preferred. For mass players, the future seems promising in these emerging markets; while in developed markets, those with niche products can taste success.

Pedagogical Objectives

- To discuss the similarities, dissimilarities and challenges of the developed and developing cosmetic markets
- To discuss the challenges developing markets pose to the players.

Industry	Cosmetics
Reference No.	GRS0257
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Trends in the Global Cosmetics Industry; Critical Success Factorsin Cosmetics Industry; Growth Strategies Case Study; Basis for industry Segmentation; 5 Force Analysis; Ram Charan Matrix; Growth Strategies; Opportunities in Emerging Markets; Distribution and Retailing Strategies; Ansoff Matrix

HSBC's Growth Strategy

HSBC Holdings, one of the largest banking and financial services organizations, has decided to launch concrete strategies to attain market leadership in the financial world. A growth oriented company since its inception, in 1998 HSBC launched a five year strategy to enhance shareholders value called the 'Managing for value' strategy. After successfully implementing this strategy, it introduced the 'Managing for Growth' strategy in 2003, a strategic plan to become the world's leading financial services company. The case discusses the initiatives taken by HSBC to enhance its brand value and its global presence. The case also analyses HSBC's acquisition strategy.

Pedagogical Objectives

- The case evaluates the growth strategies adopted by HSBC to enhance its brand value and its attempts to present itself as a global company
- It discusses the advantages and disadvantage of organic and inorganic growth.

Industry	Banking Industry
Reference No.	GRS0256P
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Available

Keywords

Merger; Acquisition; Brand Builiding; Growth Strategy; Banking Sector; Growth Strategies Case Study; Developing Countries

General Motors in India

The case analysed how General Motors entered India through a particular segment and created a complete product portfolio, in order to cater to all the segments in the industry. It expanded its product line over the years and had created a premium brand for itself. In the year 2005, it entered the small car segment by introducing 'Spark'. By the end of 2012, General Motors planned to capture a 10% market share.

Pedagogical Objectives

- To understand the Indian automotive industry
- To discuss the profile of General Motors in India
- To analyse General Motors strategic initiatives.

Industry	Auto Manufacturing
Reference No.	GRS0255K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

General Motors; Automotive sector; Maruti Udyog Ltd; Suzuki; Daewoo; Growth Strategies Case Study; Chevrolet; Saturn; Opel; Umbrella brand; Multi-utility vehicle; Premium segment car; Mid size segment; Sports Utility Vehicle

Samsung : Betting on High-end Mobile Phones

In 2005, Samsung Electronics, the third largest mobile phone manufacturer in the world, reported operating profits worth KRW2.48 trillion compared to KRW3.09 trillion in 2004. Analysts stated that 2004 was a better year for the company and it was poised to become the second largest mobile phone manufacturer behind Nokia. However, in the wake of Samsung's performance in 2005 and the first quarter of 2006, analysts predicted that the company was far from the second slot. They blamed the problem on Samsung's strategy of focusing on high-end phones rather than booming low-end products. Though the company was confident that its strategy would pay-off in the long term, analysts were skeptical about it.

The case deals with Samsung's strategy of focusing on next generation, feature-packed phones. It also discusses the recent trends in the global mobile handset industry.

Pedagogical Objectives

- To get an overview of Samsung's mobile phone business
- To understand the trends in global mobile phone industry
- To evaluate Samsung's strategy of focusing on high-end, next generation phones
- To argue whether Samsung would benefit from its strategy once next generation mobile services take off.

Industry	Wireless Telephone Handsets
Reference No.	GRS0254K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Samsung Electronics; Nokia; Motorola; Mobile phone; Code division multiple access (CDMA); Global system for mobile communications (GSM); Sony-Ericsson; Siemens; Growth Strategies Case Study; Camera phone; 3G (third-generation cell-phone technology); Global mobile communication industry; High-end phones; Smartphone; RAZR; Average selling price of handsets

Jollibee Foods : Going Global

Founded in 1975, Jollibee Foods Corporation quickly became the biggest restaurant chain in the Philippines. It started offering American-style fast food items that were prepared according to the Philippine taste. The consumers liked it very much and soon Jollibee became a house-hold name in the country. Its local roots were so strong that even McDonald's, the global fast food giant, faced a tough competition when it entered the Philippine market in 1981. By mid 1980s, Jollibee established itself as the market leader in its domestic market and decided to expand overseas. Starting from neighboring countries, it later entered the US and China too. However, it could not replicate its success in the foreign markets. Subsequently, it decided to focus its international expansion on the US, China and India.

The case begins with a short history of the company and then discusses how it established itself in its home country. The next section gives an overview of the Philippine fast food market. The subsequent sections highlight Jollibee's acquisitions and off-shore expansion. The case also attempts to present the problems faced by the company in its overseas expansion, and its future plans.

Pedagogical Objectives

- To understand the strategies adopted by Jollibee to strengthen its presence in its home country
- To get an idea of the fast-food market of the Philippines
- To discuss how Jollibee successfully expanded into the neighboring countries
- To discuss why Jollibee failed in Indonesia, Saudi Arabia, China, Kuwait etc
- To analyse how Jollibee plans to strengthen its overseas presence.

Industry	Fast Food
Reference No.	GRS0253K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Jollibee; Philippine fast food industry; Yumburger; Greenwich; Growth Strategies Case Study; Delifrance; Chowking; Red Ribbon; Yonghe King; Chun Sui Tang Tea House

Brand 'Bollywood': Going Global

By mid-2000s, Bollywood movies (the Hindi language movies produced in India) were going global. These movies were attracting larger audiences in the overseas markets than ever. They were gaining popularity not only in traditional markets such as the UK and the US but also in countries like Germany, Israel, France, Japan, etc. With time, more and more Bollywood movies were released overseas and enjoyed by a larger audience. With a rapidly growing overseas market, foreign distributors demanded extensive changes in the style of movie-making. They wanted films that conformed to international standards in terms of content, presentation, duration, etc. In this scenario, analysts wondered whether or not Indian moviemakers would change their style to be accepted globally.

The case deals with the evolution of Bollywood-style movies and their growing popularity in the overseas markets. It also discusses how they are performing in the non-traditional markets and raises a debate on whether the Indian producers would change their style of moviemaking.

Pedagogical Objectives

- To discuss the evolution of Bollywood into the world's largest film industry
- To assess how more and more Bollywood movies are gaining acceptance in foreign markets
- To understand how Indian producers & directors went ahead and entered non-traditional markets too
- To understand the changes required in Bollywood movies in order to customize them for local audiences
- To discuss whether Bollywood movie directors would change their style of film-making in order to gain international acceptance.

Industry	Entertainment
Reference No.	GRS0252K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Bollywood; Indian film industry; Indian entertainment industry; Hollywood; Hindi movies; Crossover movies; Oscar; BAFTA (British Academy of Film and Television Arts); Monsoon Wedding; Lagaan; Growth Strategies Case Study; Devdas; Bend it like Beckham; Kabhi Khushi Kabhie Gham (K3G); Song-and-dance sequence; Cannes film festival

The Growth Trap : A Case of Maytag Corporation

Maytag Corporation (Maytag) was one of the most profitable companies in home appliance industry. During 1983–1987, the company's revenue and net profit, grew at more than 5% and 9% annually, respectively. Traditionally, the company's product line was restricted to washers, dryers and dishwashers. It had always targeted the niche market with premium-priced products and not the price-conscious market segments. During 1980s, the premium-quality niche for laundry and kitchen appliances started eroding as the consumers became aware that the quality difference between high-priced and medium-priced appliances was diminishing. Foreign players, who had entered the US market, intensified the competition further. Maytag, like other companies, increased its operational efficiencies, thereby tried to reduce costs and increasing competitiveness. In response to the challenging market conditions, Maytag made several acquisitions by taking the advantage of its cash rich condition. Through these acquisitions, the company diversified into other product segments, apart from laundry and kitchen appliances where it had core competence. It also expanded its geographic reach to newer markets worldwide. Though Maytag changed its traditional high-quality, high-priced positioning, it failed to maintain its profitability. During 2001–2004, the company's revenue was almost stable, but return on sales declined. In 2004, the company even recorded a net loss.

The case deals with the growth trap in which Maytag fell. It discusses the company's success phase, when it had turned out to be the most profitable company in the industry, catering only to the niche upscale market segment with high-quality, premium-priced laundry and kitchen appliances. The case has also covered the detailed inorganic growth strategy that the company followed. Finally, the case offers a scope for discussion about the consequences of such strategy.

Pedagogical Objectives

- To understand the market dynamics of Home appliance industry in US
- To analyse Maytag's STP strategy
- To understand the concept of growth trap in the context of Maytag.

Industry	Home Appliances
Reference No.	GRS0251K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Maytag Corporation; Growth Strategies Case Study; Major home appliances; Laundry appliances; Operational efficiency; Growth through acquisition; Premium brands; Brand positioning; High quality, high priced positioning; Full-line appliance manufacturer; Growth trap; Hoover; Amana appliances

LCD Flat Panel TV – Sony's Growth Strategy

Sony Corporation (Sony), a leading Japanese consumer electronics company enjoyed undisputed leadership in the TV market with its CRT TVs. During early 1980s, the company's leadership position was first challenged by the changing preferences of the customers, who were looking for flat and large screen TVs. CRT technology had a drawback that it could not be used for making large screen TV. Sony continued with its CRT TV to cater the changing customers' needs just by increasing the screen size. As a result the company witnessed declining market share which affected its financial performance. The major initiatives to revive its TV business were taken by Sony when Howard Stringer (Stringer) became the CEO of the company in June 2005.

The Case discusses the initiatives of Howard Stringer to revive the fortune of Sony while analyzing its ability to sustain the success in the long run.

Pedagogical Objectives

- To discuss about the flat panel TV industry
- To understand the challenges faced by Sony's flat TV
- To discuss the strategic initiatives taken by Sony
- To debate on Sony's success in the long run.

Industry	Consumer Electronics
Reference No.	GRS0250K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Sony; LCD (liquid crystal display) TV; CRT (cathode ray tube); Growth; Sharp; WEGA (industry's first flat screen CRT TV); Samsung; Growth Strategies Case Study; Howard Stringer; Consumer electronics; Road to recovery; Diversification; New initiatives; Non-core business; Product mix; Branding

Shanda Interactive : The Chinese Online Games' Growth Strategy

Shanda Interactive Entertainment Limited (Shanda) was one of the fastest growing Chinese online gaming companies. The online games industry had come of age in China by 2004, with a market size of US$297.9 million and Shanda controlled 35% market share. Mushrooming of online gaming companies led to stiff competition, with each company vying with each other to capture the market. Shanda's "The Legend of Mir II" was one of the "Massively Multiplayer Online Role-Playing Games (MMORPG)" in China. In order to expand the size of the company and to enrich technological infrastructure as well as the online game contents, Shanda undertook a lot of mergers and acquisitions since its inception. By the end of 2004, the CEO of Shanda, Mr. Chen Tianqiao, intended to expand it as a global entertainment company and not restrict it to online gaming only. However, Shanda was facing increasing competition from rivals like The Online and Kingsoft Co. Besides, the company was adversely affected by technical problems such as hacking of its servers through cheat programs and legal problems related to copyrights. This case deals with the competitive landscape of Chinese online game industry, the strategies adopted by Shanda to become a market leader, challenges it might face to retain its leadership position and strategies adopted by Shanda to meet the challenges of the competitive market.

Pedagogical Objectives

- To discuss the online gaming industry in China
- To understand the strategic initiatives taken by Shanda Interactive
- To discuss the challenges faced by the company
- To argue about its growth strategies.

Industry	Entertainment
Reference No.	GRS0249K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Shanda Interactive; On-line game; Internet infrastructure; Interactive game; Internet service provider; Role-playing game; Game software; Virtual community; Business model; Research and development; Growth Strategies Case Study; Short messaging service; Market capitalisation; Literature portal; On-line entertainment market; Beta testing

Bharat Forge : Catalyst in Global Auto Forging Industry

India-based Bharat Forge Limited (BFL) was globally the second largest auto forging company after ThyssenKrupp of Germany. BFL was the flagship company of Pune-based Kalyani Group with interests in steel, steel-based products, forgings and automotive components. The company made a humble beginning in 1961 with a small plant in Pune. Over the years, the company became the second largest auto forging company, globally the second largest engine component manufacturer. It owned the largest single-location forging plant in Asia and globally the largest plant for manufacturing axles. Along with manufacturing forging items and components for automobiles and commercial vehicles, the company was also a global leader in producing components for railways, earth moving equipments, hydrocarbons, sugar, steel, coal, ship building, oil and gas, refinery and general engineering equipments. Globally, BFL was known for its operational excellence, technical supremacy and cutting edge know-how. The cutting edge technology and manufacturing excellence helped the company to become the preferred supplier of global automotive companies. It had an enviable buyers list from global automotive companies, like General Motor, DaimlerChrysler, Volvo, Mitsubishi Corporation, Toyota Motor Corporation and Hyundai Motors. It also had tie-ups, joint venture and technology sharing with leading auto component manufacturers and original equipment manufacturers like Meritor, Carpenter Technology Corporation, Rockwell International and Delphi Corporation. As a part of the growth strategy, the company opted for both green-field expansion and brown-field expansion. BFL made a few significant acquisitions globally to mark its presence. Among the list of the acquisitions, Carl Dan Peddinghaus, CDP Aluminiumtechnik and Imatra Kilsta AB were the most significant ones.

This case study discusses in detail about the expansion strategy of Bharat Forge Limited; how the company became the global leader in auto forging industry, management philosophy of the company, expansion strategy adopted by the company to become the global leader, business model of the company and glimpses of the domestic and global auto component industry. This case further offers a scope for discussion about the trends and strategy of the industry, strategy adopted by the company to become the market leader and how it leveraged its advantages to mitigate the pitfalls and limitations of the strategy.

Pedagogical Objectives

- To discuss how Bharat Forge established itself as the second largest global forging company
- To understand the global structure of the auto component industry with the emergence of Tiers in the value chain
- To discuss how BFL started as a small supplier of mechanical equipments in 1961, transformed itself into the second largest global forging company in just four decades
- To assess how the company planned to change its business model by foraying into non-auto component sector as it had been highly depended on the automotive sector.

Industry	Auto Component
Reference No.	GRS0248K
Year of Pub.	2006

Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Bharat Forge Limited (BFL); Original equipment manufacturer (OEM); Auto forging; Auto component; Tier 1 supplier; ACMA (Automotive Components Manufacturers Association); Delphi Corporation; Crankshafts; Single die forgings; Dana Kirkstall; CDP Peddinghaus; DaimlerChrysler; Growth Strategies Case Study; General Motors; Mitsubishi Corporation; Greenfield expansion

L'Oreal's Growth Strategy : The Body Shop Acquisition

The United Kingdom-based The Body Shop International (Body Shop) was a retailer of natural-based cosmetics. L'Oreal, a leading brand in the global market, was a French company dealing with cosmetics and beauty products. This case deals with the proposed acquisition of Body Shop by L'Oreal. It provides brief overview about the two companies and highlights L'Oreal's growth through acquisitions. It then discusses in details, the company's recent proposed acquisition. The case also deals with the expected synergies and possible challenges that will result from the acquisition.

Pedagogical Objectives

- To understand the global cosmetics industry
- To discuss the core competence of L'Oreal and Body Shop
- To analyse the probable synergies of the acquisition.

Industry	Personal Care Products
Reference No.	GRS0247K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

L'Oreal acquisition of Body Shop; Merger synergies; Cosmetics; Beauty products; Inorganic growth strategy; Ethical business practices; Animal testing; Brand image; Natural-based cosmetics; Anita Roddick; Lindsay Owen-Jones; Dermatology; Growth Strategies Case Study; Personal care products

Macau : Emerging as the World's Casino Capital – The Adelson Effect

Once considered as Hong Kong's poor cousin, Macau (a former Portuguese territory, now part of China) is soon set to emerge as the casino capital of the world. Gambling has been legal in Macau for over 150 years, and the place has for long been known as a tourist center associated with casinos. However, for about 40 years (from 1961 to 2001), the casino business was the monopoly of one local company - Sociedade de Turismo e Diversoes de Macau (STDM), managed by Stanley Ho. A quantum leap in the casino business was triggered by the local government's decision in 2001 to open out the gambling industry to foreign companies. The objective was to attract more tourists and visitors to Macau, in turn increasing tourism revenues. Two major Las Vegas companies, Las Vegas Sands Corporation and Wynn Resorts Ltd. took their chances and risked entry into Macau. In 2004, Sheldon Adelson's Las Vegas Sands, the world's largest gaming company, was the first to step into Macau. Adelson was known to be a visionary, who had successfully promoted Las Vegas, a casino gambling haven, as a business convention center as well. Adelson's entry into Macau was followed by others, and at least a dozen new casinos of sizeable magnitude have opened shop or are under development. Though skeptics feel otherwise, casino gaming revenue has been growing at a galloping pace, and Macau is soon expected to overtake Las Vegas as the casino capital of the world.

Pedagogical Objectives

- To understand the gambling industry in general and casino business in Macau
- To analyse the competition and innovation in gambling industry in Macau and how Macau is emerging as the World's Casino Capital
- To assess the impact of gambling industry on tourism.

Industry	Gambling/Casino
Reference No.	GRS0246B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

China; Macau; Gambling; Casino; Las Vegas; Sheldon Adelson; Convention Center; Tourist Center; Business Strategy; Global Expansion; Growth Strategies Case Study; Tourism Plan; Luxury Hotel/Resort; Stanley Ho; Wynn Resorts; Government Policy

Will the Expansion Strategies of Tata Steel Pay-off?

Tata Steel had been a flagship company of Indian conglomerate Tata Group. By 2006, Tata Steel was the world's 55th largest steel company with production capacity of 9 million tonnes (MT). Though it had been exporting to various countries for the past 25 years, it had yet to prove itself on the global scale. Tata Steel had an objective to increase its production capacity to more than 30 MT and become a global company by 2015. Starting its journey on the global growth path, Tata Steel made two major acquisitions namely, Singapore based NatSteel in 2004 and Thailand based Millennium Steel in 2005. In October 2006, Tata Steel made a bid to acquire the world's 9th largest steel company, UK-based Corus Group. If approved by Corus shareholders, the deal would create the world's fifth-largest steel firm and the largest Indian takeover of a foreign company. Besides, Tata Steel had plans of capacity expansion in various countries through various projects. However, the deal to acquire Corus was not finalised yet, as it took a new turn when Brazil's CSN (Companhia Siderugica Nacional) approached Corus' board with a higher offer than Tata Steel. Critics of Tata Group's globalisation spree argued that the group had intended to overpay for overseas acquisitions. Moreover, Ratan Tata, who had been leading Tata Steel for more than 12 years, would retire in 2007 at the age of 70. The case highlights the globalisation aspirations of Tata Steel and the challenges ahead. It traces the journey of Tata Steel from domestic company to global entity. The case presents a dilemma, would Tata Steel be able to realise its ambitions of putting its brand name on the world map in the volatile steel industry? How successful would its expansion strategies be?

Pedagogical Objectives

- To understand growth strategies of Tata Steel
- To discuss whether Tata Steel would succeed in its expansion strategies.

Industry	Steel
Reference No.	GRS0245A
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Available

Keywords

Tata Steel; Tata Group (TATA); Expansion Strategies; Globalisation; Mergers and Acquisitions (M&A); Steel Industry; Consolidation; Growth Strategies Case Study; Challenges for Globalisation; Strategies for Globalisation; Domestic Market; Corus Group; CSN; NatSteel; Millennium Steel; Ratan Tata; Leadership

Toyota : Looking for growth in China

Toyota, the World's No. 2 automobile manufacturer was a late entrant into Chinese automobile market. In 2005, Toyota's market share in China was just

3.5% compared to 13% in US and 40% in Japan. Toyota took unconventional route in the Chinese market whereby the auto parts supplier of the Toyota group entered in China before production of finished cars initiated. Toyota launched its world famous Camry Sedan in China with a mission to achieve 10% market share in the Chinese automobile industry.

The case deals with the different joint venture partnerships of Toyota which focused on product localisation approach. The case discusses the upcoming Government policy regarding implementation of European emission standards, the competition scenario and product recall problems. Would Toyota be able to surpass its rivals by acquiring bigger share of the Chinese automobile market?

Pedagogical Objectives

- Analyse the Chinese Automobile Industry and its importance for the foreign Automobile manufacturer
- Toyota's expansion strategies
- Toyota's Strategies to tap Chinese automobile market.

Industry	Automobile Industry
Reference No.	GRS0244A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Toyota; Global automobile industry; China automobile industry; Camry Sedan; Organic growth; entry level strategies; Joint ventures; Growth Strategies Case Study; Original equipment manufacturer; Kiichiro Toyoda; International business expansion; European emission standards; FAW; BAIC; SAIC; Chinese government policy; Competition scenario; Product recall

Starwood Hotels & Resorts in China - Strategies for Growth

Starwood Hotels & Resorts Worldwide, Inc. based in New York, was one of the leading hotel and leisure companies in the world with about 850 properties in over 95 countries and 145,000 employees in 2006. Starwood owned, managed and franchised hotels and resorts under 8 internationally renowned brands namely Westin, Sheraton, St. Regis, The Luxury Collection, Le Meridien, Four Points by Sheraton, W and aLoft.

After North America and Europe, Asia emerged as the most dynamic region fuelling growth in hotel industry. In Asia, China was considered the hottest destination due to its booming economy, emergence as one of the leading tourism destination and the upcoming Olympic Games to be held in Beijing in 2007. Starwood entered China in 1985 and by 2006 it operated 26 hotels under 5 renowned brands and had emerged as the leading international luxury hotel chain in China. It had ambitious plans to further boost its presence. Other international hotel chains were also looking at China in a big way, leading to a clutter of world famous hotel brands. The cut-throat competition especially among the luxury hotel operators was expected to intensify, driving the unprofitable ones out of business. In such a situation, it remained a challenge for Starwood to continue to enjoy its dominance.

Pedagogical Objectives

- To discuss the economic growth and growth of tourism industry in China and its spill-over effect on the hotel industry
- To discuss the entry and growth strategies of Starwood in China
- To analyse the challenges ahead for Starwood in China and chart out strategies to overcome them.

Industry	Hospitality
Reference No.	GRS0243A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Starwood; luxury hotels; resorts; Westin; Sheraton; St. Regis; The Luxury collection; Growth Strategies Case Study; Le Meridien; Four Points by Sheraton; W aLoft; ELEMENT; China; Beijing; Olympic Games; Asia; InterContinental; Hilton; Hyatt; competition; growth strategies; brand positioning; brand strategy

LVMH in 2006 : Managing Fashionable Growth

LVMH - Moët Hennessy - Louis Vuitton S.A. (LVMH), the world's leading luxury goods conglomerate, was the parent to around 50 prestigious brands with international retail network of more than 1,700 stores. LVMH posted a profit of €1668 million with revenues of €13,910 million in 2005. Led by a dynamic leader Bernard Arnault, LVMH developed competency in building not just recognizable brands but "Star Brands". LVMH's philosophy of extraordinary quality and staying at top position in any area it chose to operate earned it the title of the leader of the luxury goods industry.

The clientele to which LVMH catered to were very elite and rich, who could afford to buy the highly priced LVMH products. With increasing incomes, the number of people falling in the category of elite increased rapidly, expanding the market for LVMH. Being a luxury goods company it was vulnerable to the economic changes affecting the demand of luxury goods like the 1997, Asian crisis and 2001, attack of twin tower in the US, which was a major market for LVMH.

The nature of business in which LVMH operated demanded high level of creativity and innovation at a faster pace. LVMH managed its various brands in close association with its designers. With competitors like Gucci, Richemont, with financial muscle and battalion of talented designers, LVMH had to be audacious and expeditious in its endeavors to retain its luxury leadership.

The case covers the global luxury goods industry, the competitive landscape for LVMH, the establishment and growth of LVMH empire and its business groups. The case analyzes the business model followed by LVMH and its core competency of building Star Brands. The strategies followed by LVMH for growth is discussed including the issues of Talent management, developing and achieving skill set for designers and counterfeiting.

Pedagogical Objectives

- To understand the dynamics of the global luxury goods industry
- To understand the core competencies of LVMH in creating 'Star Brands'
- To discuss the growth and competitive strategies of the industry leader, LVMH
- To discuss future challenges and strategies for the global luxury good giant.

Industry	Luxury Goods Industry
Reference No.	GRS0242A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

LVMH (Louis Vuitton Moët Hennessy); Richemont; Guccio Gucci; Pinault-Printemps-Redoute (PPR); Growth Strategies Case Study; Fashion accessories; Luxury goods in Asia; Luxury goods in Europe; Cosmetics; jewellery; Product line extension; Positioning; Multi branding strategy; Growth strategy; Innovation; Branding strategy; Business models; Entering international markets; Star brand; Consumer goods; France; Strategy implementation; Managing the global conglomerate; Decentralized organisation; Mergers and acquisitions; Synergy; organic growth; competition; Brand Portfolio management; Leadership; Creativity

Lukoil : Russia's Largest Oil Company's Global Strategies

LUKOIL, one of the worlds' leading vertically integrated Russian oil and gas company with the business of exploration, production and marketing of oil, gas and petroleum products, was the second largest privatised oil and Gas Company after Exxon Mobil with 20.3 bboe (billion barrel of oil equivalent) proved hydrocarbon reserve which accounted for 1.3% of world oil reserves, 0.4% of world gas reserves and 18% of Russian crude oil production.

LUKOIL was founded by Vagit Alkeperov, who had strong political support from Russian Government. With an enormous retail presence in the US and huge refining capacity, oil and gas reserves out side of Russia, it aimed to transform itself over the next decade into one of the world's largest fully integrated energy company. The company planned to double its output of oil and gas together with substantial revenue growth in order to become next oil superpower in the world.

The case mentions the competitive strategies adopted by the company in order to secure its leadership position. The case highlights important strategies of LUKOIL starting from privatization to its geographical expansion and its growth strategy of acquisition of various companies not only in the Russia but in the periphery of Russia.

Pedagogical Objectives

- To understand Russia's oil and gas industry
- To understand Lukoil's growth strategy as a market leader of Russian oil and gas industry
- To analyse the effect of political factor on private companies of Russia
- To understand the benefits of geographical expansion on the growth of Lukoil
- To understand Vertical integration in oil and gas industry.

Industry	Oil & Gas
Reference No.	GRS0241A
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

LUKOIL Oil; Gas; Privatisation; Growth Strategies Case Study; Expansion strategies; transformation strategies; Exploration; Production; Gas Strategy; Marketing; Market Leader

Indian Railways : The Juggernaut Turns Around

Indian Railways (IR), a state-owned railway company, had a near monopoly in the country's rail transport. It was also the second largest with 63,028 route kilometers, 108,706 track kilometers and busiest rail networks in the world. IR was the world's largest commercial utility employer, with more than 1.6 million employees.

A legacy from the British rule, IR had been a socio-economic entity, striving to achieve its justifiable economic existence. With the liberalization of Indian economy since 1991, the policies of the railways became obsolete. To become economically viable in the competitive era, IR faced hurdles like duality of objectives, hazards of safety considering its organisational size and the emergence of competition from other means of transport like airlines, particularly low cost airlines.

In 2001, IR was written off as the burgeoning responsibility for the government. Experts opined that by obliging to political and social agendas, IR failed to utilize its capacity and achieve its profit goals. Amidst criticism, IR stabilized its financial situation in 2002-03.

In 2004, Lalu Prasad Yadav (Lalu), a famous political leader, was given charge of Ministry of Railways, one of the most sought after portfolios in the government owned utilities of India. He proved to be a dark horse, as under his leadership, IR adapted and implemented cost effective strategies to raise the revenues. For the first time the passenger fares and freight rates were not hiked to increase revenues but the, per train load was increased by 4-5 tonnes on selected tracks to yield higher revenue. Such measures combined with a "value for customer" philosophy and considerations of IR as an economic enterprise, were elementary in bringing about Indian Railways' turnaround. The Railway Budget 2006-07 had great plans for expansion and growth for railways and a landmark Dedicated Freight Corridors.

But the critical question was with the change in political scenario or with the end of tenure of the incumbent government, would IR still be able to sustain its unprecedented performance in the future?

Pedagogical Objectives

- To understand the dynamics of rail transport industry in India and the monopoly of Indian Railways
- To analyse the conflicting goals of Indian Railways as a public utility organization vs a self run profitable organisation
- To scrutinize the leadership roles played by various politicians and its impact on the growth and development of Indian Railways
- To debate on the future strategies of Indian Railways

Industry	Railways
Reference No.	GRS0240A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Indian Railways (IR); East India Railway Committee; Operations of IR; Social responsibility versus profitability; Bureaucracy; Operational inflexibility; Railway board; Subsidized fares; Growth Strategies Case Study; Social obligation cost; Commercialisation of Indian Railways; IR (Indian Railways); Views on privatization of Indian Railways; Railway finances; Partition of India; Pension liability of Indian Railways; Railway zones

Global Wine and Spirits Giant Pernod Ricard's Growth Strategies

France-based Pernod Ricard S.A. though was a major player in alcoholic beverages but lagged behind the market leader Diageo in the wines and spirit market. Following the acquisition of Seagram in 2001 and Allied Domecq in 2005, Pernod Ricard grew from a local company to an international company. The stagnant domestic market and growing international demand, forced Pernod Ricard to make it big in wines and spirit market.

After the successful acquisition of Allied Domecq, Pernod Ricard aimed to become No. 1 player. Besides expanding into the growing markets like UK and US with its Premiumisation strategy, the company also aimed to explore the emerging markets of Asia with its decentralized approach. Despite a promising outlook, in terms of sales and market share, a shadow loomed over Pernod's future, with the retirement of Chairman Patrick Ricard in 2007 without an obvious family successor had put the company in a dilemma.

The case traces the journey of Pernod Ricard and highlights the organic and inorganic growth strategies of the company. The case explores the various strategies the group had adopted for its growth with its opportunities and challenges in store for the company. With all its efforts for expansion, would Pernod Ricard be able to realise its dream to be No. 1 before Patrick Ricard retired in 2007?

Pedagogical Objectives

- To analyse the market entry and market penetration strategies in emerging markets
- To understand the competitive strategies and strategic shift of Pernod Ricard
- To study market leader and challenger strategies.

Industry	Alcoholic Beverage
Reference No.	GRS0239A
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Available

Keywords

Pernod Ricard; Business Strategy; Strategic Management; Mergers and Acquisitions; Organic Growth; Inorganic Growth; Market Entry Strategies; Market Development Strategies; Competitive Strategies; Growth Strategies Case Study; Globalisation; Market Expansion Strategies; Horizontal Integration; Alcoholic Beverages; Wine and Spirits; Champagne; Sparkling Wine; Allied Domecq; Seagram; Second largest wine and spirits company; Diageo; Decentralisation; Premiumisation; cross functional structure

Global Aspirations of TATA

Mumbai based Tata Group (TATA) one of the oldest and largest Indian conglomerate started its journey in 1868, as a private trading firm. Consequently, TATA became a diversified conglomerate operating in 7 business sectors with 96 operating companies, traditionally led by Tata Family members. Though very successful in India TATA did not have any global footprints until 21st century. Chairman Ratan Tata steered the group on to the global route. TATA particularly began to implement its globalization plans in 2000 with the acquisition of UK based Tetley tea. The group followed this move with other big overseas acquisitions and investments like Korean Daewoo Commercial Vehicles, Thailand based Millennium Steel, US based 8' O'Clock Coffee and hotel Ritz-Cartlon. In November, 2006 it proposed to acquire UK based Steel maker Corus Group with bid amount of $8.1 billion.

However, the deal to acquire Corus was not over, as CSN, a Brazilian Steel Company proposed a counter bid to acquire the same. Besides, the group also faced critisims of overpaying for the acquisitions and held an image of un-multinational in the domestic market.

The case talks about the globalizing aspirations of TATA, the challenges ahead in the path and the leadership issue, following Chairman Ratan Tata's intention to retire in 2007. The case also traces the journey of TATA from domestic company to would be global entity.

Pedagogical Objectives

- To understand the strategy of globalisation
- To understand mergers and acquisitions as an expansion strategy.

Industry	Diversified Conglomerate
Reference No.	GRS0238A
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Available

Keywords

Tata Group (TATA); Globalisation; Diversification; Conglomerate; Mergers and Acquisitions (M&A); Inorganic and Organic Growth Strategies; Expansion Strategies; Strategies for Globalisation; Challenges for Globalisation; Domestic Market; Tata Steel; Growth Strategies Case Study; Tata Tea; Tetley; Tata Motors; Indian Hotels (Taj Hotels and Resorts); CSN; Corus Group; Ratan Tata; Leadership

French Hotel Group Accor's Growth Strategies

This case presents an overview of the Accor Hotel Group, a French multinational, having presence in more than 100 countries with 4,094 hotels (480,036 rooms) involved in two core activities: Hotels and services. It is case is hotels only. Accor Hotels, evolved from single hotel chain - Novotel, adopted many growth strategies to achieve its vision to become market leader in economy and midscale segment and major player in upscale segment. Since its inception, Accor initialized many moves like M&As for growth and faster entry, joint venture, multibrand strategy - segment centric branding, rebranding, identify new innovative concepts in products, product modifications, line extension, diversification, targeting new segments like emerging countries (geographical segmentation) etc.

This case can be used to address two issues. First, what is the core strategy among all strategies adopted by Accor? The second concerns how well this strategy fits into the Ansoff's product - market expansion grid, which includes market penetration, market development, product development and diversification.

Pedagogical Objectives

- To analyse its segmentation strategy, Multi-brand strategy and Re-branding strategy
- To understand Asset Management Strategy
- To understand the growth and global expansion of Accor Hotel Group
- To understand Ansoff's product - market expansion grid.

Industry	Hospitality Industry
Reference No.	GRS0237A
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Accor hotels; hospitality and travel; growth strategy; multi-segment strategy; re-branding; repositioning; Growth Strategies Case Study; changing customer needs; Ansoff product - market expansion grid; merger & acquisitions; strategic alliances; product development; market development; market penetration; asset management strategy; positioning

eBay in China – A Difficult Bid

By 2007, eBay Inc., a leading online service provider offered online goods and services, payments services and communication offerings to a diverse community of individuals and businesses.

eBay was present in more than 18 countries. It entered in one of the most challenging and fast growing market of China in 2002. Though the market offered huge potential for growth, eBay encountered many hurdles. eBay was the pioneer in the online auction business in China through its acquisition of Eachnet which controlled 80% market in China for C2C transactions. Though eBay had captured the online auction market in the U.S., it made the mistake of using its American model in Asian countries.

In 2003, the popular Chinese B2B Web portal Alibaba.com started Taobao.com, a consumer auction site and became eBay's biggest rival. eBay lost vital market share to Taobao. In 2006, eBay accounted for only 29% as compared to Taobao's 67% in the Chinese online auction market. In 2006, eBay decided to change their approach in China closing their foremost website in China and partnering with a local associate, Tom Online Inc., a popular Internet portal and wireless operator based in Beijing. eBay formed a minority stake joint venture with TOM Online.

The case discusses the challenges eBay faced in China for its growth.

Pedagogical Objectives

- To understand the competitive e-commerce industry in China
- To discuss the entry and growth strategies of eBay in China
- To argue when the first mover might have disadvantages
- To discuss the future strategies of eBay in China.

Industry	e-commerce
Reference No.	GRS0236A
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Offshore outsourcing; Service operations; Managing risk and fraud; Service performance improvement, eBay; China; Taobao; e-Commerce; Growth Strategies Case Study; On-line auction; Alibaba.com; Yahoo!; Competition; Revenue model; On-line payments; Emerging markets; Marketing strategy; Competitive strategies; Asian markets; Chinese Internet market

Danone's Probiotic Yogurt Activia : Latching on to the Health Bandwagon

Industry	Dairy and Food Products
Reference No.	GRS0235A
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Danone Group; Dannon Inc.; Probiotic foods; Activia; functional foods; Growth Strategies Case Study; US yogurt market; cultural shift; American food culture; shifting food habits; acculturation; product roll-out; launching strategies; changing customer needs

French food giant, Danone Group, is a world leader in bottled water by volume and fresh dairy products and second in biscuits and cereals, with presence in over six continents. Group's sales growth increased 8.1% from euro 13,024 million in 2005 to euro 14,073 million of which Europe contributed 60.98% in 2006. Danone decided to roll-out its tried-and-tested product named "Activia"-yogurt with an active probiotic culture in US in 2006.

Americans ate less yogurt compared to Europeans and preferred fruits and vegetables and relied mainly on the tablets, piles syrups etc. Dannon Inc. (US subsidiary of Danone group) faced a great challenge as Americans' food habits resulted into a cultural battle and minimal awareness about probiotics. Dannon invested heavily to create awareness and generate positive response to such cultural foods, educate them about health benefits offered by Activia. They initialized many promotional activities like direct mailing, advertising on TV, radio, sponsored survey, internet marketing, free samples, etc. It had also faced difficulties in designing the packaging and making the advertisement in line with the FDA (Food and Drug Administration) and FTC (Federal Trade Commission) guidelines.

The case also discusses American food culture, their foods, shifting of eating habits and impact of FDA and FTC guidelines. But analysts were debating whether the tried-and-tested product rollouts really work, all times? Would it be possible for Danone to cultivate success based on probiotics targeting niche market?

Pedagogical Objectives

- To discuss American food culture, shifting of eating habits and impact of FDA and FTC guidelines
- To discuss the challenges faced by Danone in America
- To discuss whether Danone continue to win the hearts of consumers through their troubled stomachs in future?

Cyworld, South Korea's Social Networking Site's Global Expansion Strategies

Industry	Social Networking Sites
Reference No.	GRS0234A
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Cyworld; SK Communications; Social networking site; Global expansion strategy; Demographic of US Social Networking Market; MySpace; Market-entry strategies; Culture-oriented market penetration; Localisation as global expansion tool; Privacy policies of social networking sites; Business model; Growth Strategies Case Study; Monetizing of social networking sites; Consumer behaviour; South Korean Market Leader; Major players in US Social Networking Sites (SNS) industry

Cyworld, a South Korean social networking site started its operation in 1999, since its inception it captured 40 per cent of the South Korean market. It started wooing the tech-savvy youth in United States in 2006. In South Korea, a world leader in broadband usage rate 96% of people in the 20 - 29 age groups were Cyworld members and in China, the site recorded nearly 3.5 million registered members since its launch in June 2005.

In 2005, Cyworld built its global strategy to deploy the Cyworld brand regionally and accordingly launched its services, first in China and then, Japan and Taiwan. After announcing its US expansion plans in October 2005, Cyworld officially launched its US version in August 2006.

Analysts were skeptical about the success of Cyworld in the US, especially with MySpace, a US based social networking site controlling the market. MySpace dominated the US social networking scene with about 123 million users and reinvented an internet culture since its inception in July, 2003. But as Cyworld was backed by the deep pockets of South Korea's SK Telecom Co., it could carve out a lucrative spot in American market also.

The case describes Cyworld's growth and expansion strategy, particularly in the US. It ends with a debate whether Cyworld can make a dent in MySpace dominated US social networking market.

Pedagogical Objectives

- To understand dynamics of the social networking business
- To understand the global expansion strategy of social networking site
- To study the growth strategies of Cyworld in US market
- To understand the competitive scenario in social networking industry.

Castrol India Limited in 2006

Castrol India Limited (Castrol), subsidiary of UK based British Petroleum group (BP) was one of the active players in the retail automotive lubricant market in India in 2005. It had capacity to produce 300 million tonnes per annum of lubricant. From a minor oil company with market share of 6% in 1991, Castrol grew to become second largest lubricant company with market share of 22% in Indian lubricants market in 2005. Castrol was also a market leader in the retail automotive lubricants segment. In BP's worldwide operations, Castrol in India was second in terms of volume of lubricants sold after US, and third in terms of profit next to US and Germany.

In 2005, Castrol initiated a new communication and re-launch exercise, laying emphasis on the liquid engineering concept, and technology upgradation. The company repositioned products on value proposition, filled up gaps in the product range and emphasized on customer benefits in each and every application. Castrol also introduced computerized vehicle service centers and entered into strategic marketing tie-ups with original equipment manufacturers (OEMs). Castrol had served over 30 million customers and expected to add another 50 million customers in 2006. Would Castrol be able to sustain its marketing advantage with repositioning in Indian lubricant market?

Pedagogical Objectives

- To understand the Indian Lubricant market
- To analyse the marketing strategies of Castrol in India
- To discuss the importance of brand repositioning as a marketing strategy.

Industry	Lubricant
Reference No.	GRS0233A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Castrol India Limited; India; petroleum; lubricant; market leader; retail automotive lubricants segment; Growth Strategies Case Study; British Petroleum; liquid engineering; re-positioning; value proposition; marketing tie-ups; product range; value proposition

Al Jazeera English : Will it make its mark?

Doha, Qatar based, Arabic television network Al-Jazeera launched an English-language news and current affairs television channel, Al-Jazeera English (AJE) on 15th November 2006. Al-Jazeera had Arabic news and current affairs television channel of the same name and several other specialty television channels. The Arabic news channel Al-Jazeera (Al-Jazeera Arabic) was known for its up-front style, frank journalism and its readiness to discuss taboo issues. Thereby Al-Jazeera Arabic entered into several controversies and was a thorn for several governments from Washington to Riyadh. Al-Jazeera English was broadcasted from studios in Doha, Kuala Lumpur, London and Washington DC, in addition to 20 other countries.

AJE was a hope for giving the Arabs a global voice as it was the first English Channel operating from the Middle East. But, some questioned in the Middle East whether the new channel would be as blunt as its Arabic channel. Above all with the negative press gained by its Arabic channel would it be able to pose a challenge to its western competitors and gain acceptance in western countries?

The case discusses about the various issues and challenges faced by Al-Jazeera in its new venture AJE.

Pedagogical Objectives

- To understand the controversy of Al-Jazeera Arabic channel
- To study the importance of brand image and its expansion in channels industry
- To understand the challenges faced by Al-Jazeera in the US
- To understand the competitive scenario and its impact.
- Various growth strategies of GE.

Industry	Media (News)
Reference No.	GRS0232A
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Al-Jazeera Arabic; Al-Jazeera English; International; Controversies; launch; challenges; company image; new markets; Qatari Emir; Arab new network; Growth Strategies Case Study; Strategy management; Entry strategies; Business management; Opposition from US; Osama bin Laden; US government; British government; Afghanistan; Israel; media network; entry barriers; differentiation; BBC; CNN; Western media companies; 9/11 attack; 11 September attack

GE Manufacturing : Forging Ahead in Asia's Globalising Markets

General Electric (GE) is a 125 year old multi-business company and a global player in plastics, insurance, finance, healthcare, infrastructure and heavy engineering. It has been making significant progress in all its divisions. However, its financial performance declined in the plastics and insurance business. The insurance business has been making losses for the past five years. The performance of GE plastics was fluctuating since 2003 and there was a decline in the year 2006. It was then decided to sell the insurance division to Swiss-Reinsurance and also sell the plastics division. The company underwent a radical change when Jack Welch became the CEO in the year 1981. His launch of the six sigma growth initiative proved to be successful. The shifting of the GE's focus from service to manufacturing started then. Jack Welch's successor Jeffrey R. Immelt introduced a process to generate consistent organic growth called "Growth as a Process". By 2006, it was reported that GE was concentrating mainly on its infrastructure business. GE has become firmly established as a world leader in the aircraft engine manufacture with higher level of sales and operating profits than its competitors.

GE is targeting the Asian and South East Asian Markets as it finds a lot of scope for growth there. It has been predicted that 60% of its growth over the next decade would be from these developing markets. It finds a bright future in these markets which will help it keep pace with globalisation.

Pedagogical Objectives

- GE's Business Divisions
- GE's changing priorities in globalising
- GE's dismal performance in the plastics and insurance divisions
- The trends in Asian markets and GE's reasoning in venturing into these markets
- Various growth strategies of GE.

Industry	Diversified Conglomerate Industry
Reference No.	GRS0231C
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

GE; GE Aircraft engines; GE-CFM; Snecma Motoeours; Rolls Royce and Pratt and Whitney; GE Aircraft Engines Turbines; GEnx Engines; Growth Strategies Case Study; GE Health care; GE Ecomagination; GE Academy; GE Advanced Materials; Growth as a process-Jeffrey Immelt; GE Plastics; GE Insurance; Swiss Re-Insurance

Apple's Future – Expansion into Different Product Lines

Founded on April 1, 1976 by Steve Jobs, Steve Wozniak and Ronald Wayne, Apple Inc. is an American consumer electronics corporation, one of the most renowned companies in the world for computer technology. It is headquartered at Cupertino, California. Apple develops, sells and supports a series of personal computers, portable media players, computer software and hardware accessories. The company's best-known products include the Macintosh/Mac line of personal computers, the Mac OS X, and the iPod line of portable music players. It also sells audio books, iPod games, music, music videos, TV shows and movies on its online iTunes Store, and announced a smartphone, the iPhone, and the Apple TV in January 2007. Its worldwide annual sales in the fiscal year 2006 (ending September 30, 2006) was US$19.3 billion. Apple pioneered a revolution in the industry and established itself as market leader. With a strong brand image, it has cultivated an exceptionally loyal customer base. It has taken care to differentiate itself from its competitors through its aesthetic design and innovative features, for its products.

The following case illustrates the products of Apple Inc. since its inception and its entry into consumer electronics with new products. The future of Apple looks to change completely along with its name and also the new ventures it has entered into.

Pedagogical Objectives

- Product expansion and development
- Growth strategies of an established player into new markets
- Future strategies for success for a computer maker
- Challenges and Competition faced by Apple in its new ventures.

Industry	Computer Industry
Reference No.	GRS0230C
Year of Pub.	2007
Teaching Note	Available
Struc.Assig.	Not Available

Keywords

Apple Inc.; iPhone; iPod; Steve Jobs; Steve Wozniak; Macintosh/Mac; Apple TV; Consumer Electronics; iTunes; Product line; Growth Strategies Case Study; New Product Development; Apple's Future

Mercedes: In Search of Growth

In 2005, according to the survey conducted by Interbrand and J P Morgan Chase, 'Mercedes', the brand synonymous with quality in the global automobile industry, slipped to the 11th position from its previous year's ranking at the 10th place. In the same year, Daimler Chrysler, owner of the Mercedes brand, planned to withdraw 1.5 million vehicles from the US and European markets due to quality problems. Along with problems in quality, the company also experienced a sluggish growth rate in its premium segment, where it was facing severe competition from Japanese auto makers, like Toyota, Nissan, Honda and Mitsubishi. The company launched Mercedes A class (popularly known as the Baby Benz), which was an instant hit in the European market. Analysts predicted that this was the main reason behind Mercedes' slip in brand rating as Mercedes lost its exclusivity. The main dilemma therefore, was the tradeoff between product volume and exclusivity of the brand. Daimler Chrysler also wanted to consolidate its presence in the emerging Asian markets. Therefore, the popular Mercedes A class was unveiled in China and Malaysia as well. The company further introduced several innovative marketing strategies, customer relationship management practices and promotional methods to enhance the visibility and presence of its premium 'Mercedes' brand in the Asian countries, particularly in China, South-East Asian countries and India. A group of analysts also opined that the company's plans to consolidate its presence in the Asian market might not succeed as envisaged. Though Asia was the most lucrative market for Daimler Chrysler, the premium segment was very limited and the compact car segment already had a huge number of automobile brands. The entry of premium players (Rolls Royce, GM and BMW) in the niche category would make the niche segment overcrowded and fiercely competitive. Industry experts were skecptical whether 'Mercedes' could maintain its exclusivity as well as its growth in terms of production volume

Pedagogical Objectives

- To give a detail about the European automobile industry, trends and patterns
- To understand the segmentation-targeting and positioning strategy in automobile industry
- To understand the different segment in automobile industry
- To understand the marketing strategy adopted by automobile company to launch a new model
- To understand the innovative promotional strategies to make a brand successful one
- To understand the key success factors that make a particular auto brand a success story.

Industry	Auto Manufacturing
Reference No.	GRS0229K
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Chryslers corporation; Five pointed star design; Growth Strategies Case Study; Daimler-Benz AG; Daimer-Benz's competitors; Daimler-Chrysler; VSP of the brand; Crisis in the European market; New marketing initiatives of Mercedes; The dilemma

Sun Microsystems: A Case of Missed Opportunities

Sun Microsystems started its operations in 1982, with an office in Santa Clara, US. Sun's biggest break came in 1995, with the development of Java, a universal software program that enabled its developers to write a program in one language that could be run on any platform. The company netted huge profits during the dot com boom of late nineties when its expensive but high performing servers (working on Solaris operating system and powered by SPARC chips) were in great demand. However after its meteoric rise, Sun started losing out on its business towards the end of the dotcom era in 2000-2001. During that period a number of dotcom and telecom companies went bankrupt; thus bringing in recession in the world economy. As the demand for high end products fell, Sun's competitors started manufacturing and marketing servers powered by low-cost Intel chips and nearly free Linux operating system. Sun however failed to read customer's mind and continued pushing its high end products, although much cheaper versions introduced by the competitors were then already available in the market. This lead to a sharp fall in profit & market share of the company.

Pedagogical Objectives

- To discuss the reasons behind the meteoric rise of Sun
- To discuss as to how the company failed to perform amidst rising competition and threats particularly from Microsoft.

Industry	Servers and Mainframes
Reference No.	GRS0228K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sun Microsystems; Operating system; UNIX; Hewlett-Packard; Microsoft; Dell; IBM; Dotcom; Server; Solaris; Hardware; Intel; Linux.

KFC in Asia

In 1986, PepsiCo acquired Kentucky Fried Chicken (KFC) and it started operating under PepsiCo's global restaurant company, Yum! Brands Inc, from 2002. KFC was a huge success in the US with its special offering of 'fried chicken'. Due to the staggering growth of the US fast food industry, the company decided to go global. KFC's first entry in the Asian market was in Japan in 1970. Initially the company faced some impediments, but eventually, it turned out to be a profitable unit. By the end of 2004, KFC had opened 1159 outlets in Japan. Its second foray in the Asian market was in Malaysia in the year 1973. It was the first fast food multinational chain to enter into the Malaysian market. Being the first mover in Malaysia, KFC went on to become the market leader. It entered China in 1987 and became an instant hit. By the end of 2004, KFC had 1243 outlets in China alone. KFC ventured into India in 1995 and started facing problems. Since then, it could not expand as much in India as it had in other Asian countries. The case analyses the various strategies applied by KFC in the three countries where it tasted success. The case also analyses the reasons behind KFC's limited growth in India.

Pedagogical Objectives

- To understand the fast food market of Asia
- To analyse KFC's growth strategies in various Asian countries
- To discuss why KFC succeeded in some Asian countries while it failed in some other
- To debate about KFC's future in Asia.

Industry	Fast food & quick service resturants
Reference No.	GRS0227K
Year of Pub.	2006

Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

KFC; Fast food industry; McDonald's; Pizzahut; Growth.

Toyota: Aiming for Larger Presence in Europe

In the early 2000s, Toyota, the second-largest automobile manufacturer in the world after GM, was planning to expand its small car range in Europe. Despite its long presence in the continent the company could not gain a significant share of the European auto market. The company realised that it was due to growing consumer preference for smaller and cleaner cars. Another major factor, according to the company, was that the styles and looks of the Asian car models did not appeal to the European customers. In order to gain a larger share of the market, Toyota localised it European operations by setting up manufacturing facilities, engine plant, design studio etc. within the continent. It also launched several small car models to attract the Europeans.

The case discusses in brief Toyota's history and its European operations along with the automobile market of Europe. The case also highlights how the company is trying to streamline its European business. Finally, it raises a question regarding Toyota's ability to boost its market share in Europe.

Pedagogical Objectives

- To discuss Toyota's strategies to increase its market share in Europe
- To develop an understanding of the automobile market of Europe
- To analyse how Toyota sensed customer demands and localised its design, production and marketing
- To understand the importance of new product launch.

Industry	Auto Manufacturing
Reference No.	GRS0226K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Toyota; Small car; European car market; Compact car; GM; Ford; hyundai.

Star Cruises: The Growth Strategies

The Genting Group of Malaysia, which was engaged in hotels and resorts business, incorporated Star Cruises in 1993. Star Cruises operated cruises primarily in the Asia-Pacific region. By the year 1999, it became one of the largest cruise lines in the world. In order to extend its services to North America, the world's largest cruise market, it acquired the Norwegian Cruise Line (NCL) in 2000. Though after the takeover Star Cruises was able to increase its revenues, its profits started to slide resulting in a cumulative loss of US$193.5 million between 2000 and 2004. However, the company management was convinced that the investment in NCL would pay off in the long run and had ambitious future plans.

Pedagogical Objectives

- To discuss the growth strategies of Star Cruises
- To analyse how Star Cruises grew to become the third largest cruise line the world
- To develop an understanding of the Asia-Pacific as well as global cruise industry
- To understand the role of Star Cruises in shaping the Asia-Pacific cruise industry.

Industry	Travel Agencies & Services
Reference No.	GRS0225K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Retail; Super Market; Wal-Mart; Tesco; Carrefour; Chinese Retail Market.

Kraft Foods: Restructuring for Growth

In January 2006, Kraft Foods Inc., the world's largest branded food and beverage company, announced a major restructuring plan as a cost-cutting measure. Starting from the early 2000s, the company's profit margins shrank due to escalating costs and consumer focus on low calorie foods. In order to deal with the situation, Kraft launched a restructuring plan in 2004. While the first plan was underway, the company announced another round of restructuring in 2006 and proposed to close several plants and cut jobs. It also planned to reorganise its product portfolio. This led the analysts to wonder whether the company's restructuring plans would pay off or the company needed to introduce new products. The case starts with a brief history of Kraft Foods and moves on to the problems faced by the company. It then discusses both the restructuring plans of the company. The concluding section poses a question about how successful these plans would be in steering the company to healthy profits.

Pedagogical Objectives

- To know the problems faced by Kraft Foods, the second-largest food company in the world
- To analyse the restructuring strategies of Kraft Foods
- To understand the importance of being in touch with customers
- To understand the significance of successful new product launches.

Industry	Food and Beverage
Reference No.	GRS0224K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Power brand; Growth strategy; Kraft Foods; Retail Brand.

Kodak: The Changing Strategies

By 2000, Kodak, the company that pioneered the imaging industry by inventing easy-to-use cameras and photographic film, was in deep crisis. With the advent of digital cameras in the mid 1990s, Kodak found its sales declining as consumers preferred the new cameras, which did not use films. The growing popularity of digital cameras led to a slump in film sales, which was a major revenue generator for Kodak. Additionally, the new technology attracted a lot of competition from traditional as well as new players. In order to maintain its lead in the industry, Kodak decided to adopt the new technology and reinvent itself from a camera and film manufacturer to a digital imaging company. The case discusses the evolution of the digital camera market and the shrinking film business. It also highlights the strategies adopted by Kodak to embrace the new technology to sustain its leadership position.

Pedagogical Objectives

- To discuss the evolution of Kodak from a film company to a provider of digital imaging systems
- To understand the gradual decline of Kodak's film business
- To understand the evolution of digital technology
- To assess the turnaround of Kodak by new product development
- To debate whether Kodak would succeed in regaining its status.

Industry	Photographical & Optical Equipments
Reference No.	GRS0223K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Kodak; Fuji; Digital Camera; Disposable camera; Canon; Nikon; Sony.

Vodafone – Rethinking Global Strategy

Vodafone Group Plc. (Vodafone), the leading mobile telecommunications company, followed a twin strategy of global expansion and offering mobile-only service, to achieve huge economies of scale. However, its strategy failed in two of its important markets – the US and Japan, where it had to adopt the local technology to suit the market demands. Vodafone was left isolated when almost all the telecom operators offered a combined package of fixed & mobile telephony, broadband and television services.

The case, while highlighting Vodafone's global strategies, discusses their pitfalls and questions their viability in the long run.

Pedagogical objectives

- To critically analyse Vodafone's globalisation strategy vis-à-vis localisation strategy
- To discuss the potential loopholes in 'bigger is better' strategy and the drawbacks of economies of scale
- To discuss the viability of Vodafone's 'mobile-only' strategy, when majority of the other operators were focusing on bundled offering
- To understand the changing dynamics of the mobile market and the technology associated with it.

Industry	Wireless network operators
Reference No.	GRS0222K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Vodafone; CDMA; GSM; 3G.

US Retailing: Saks Fifth Avenue's Holiday Strategy

In December 2004, the total sales of Saks Inc., a departmental store, increased by 7.1% compared to the previous year. The company attributed this seasonal surge, to its promotional campaign, particularly the Holiday Snowflake Spectacle programme introduced in the flagship store of Saks Fifth Avenue. The campaign also aimed to build the brand image of Saks.

The case, along with highlighting the holiday strategy of Saks Fifth Avenue, also gives an overview of the competitive landscape of the US retailing industry.

Pedagogical Objectives

- To discuss the promotional activities of Saks Fifth Avenue to maximise seasonal revenue
- To discuss how short-term promotional activities could be used in long-term brand building initiatives
- To discuss the US retailing industry and the seasonality associated with it
- To understand the competitive forces in the US departmental stores industry
- To understand the US shopping trends in the festive season and the consumer psychographics associated with it.

Industry	Retail Department Stores
Reference No.	GRS0221K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Saks Fifth Avenue; Promotion; holiday Strategy.

Nokia: Surging Ahead in China

By 2005, Nokia Corporation (Nokia) was the leading mobile phone manufacturer in China with 31% market share. China was anticipated to emerge as the single largest market for the company, with an estimated mobile subscriber base of 630 million by 2010. In its efforts to surge ahead of its competitors, Nokia offered inexpensive phones for the mass markets without compromising on the quality. It also restructured its sales force and reorganised its distribution channels to reach the low-end customers in the rural markets.

The case, while providing an overview of the mobile industry in China, discusses the strategic moves of Nokia to emerge as the undisputed leader in the country.

Pedagogical Objectives

- To understand the localisation strategy as applied by Nokia in China
- To discuss the initiatives taken by Nokia to tap the low-end market segment and exploit the huge growth potential in China
- To understand the mobile phone industry in China
- To discuss the viability and the potential risks involved in the introduction of mobile phones for the masses and the consequent brand dilution.

Industry	Wireless telephone handsets
Reference No.	GRS0220K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Nokia; China; Multimedia; Motorola; Samsung; Mobile services.

Deutsche Bank: Aiming Greater Heights

In 2005, Deutsche Bank, the second-largest investment bank in the world by revenue, registered net revenues of •25 billion and was able to reach its set target of pre-tax return on average active equity of 25%. Based on the continuous restructuring and cost-cutting initiatives of its CEO, Josef Ackermann, Deutsche Bank was able to bring itself back to profitability. In 2006, it was ranked No.38 in the BusinessWeek's rankings for Europe's top performing companies against a ranking of 126 in 2005.

The case focuses on the various restructuring initiatives of its CEO and its consequences on the business model and profitability.

Pedagogical Objectives

- To discuss the restructuring initiatives undertaken by Deutsche Bank to restore its profitability
- To understand the changing landscape of the European banking industry after the introduction of Euro
- To understand the optimum mix of business portfolio
- To discuss the business model of Deutsche Bank and its sustainability in the long-run.

Industry	Banking
Reference No.	GRS0219K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Deutsche bank; invest banking; Personal asset and wealth management.

Carrefour in 2004: Managing Globalization

In fiscal 2004, Carrefour, the largest retailer in Europe and second-largest in the world, registered a 14.9% decrease in the net profit. Carrefour began to under-perform in some of the foreign markets and the company's CEO, José Luis Duran, decided to withdraw from these markets and concentrate only on those, where it was among the top three.

The case, while highlighting on the challenges faced by Carrefour in various foreign markets, also focuses on the initiatives taken by the company to restore profitability and global competitive position.

Pedagogical Objectives

- To understand strategic concentration and divestment of resources to maximise revenue

- To understand the French retail industry
- To discuss the initiatives taken by Carrefour to reorganise its business portfolio and restore profitability
- To understand the localisation strategy as applied by Carrefour.

Industry	Grocery, Retail
Reference No.	GRS0218K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Carrefour; Globalisation; Hyper-market; Super-market; Discount store.

Adidas: Cashing In on World Cup Football

The adidas Group (adidas), the second-largest sports goods manufacturer worldwide behind Nike, was the official sponsor of the FIFA World Cup '06, the greatest football tournament across the world. With the World Cup's global TV and web audience exceeding that of the Olympics or any other sporting event, adidas aimed to capitalise on the four-yearly sporting extravaganza and expected to achieve record sales in the football category. adidas expected to generate •1 billion in revenues from football in 2006 itself and aimed to benefit from the extensive visibility of the brand through World Cup-specific product offerings.

The case, while providing a broad overview of the company, discusses the promotional strategies of adidas and its competitor Nike for the 2006 FIFA World Cup.

Pedagogical Objectives

- To understand the dynamics of sports and sporting lifestyle market
- To understand how promotional activities and advertising campaigns are used in brand-building measures of adidas
- To understand the viral marketing strategy as applied by Nike
- To critically analyse the pros and cons of Above the line (ATL) and Below the line (BTL) communication strategy
- To understand how event sponsorship is being used to reach to the mass market.

Industry	Footwear
Reference No.	GRS0217K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Adidas; World Cup Football; Nike; Reebok; Promotion Management; Celebrity endorsement.

Carrefour China: A Success Story in Retailing

Carrefour, the world's second-largest retailer, entered the Chinese retail market in 1995. With less than five retail stores in 1995, by 2006, the company had expanded its operations to 73 hypermarkets across 29 cities, along with its Champion supermarkets and Dia convenience stores. In fact, in the same year, it was the largest foreign retailer of China. The case discusses how the company acclimatised itself to the Chinese customers' tastes and preferences. It analyses the company's innovative and flexible business strategies of localisation of management and low-price and high-quality of its goods. In addition, the case provides a brief description of the emerging and lucrative retail market of China.

Pedagogical Objectives

- To discuss the growing retail market of China
- To discuss Carrefour's entry strategies in China
- To discuss the company's innovative and flexible business strategies of localisation of management and low-price and high-quality of its goods, with respect to its Chinese rivals.

Industry	Retail
Reference No.	GRS0216K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Retail; Super Market; Wal-Mart; Tesco; Carrefour; Chinese Retail Market.

Sandisk: Growth Opportunities in Emerging Markets

Sandisk Corporation was a leading supplier of flash memory cards. However, the company was troubled by the cyclical nature of its flash business. With rising competition, the flash memory market was witnessing an increasing degree of commoditisation. In the emerging business scenario, Sandisk found new opportunities for growth in the MP3 player and cellular phone markets. This case provides the reader with a holistic understanding of the flash memory business, the prominent players therein, Sandisk' s business profile and its growth strategies.

Pedagogical Objectives

- To discuss the global flash memory business
- To discuss Sandisk's profile as the number two player and its future growth strategies
- To discuss the competitive scenario therein.

Industry	Memory Chips and Module
Reference No.	GRS0215K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Sandisk; Toshiba; samsung; Flash Memory; SD and Multimedia cards.

Palm's Growth Strategies

Palm Inc was the world's largest supplier of personal digital assistants (PDA's). The company was troubled by the declining annual shipments of its products, which many analysts felt were primarily due to their slow technological obsolescence and increasing popularity of converged mobile devices. The case provides the reader a broad overview of the company, the existing market scenario, Palm's growth strategies and the future outlook of its business.

Pedagogical Objective

- To discuss the existing market scenario handhelds and smart phones, Palm's growth strategies and the future outlook of its business.

Industry	Personal Computers
Reference No.	GRS0214K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Palm; PDA; Smartphone; Handheld; Microsoft.

Imation: A Leading Name in Data Storage

Imation was a leading developer of removable data storage products. The demand for data storage was increasing rapidly due to increasing availability of high-speed computers, proliferation of the Internet and declining storage costs. The case intends to provide the reader a broad overview of the company, the market scenario in the removable data storage business, and the various strategies that the company followed to increase its market share.

Pedagogical Objectives

- To discuss the market scenario in the removable data storage business
- To discuss the various strategies that the company followed to increase its market share.

Industry	Data Storgae Devices
Reference No.	GRS0213K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Imation; Storage; CD; DVD.

Unocal Acquisition: Chevron's Growth Strategy

On 4th April 2005, David O' Reilly, the CEO of Chevron Corporation announced that Chevron, the second largest petroleum company of the US (after Exxon Mobil) had acquired Unocal, the ninth largest oil and gas company of US, for US$17 billion. This acquisition was considered as one of the most politicised corporate takeover because both the US government and Chinese government were involved in the deal. After this acquisition, Chevron became the fourth-largest oil and gas company globally and projected a growth of 5% during the period 2005-2009. However, both, the investors and industry analysts were sceptical about this projection as Chevron had a history of promising more than it could deliver. What are the problems that Chevron might face in leveraging itself after the acquisition and how it planned to overcome these challenges.

Pedagogical Objectives

- To discuss the trends and patterns of global oil and gas industry
- To discuss the key success factors in the acquisition process for oil and gas industry
- To discuss the value chain of oil and gas industry
- To discuss the 'upstream activities' and 'downstream activities' in oil and gas industry
- To discuss the problems associated with any acquisition process and how the companies plan to mitigate those problems
- To discuss the bidding process in the oil and gas industry.

Industry	Steel
Reference No.	GRS0212K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

UNOCAL; Chevron; growth strategy; global petrochemical industry; upstream operation; downstream operation.

Natsteel: The Growth Catalyst in Asian Steel Industry

This case analyses the globalisation strategy of TATA Steel, the flagship of INR 480 billion TATA Group and the second largest steelmaker of India. TATA Steel, with an annual capacity of 4.3 mtpa, was ranked 56th by World Steel Institute. The company had a plan to increase its production capacity to 15 mtpa, thereby becoming one of the top 10 steel companies of the world. To fulfill its mission, the company chose to increase the capacity of its existing facilities, set up greenfield projects and acquired new companies. Due to the emergence of South-East Asian countries as the major steel consumers, it acquired Nat Steel to have an access to these markets. TATA Steel had plans to manufacture primary steel at its plants in Jamshedpur and Orissa, (slated to start production from 2006), places having large deposits of iron ore. This would help the company in transporting the semi-finished products to the Asian markets and also producing and selling the finished goods. Apart from traditional steel manufacturing, the company also forayed into value added steel products (automobile steel and ferro chrome) to strengthen its presence in the global market and became a global company from a local one. The case study offers scope for discussing the trends and present strategies in the global steel industry and how TATA Steel planned to grow according to the recent trends.

Pedagogical Objectives

- To discuss the trends, patterns of global steel industry and consolidation as a major strategy in fragmented steel industry globally
- To discuss acquisition process of NatSteel by Tata Steel, potential synergies and problems associated with the acquisition.
- To discuss how acquisition as a growth strategy help companies to consolidate in fragmented steel industry
- To discuss the key factors which make an acquisition a successful one
- To discuss in detail about the problems of acquisition and how the maximum leverage can be gained
- To discuss, the bidding process and funding of an acquisition
- To discuss the value chain of the steel industry and primary steel making process and secondary steel making process.

Industry	Steel
Reference No.	GRS0211K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

NatSteel; tata Steel; Tata Group; Primary steel making; secondary steel making.

Checkmate Mittal Steel: What Went Wrong (Part – B)

On 26th January 2006, Laxmi Niwas Mittal, the chairman and CEO of Mittal Steel, globally the largest steel maker made a bid for Arcelor SA, globally the second largest steel maker. Mittal's bid for the European crown jewel made entire Europe frenzy. Spain, France, Luxembourg and Belgium government strongly opposed the deal. Arcelor choose to merge with Severstal, the largest steel maker of Russia. The case discusses what went wrong with Mittal steel, how Severstal plan to leverage the merger with Arcelor and the strategic rationale behind it.

Pedagogical Objectives

- To discuss the bidding process involved in an acquisition
- To discuss the trends, patterns of global steel industry and consolidation as a major strategy in fragmented steel industry globally
- To discuss acquisition process of Arcelor, the largest steel company of Europe and second-largest globally by Mittal Steel, potential synergies and problems associated with the acquisition
- To discuss how acquisition as a growth strategy help companies to consolidate in fragmented steel industry
- To discuss the key factors which make an acquisition a successful one
- To discuss in details about the problems of acquisition and how the maximum leverage can be gained
- To discuss the bidding process and thereafter funding of an acquisition
- To discuss the concept of 'white knight', 'black knight' and 'poison pill'.

Industry	Steel
Reference No.	GRS0210K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Mittal Steel; Arcelor; Consolidation; Nippon Steel; Severstal.

Arcelor Mittal Group: Mittal's Master Stroke (Part – C)

On January 26th 2006, Laxmi Niwas Mittal (popularly known as LNM), chairman and CEO of Mittal Steel, the world's largest steel company, made a bid for Arcelor SA, (the world's second-largest steel company). In the era, when consolidations and acquisitions were common practices in the industry, Mittal Steel's new move was expected to help it in consolidating its presence more aggressively. The proposed acquisition price of US$23 billion (bn), was the biggest in the global steel industry. The proposal was, however, strongly opposed by Arcelor's management and the entire Europe was divided on the issue. Since Mittal Steel produced cologne, Arcelor, being the producer of perfumes only, claimed that the merger between the two companies was not possible. Even the French government and Luxembourg government strongly opposed Mittal Steel's move. The concept of corporate xenophobia followed the move. While LNM defended the move from the point of view of the benefit of the global steel industry and identified in it the geographic, commercial, manufacturing and operational synergies, Arcelor denied it. The French and Luxembourg governments, moreover, accused LNM for poor management style and were afraid that the acquisition would result in job loss. The case study offers a scope for discussing the rationale of the acquisition in the recent global trends, the value chain of the industry and how Mittal Steel plans to leverage it. The case study also allows the discussion of how Mittal Steel can leverage the acquisition by strengthening its position across the globe.

Pedagogical Objectives

- To discuss the trends, patterns of global steel industry and consolidation as a major strategy in fragmented steel industry globally
- To discuss acquisition process of Arcelor, the largest steel company of Europe and second largest globally by Mittal Steel, potential synergies and problems associated with the acquisition
- To discuss how acquisition as a growth strategy help companies to consolidate in fragmented steel industry
- To discuss the key factors which make an acquisition a successful one
- To discuss in details about the problems of acquisition and how the maximum leverage can be gained
- To discuss the bidding process and funding of an acquisition.

Industry	Steel
Reference No.	GRS0209K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Mittal Steel; Arcelor; Consolidation; Nippon Steel; Severstal.

Nestlé's 'Nutritious' Growth : Peter Brabeck's Organisational Strategies

At a time when the overall food market is growing sluggishly at 1.55 a year, Peter Brabeck, the CEO of the world's largest food-maker, Nestlé, had different plans. He was too bold to see his company's growth shoot up by 5%–6%, and that too excluding acquisitions. In a market scenario, where the demand in the food industry was shifting from convenience food to nutritious food, Nestlé decided to focus on becoming a 'nutrition, health and wellness' company. Nestlé made nutrition into a full-fledged business division, on par with other food and beverage divisions. This case highlights how Nestlé nourished its corporate culture towards innovation through R&D in health and nutrition, and developed strategic tools for consumer information and education, and marketing strategies. Acquiring the weight management company, Jenny Craig, was aimed at reinforcing Nestlé in the nutrition segment. However, Nestlé faced intense competition not only from other manufacturers such as Unilever, Kraft, Pepsi and Danone, but also from the growing popularity of private label brands of retailers like Wal-Mart, Carrefour and Tesco.

Pedagogical Objectives

- To analyse the emerging trends, and identify the critical success factors and key growth areas in the food industry
- To highlight the growth strategies implemented by Peter Brabeck to transform Nestlé into a 'nutrition, health and wellness' company
- To examine the challenges to Nestlé's success in the nutrition segment due to competition from other manufacturers and retailers.

Industry	Food and Beverage
Reference No.	GRS0208
Year of Pub.	2006
Teaching Note	Available
Struc.Assig.	Available

Keywords

Growth Strategy; Food and Beverage Industry; Health and Nutrition; New Growth Initiatives; Kraft; Growth Strategies Case Study; Danone; PepsiCo; Wal-Mart; Carrefour; Tesco; Customer-Centric Innovation; Inorganic Growth; Private Label Brands; Operational Efficiency – GLOBE; Consumer Trends and Preferences; Decentralisation; New Product Development; Innovation; Segmentation; Targeting; Marketing

Forever 21's Acquisition of Gadzooks: Will it be an Engine for Growth?

Forever 21 Inc., is a US-based retail chain that specialised in women's apparel and accessories. In 2004, the company bought Gadzooks, also a retail chain, despite its bankruptcy status. The case provides a background note on the retail chains and Forever's strategy to leverage on Gadzooks' brand despite analysts' doubt over its future.

The case offers scope for discussion on brand positioning, strategies for retailing and issues involved in takeovers.

Pedagogical Objectives

- To make students understand the retail markets
- The importance of brand positioning and the choice of distribution channels to reach a wider segment
- Takeover and Acquisition strategies.

Industry	Retail
Reference No.	GRS0207C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Forever 21; Gadzooks; Chang; Meyer; Love 21; Wet Seal; Glendale Galleria; Accessories.

Apple's iPod in 2005 – Coping with new challenges?

Apple's iPod with its compact design and higher storage capacity had captured the market for portable music players in a short span of time. Despite competition from several players, iPod remained the market leader. In 2005, Apple replaced its hugely popular iPod mini with nano that was more compact. iPod, despite its popularity, also suffered setbacks such as lost patent battles and lawsuits pertaining to the product's battery life and display screen. The case details iPod's advantages, its competitors and the hurdles it faced.

Pedagogical Objectives

- To discuss the portable music player market
- To discuss Apple's iPod competitive challenges and its hurdles.

Industry	Electronics
Reference No.	GRS0206C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Apple; iPod; Nano; Creative; Nomad; video; patent.

Evolution of eBay: Meg Whitman's Success Strategies

In online auctions, eBay was the most popular and widely used site. It began as a conventional online site for auctions and developed into a multibillion business model under the leadership of Meg Whitman. When she joined in 1998, eBay was a US$5.7 million business. It had sales of 5.58 billion in 2006. eBay acquired a payment platform called PayPal in 2002 and a communication platform called Skype in 2005. The idea which Meg Whitman had in her mind was that eBay users would use Skype for communication and in turn use PayPal to pay for calls and auction payments.

A big part of eBay's advertising was done by Google. These advertisements increased customer responses and recalled many customers to use eBay. eBay also promoted small businesses and entrepreneurs to carry out their activities through eBay. Taking lead from the growing business of eBay, Google launched new services as a part of its diversification strategy. Google talk which allowed free communication in text format became a threat for Skype and Google Checkout which was a payment method using credit cards was a direct competition to PayPal. There were many competitors in the Asian region like Taobao of alibaba.com. The case discusses Meg Whitman's strategies to revive eBay.

Pedagogical Objectives

- To discuss about Online Auction Industry
- To convey the dominant role of eBay in online auction industry
- To highlight threat of substitute services to eBay
- To discuss eBay's Model of e-commerce.

Industry	Online Auction Industry
Reference No.	GRS0205C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

eBay; Meg Whitman; eBay- Skype_PayPal model; online auction industry; seller-bidder network; half.com; Shopping.com; strategic alliance with Yahoo; credit card payments; video conferencing; strategic alliance with UPS and USPS; Google Talk; small and enterprise level business; Google Checkout; Google Talk.

Growth Strategies of WuMart: The Wal-Mart of China

WuMart was founded by Stanford graduate Dr. Zhang Wenzhong in 1994, when it established its first supermarket. Within 10 years, the company had become one of the top ten leading retail chains in China, with rapid expansion in scale and steady growth in both revenue and profits. It was successfully listed on the Hong Kong Stock Exchange in November 2003 and its stock price value had crossed HK$25 by mid 2006. By 2006, WuMart had become Beijing's biggest retailer with over a dozen hypermarkets, nearly 50 supermarkets, 444 convenience stores, and 8 chain drug stores. Additionally, it had over 500 stores in Beijing and other surrounding areas which Zhang planned to double by the end of the decade. Major retail chains had only 0.5% of retail sales in the Chinese market while WuMart's market share in the greater Beijing area, including Beijing city, was just over 5%.

The case traces the history of the retail trade in China and the developments over the last decade. It talks about the increasing buying power of the emerging and expanding Chinese middle-class in both the urban and rural sectors. The case analyses WuMart's strategies and discusses the three major acquisitions made by the company in 2006. It also talks about WuMart's attempt to evolve as a national brand in China by trying to penetrate into the unrepresented Western and North Eastern regions. Promotional campaigns by the company as also technical up-gradation using SAP are also discussed. Competition from local business houses and foreign retail groups is also analysed.

The case further looks at the challenges ahead for WuMart. Some of the factors to be considered are: the importance of local preferences based on cultural differences, the growing appetite for brands among Chinese consumers, the need for more Hypermarket stores, expansion linked to economies of scale, M&As of local and medium sized retail companies, and consolidation together with market leadership.

Pedagogical Objectives

The case is expected to help students understand and analyse the following points

- The development of the retail trade in China and the rise of local business houses like WuMart
- The leading presence of WuMart in the Beijing area and the need to expand markets in the least developed regions of China so as to become a national brand
- The threat from competitors, both local business houses and foreign retail groups
- Mergers and Acquisitions by WuMart, especially in 2006, to consolidate its top 10 ranking
- The use of SAP and other software by WuMart to enhance its position in the Chinese retail business.

Industry	Retail
Reference No.	GRS0204C
Year of Pub.	2006S
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Wumart; China; Wal-Mart; Retail trade; Convenience Stores; Supermarket; Middle Class; WTO; strategy ; acquisitions; takeover; Zang Wengzhong; Supply Chain; Market Share; Consolidation and Growth.

Whole Foods Market: The Future of Organics

In 2005, the Austin, Texas based Whole Foods Market (WFM) was the world's leading retailer of natural and organic foods. WFM had grown from a single shop in 1980 to 180 stores with a sales turnover of $4.7 billion in 2005. WFM's success and growth of natural products attracted competition. A host of natural food chains had entered the market. Even regular grocers began to offer natural products and increased their share of organic sales. Analysts felt that the company was at the crossroads of growth and development and wondered if WFM could nurture and expand its niche market in the face of growing competition.

The case discusses the issues facing WFM and the organic industry, the different players in the market, positioning of the brand, and the challenges ahead.

Pedagogical Objectives

- The case discusses Whole Food Markets in USA and organic industry
- The case highlights the competition from regular grocers selling natural products.

Industry	Consumer foods
Reference No.	GRS0203C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Whole Foods Market ; Organics; Consumer needs; Retail; Market leader; John Mackey; whole Kids; NOP; QAI; Retail Stores; Brand; LOHAS; Health Food; Trader Joe's; Green Mission.

Cisco's Chambers – The Route Ahead

Cisco, the market leader in Switches and Router market had lofty ambitions and wanted to become the first company to be worth a trillion dollars. Company sources had revealed unofficially that the internal growth target Cisco had set was an ambitious 20% a year. Analysts remained skeptical and believed that it was hard to grow that quickly for a company as big as Cisco. What was more, the industry experts felt that the growth target presumed that the firm would dominate the growth markets, and that its core business would continue to expand rapidly, neither of which could be taken for granted. Industry experts speculated that Cisco's revenues in the long run were likely to be "either flat or down". Experts predicted that Cisco might lose its footing as it fought for the new middle ground of combined data, voice and video services.

And there were dangers that the company might become a victim of its own success – as Microsoft and Intel had done – by attracting the unwelcome attention of America's antitrust enforcers. As Cisco gradually moved away from its core internet routing business of selling switches and routers and steadily got to new areas. Investors viewed with scepticism, its ability to find new businesses that could sustain its cushy profits.

Pedagogical Objectives

- To discuss about Cisco's new business and their future
- To analyse Cisco's growth targets.

Industry	IT, Internet, Networking
Reference No.	GRS0202C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cisco; Chambers; Switches; Routers; Internet; networking Peripherals; Real Time Enterprise; IOS (Internet Operating System); Data Communications.

Toyota's Bid to Replace GM: Issues and Challenges

In December 2005, Toyota, Japan's largest automobile maker announced that it would increase its global production by 10%, to 9.06 million units in 2006. This made industry analysts take note of the fact that Toyota's estimates exceeded General Motors' (GM) estimated production of 9 million units. Therefore, experts began to analyse if Toyota, already the second largest automobile maker in 2005, would replace GM to obtain the top slot. The case discusses in detail Toyota's performance from 2000 to 2005 and lists the growth plans and strategies adopted. The performance of GM during the period and its turnaround plan for 2006 onwards are lso discussed.

The case gives ample scope to students for discussion on whether, given the performance and challenges faced by both Toyota and GM, it is possible for Toyota to become the world's largest automobile maker replacing GM.

Pedagogical Objectives

- To discuss how Toyota became world's largest automobile maker replacing GM
- To discuss about Toyota's growth plans and strategies.

Industry	Automobiles
Reference No.	GRS0201C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Toyota; General Motors; Automobile industry; world's largest automobile maker; technological upgradation; operational strategies; strategic management; GM's Turn around plans; Toyota's global vision 2010; GM's financial troubles; Model Recalls; Quality Control; Successful performance.

JetBlue Airways: Can Success Continue with Growth?

JetBlue Airways, the low-cost airline based at New York, was a hugely successful startup story in the history of the US airline industry. From a net loss of US$21.3 million in 2000, JetBlue earned net profit of US$47.5 million in 2004. The Airline won the Best Low-Cost Carrier, Best Customer Service and Best Domestic Airline awards from various Business Travel magazines surveys since 2002.

JetBlue's success had been achieved during a major slump in the US airline industry. Although JetBlue's first five years had been highly successful, analysts wondered if the same momentum could be maintained when the size of the airline increased. There were concerns about whether the on-time flights, in-flight facilities and customer service could continue to attract customers when the number of routes and fleet size increased. It also remained to be seen if the low fare could be maintained amidst high fuel and employee costs.

The case allows for discussion on challenges faced by low-cost airlines and what future strategies the airlines should adopt to face competition.

Pedagogical Objectives

- To discuss the reasons for Jet Blue's success when airline industry was facing slump
- To discuss challenges faced by low-cost airlines

Industry	Airlines
Reference No.	GRS0200C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

JetBlue Airways; US Airline Industry; Low Cost carriers; Start Up success; Operational strategies; word of mouth advertising; Technological upgradation; Human Resource Strategies; Financial strategies; expansion strategies; principles of leadership; quality customer service; David Neelman; United Airways Ted; Delta Airlines' Song.

Zara, the Spanish Fashion Chain's Global Expansion: Is It Moving too Fast?

The dynamics of the fashion industry require the players to adopt a particular business philosophy. More or less all the big and sizeable players have adopted the similar business principles; be it supply chain management, designing or retailing. Zara, the fastest growing fashion retail chain in the world, has rapidly grown over the years by adopting unique competitive strategies to emerge as a successful player in the fashion industry. With the objective of globally and rapidly expanding its stores' network, Zara chalked out a plan in 2005. According to the plan, the company intends to establish an outlet every day anywhere in the world. However, Zara's rapid expansion plan is being questioned for several reasons.

Pedagogical Objectives

- To understand the dynamics of the global fashion retailing industry
- To discuss the evolution of Zara into the fastest growing fashion retail chain in the world
- To understand the unique competitive strategies adopted by Zara
- To analyse and discuss the global expansion plan of the fashion retailer
- To debate whether Zara's rapid global expansion will have a negative impact on its performance in future.

Industry	Fashion Retail
Reference No.	GRS0199
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Inditex Group; Fastest Growing Fashion Retailer; Short Lead Time Strategy; Strategy of Limited Styles; Strategy of Infrequent Shortages; Producing More Style Quantities; Vertical Integration Business Concept; Distinctive Operational Structure; Strategy of Zero Advertising; Pricing Strategy; Gap Inc.; Hennes & Mauritz AB; Global Expansion Strategies; Location Identification Strategy; Zara Home.

Nordstrom: The Fourth Generation Expansion Strategies

Nordstrom, one of the largest specialty retailers in the US, was started as a shoe store in 1901 by John Nordstrom and his friend Carl Wallin in Seattle. When its shoe business started to decline, the second generation Nordstroms diversified into apparels. Under the third generation Nordstroms, the company went public. The third generation of Nordstroms handed over the reins of the company to John Whitacre under whose leadership, the company witnessed a decline in profitability due to its decentralised buying structure and overall customer dissatisfaction. The fourth generation Nordstroms took over the company after Whitacre's resignation. They restructured the company, brought in new technologies, expanded into new markets and transformed the company into one of the largest family-run businesses in the world.

Pedagogical Objectives

- To understand the traditional business model of Nordstrom through three generations
- To analyse the reasons behind the financial downturn of Nordstrom under John Whitacre
- To discuss the expansion strategies adopted by the fourth generation Nordstroms
- To discuss the dynamics of a typical family-run business.

Industry	Apparel and Accessories retail
Reference No.	GRS0198
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Apparel Retailer; John Nordstrom; Return Policy; Commission selling; Faconnable; Inverted pyramid structure; Customer service; Decentralised purchasing process; Merchandise mix; Perpetual inventory; Multi-channel integration; Fashion industry.

Intuit's Growth Strategies

In fiscal 2004, Intuit's revenue growth has fallen from 26% in 2003 to 13% in 2004. Intuit's revenue is expected to grow by just 6% to 9% in fiscal 2005. In the eyes of Wall Street, the premier high-growth company has become a value stock. Intuit's core brands – Quicken for personal finance, QuickBooks for small-business finances, and TurboTax for income-tax filing are market leaders in their respective segments. However, wth slowing growth rates, Intuit is facing the possibility of its first-ever year of single-digit revenue growth. CEO Stephen Bennett is launching several initiatives to make Intuit once again a 'safe and hot' company with annual growth rates of 15% to 20%.

Pedagogical Objectives

- The case discusses Intuit's growth strategy. The effective manner in which it has retained market leadership and tackled competition despite having competitors ten times its size
- The case can be used to highlight how a small company with little resources can take on big players by being in tune with its buyers and their requirements.

Industry	IT (Information Technology)
Reference No.	GRS0197P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bennett; Strategy; Quickbooks; Software; Marketing.

Infosys' Growth Strategies

Infosys Technologies (Infosys), one of the fastest growing companies in India is growing at an annual rate of over 40%. Infosys believes it has a strong and resilient business model, which has been successfully adapted to the changing market requirements over the years. Infosys has added services like independent software testing and enterprise applications to its offerings. It has also re-organised itself along verticals or industries compared to the geography-specific orientation it had conformed to earlier.

To maintain its scorching pace of growth Infosys has devised a new business model. It intends to build a super-efficient platform that could offer the entire range of software services, from consulting to business process outsourcing, and layer it over with new initiatives, such as the emphasis on business solutions, to ensure that the company does not fall into a commodity trap. "Scalability is the name of the game," points out N.R. Narayana Murthy, chairman and chief mentor.

Pedagogical Objectives

- The case discusses Infosys' earlier business model – the global delivery model, its growth strategy and its efforts to become a globally competitive company
- It discusses the growth of offshore software development, the challenges faced by such developers and their future
- The case also discusses Infosys' 'scalability model'.

Industry	IT (Information Technology)
Reference No.	GRS0196P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Infosys; Growth; Global Delivery Model; Competitive.

Yum! Brand's Key Growth Strategies

KFC, Pizza Hut and Taco Bell are the world-wide leaders in Chicken, Pizza and Mexican food restaurants respectively. All these are sister brands and belong to Yum! Brands Inc. Yum is one of the world's largest quick service restaurant companies and owns two more brands: A&W Restaurants Inc. and Long John Silver's. The restaurant company faces competition from brands like McDonald's and Subway. To combat competition the company implemented certain strategies. The case discusses these innovative strategies and their success. Yum's strategies have helped the company in improving its brands and have placed them among the top brands in the food industry globally.

Pedagogical Objectives

- To discuss the growth strategies adopted by Yum! Brands globally
- To discuss the concept of multibranding innovated and employed by the restaurant group and its advantages
- To discuss the strategies behind the success of all the brands in the group.

Industry	Food Industry
Reference No.	GRS0195P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Yum; KFC; Pizza Hut; Fast Food/Food Industry; Taco Bell; China; Tricon; PepsiCo; Long John Silver's; A &W Restaurants; Multibranding strategy; Dual brands.

TCS in 2006: India's First IT Services Multinational

Tata Consultancy Services (TCS) was the largest Indian software company to offer the entire value chain of Information Technology (IT) services that included consulting, Business Process Outsourcing (BPO) and engineering services. TCS was credited for bringing the software industry to India. TCS had also expanded its operations outside India and had become an Indian IT multinational. In 2000, TCS outlined its ambition to become one of the top 10 global IT companies with revenues worth $10 billion by 2010.

The case discusses the five-bubble growth strategy employed by TCS to achieve its aim and change brought about by the company in its business model.

Pedagogical Objectives

- To discuss the growth of TCS as an Indian software company domestically
- To discuss the Global Delivery Model (GDM) adopted by TCS to become a multinational IT company
- To discuss the five-bubble growth strategy employed by TCS to become one of the Top 10 global IT companies
- To discuss the Network Delivery Model (NDM) adopted by TCS for executing its growth strategy.

Industry	Information Technologies
Reference No.	GRS0194P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

TCS; a Tata group; software (IT) industry; initially catering to Tata group companies; extending IT offerings to other Indian Companies; expanding to serve US; European markets; ODCs (offshore delivery centers); TCS' GDM (Global Delivery Model); GDM of TCS' Indian competitors; goal of becoming 1st Indian $10 billion IT MNC; five bubble growth strategy; five strategic growth areas; engineering; infrastructure services; consulting; BPO & IT products; domestic & foreign acquisitions by TCS; TCS' NDM.

Rotary International: A Global NGO Facing stagnation

Rotary International, described as a 'Global Network of Community Volunteers' is one of the largest voluntary organisations in the world. Members of Rotary International, known as Rotarians, are involved in various humanitarian and community service projects worldwide. In 2005, there are around 1.2 million Rotarians in 32,000 Rotary clubs spread across 170 countries. Since 1994-1995, the total number of members in all the clubs put together has remained stagnant at 1.2 million. The case discusses the various reasons for membership stagnation and measures adopted in the past to increase the membership. It also discusses the various options that Rotary can explore to increase its membership in the future.

Pedagogical Objectives

- The case discusses the various reasons for membership stagnation
- It outlines the measures adopted in the past to increase the membership
- It also discusses the various options that Rotary can explore to increase its membership in the future.

Industry	NGO
Reference No.	GRS0193P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Service Clubs; Lions; Jaycees; Kiwanis; Turnover; Mision of Rotary; Avenues of Service; Object of Rotary; Four Way Test.

Reliance Infocomm's Teething Troubles-B

This is the second of a two-case series. Reliance Infocomm (Infocomm) was launched in December 2002, by Reliance Industries, India's largest private business house. Infocomm was launched nation-wide with a huge fanfare. Though most people had expected it to be a major success Infocomm did not turn out to be so. Infocomm had not achieved its targets and there was a lot of concern amongst its customers. This case discusses Infocomm's strategies and its turn around.

Pedagogical Objective

- To discuss the strategies adopted by Reliance Infocomm to overcome the troubles that it faced at its launch.

Industry	Telecom
Reference No.	GRS0192P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Reliance Infocomm; Telecom sector; Infocomm Rollout; Teething Troubles; Dhirubhai Ambani Entrepreneurs; CDMA; Cellular Telephony; Monsoon Hungama; RIM.

Ikea in 2005: Evolution of Global Marketing Strategy

The case discusses the evolution of Ikea's global marketing strategy under various P's of marketing. Ikea, the largest and the most famous furniture retailer in the world, has a reputation for low prices and fresh, innovative design. Its products epitomise strong design, logistical efficiency, and constant cost-cutting. It does not bring a new design to market unless it is affordable. To cut transportation costs, Ikea knocks down furniture into disassembled parts, which can be packed and shipped in flat cardboard. Ikea practices a form of "gentle coercion" to keep customers as long as possible in its stores. Apart from its cheap but stylish inventory, Ikea stores' reverse positioning strategy, satisfied customers and referrals are the key to its success. Ikea has a quirky, irreverent approach to marketing with strong emphasis on using non traditional media for promotions. To maintain the buzz Ikea creates legendry stories. Analysts wonder if Ikea can maintain its cult following as direct links to Ingvar Kamprad, its founder disappears?

Pedagogical Objective

- The case discusses the evolution of Ikea's global marketing strategy under various P's of marketing.

Industry	Furnishing
Reference No.	GRS0191P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ikea; Marketing Strategy; Reverse positioning; non-traditional media; Kamprad; Sweden; Dahlvig; Cost leadership; Innovative packaging; Unusual promotions.

eBay – Future Perfect?

In 2006, eBay, the world's largest online auction business, is one of the fastest growing companies in the world. The case discusses eBay's unique business model, its CEO Meg Whitman's initiatives, its work environment and its global expansion strategy. eBay's management has responded quickly and well to new challenges and crisis situations. It has expanded without jeopardising its core business. It's a business model has scaled extremely well. Off late however eBay's revenue growth has been slowing, especially in the United States, it's most mature market. Experts point that eBay may not have the pricing power it has enjoyed earlier. eBay's business is very customer driven and it may become difficult to predict what would attract or drive away customers in droves. The ultimate question is how can eBay fend off encroachment from rivals, maintain its focus and build the infrastructure and management team to continue to evolve.

Pedagogical Objectives

- The case discusses eBay's unique business model, its CEO Meg Whitman's initiatives, its work environment and its global expansion strategy. EBay's management has well-responded quickly to new challenges and crisis. It has expanded without jeopardising its core business. Its a business model scaled extremely well
- The case discusses eBay's growth strategy and the challenges that lie ahead.

Industry	Online auction business satellite Television
Reference No.	GRS0190P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

eBay;online auction; e-marketplace; business model; Meg Whitman; global trading platform; product life cycle; skype; Networking; Eachnet site; China; unique selling proposition; pay-per-call advertising; Taobao.

STAR India: Time for Consolidation?

The case is set in 2004 and talks about STAR India, a constituent unit of STAR Group. STAR Group is a Hong Kong based satellite television unit of Rupert Murdoch's News Corp. Started in 1991, STAR India became a leading television network in the country. It brought in many new and innovative programming and marketing concepts in the newly deregulated Indian television market. The business unit has been so successful that STAR Group's primary focus for growth within Asia was shifted from China to India. The case talks about the cable and satellite television industry in India, and the key success factors for success in the industry. The case maps in detail how STAR went on to create and implement its successful operations in India. The case also talks about the steps being taken by STAR to increase its revenues and consolidate its leadership position in India.

Pedagogical Objectives

- Structure and economics of satellite television industry in developing nations
- Designing and programming issues of television content
- Marketing television content
- What steps should STAR India take to retain its leadership position?
- Can STAR India replicate the success of its flagship channel, STAR Plus?

Industry	Satellite Television
Reference No.	GRS0189B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

STAR TV; Satellite television industry; Cable operators; TV industry; Cable operators; Programming; Content development; Revenue sources; Advertising revenue; Subscription revenue; Soaps; Movies; Carton Channels; Marketing television channels Zee TV; Sony TV.

Low-Cost Carriers in India: A Smooth Ride?

The aviation sector in India is booming with a growth of 24% in 2004-2005. Much of this growth is attributed to the Open Sky policy of the Government and the advent of Low Cost Carriers (LCCs) which led to a drastic drop in air fares. Air Deccan was the first LCC in the country followed by Kingfisher Airlines and Spicejet. This spurt in growth of LCCs is affecting the market shares of the mainstream carriers such as Jet Airways, Sahara Airlines and Indian. These airlines too have entered the fight by introducing discounted fares and customer loyalty programs to retain their customers.

Given the vast population of the country, there is great potential for the LCCs and the market is yet to see a number of new entrants. High fuel costs, lack of adequate infrastructure and trained personnel have been the challenges faced by the LCCs. Experts opine that conditions in the India are not favourable to the growth of the LCCs and hence could be a major hindrance to their success.

Pedagogical Objectives

- To discuss the effect of LCC on airlines industry
- To understand the benefits and limitations of LCC in India.

Industry	Airlines
Reference No.	GRS0188B
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Business Model; Low-Cost Business Model; Budget Carriers; Domestic Aviation Industry; Indian Airlines; Air India; Air Deccan; Air Sahara; Spicejet; Kingfisher Airlines; Jet Airways; LCC Business Model; Aviation Infrastructure; GoAir; IndiGO.

Four Seasons Hotels and Resorts

Four Seasons Hotels and Resorts, the world's leading operator of luxury hotels with a history spanning four decades and a portfolio that extended worldwide, was managing 63 properties in 29 countries by 2004. In addition, 21 properties, to be operated under the Four Seasons brand name were under development in another seven countries around the world. The company owed its success to its business strategy based on four decisions, i.e. to focus on small to medium sized luxury hotels, concentrate on managing rather than owning the hotels, and most notably the company built on customer service coupled with employee satisfaction. This case narrates in detail the growth of Four Seasons over the decades on the four pillar business strategy it adopted. It also emphasises on the company's future plans for growth and expansion and highlights the probable challenges it might have to face.

Pedagogical Objectives

- Four Seasons' expansion strategy in the changing geopolitical environment
- Future of Four Seasons if Isadore Sharp, founder, chairman and CEO quit the company.
- "Customer Satisfaction is achieved through employee satisfaction" was the motto of Four Seasons; could its success be related to this factor alone
- Four Seasons was concentrating on small-to-mid-sized hotels only; should it change its focus towards more of large-sized convention hotels
- Managing hotels was reaping high profits over owning hotels, but could this impact Four Seasons' brand and quality
- Expanding to more diverse locations across countries threaten its integrity.

Industry	Upscale and Luxury Hotels
Reference No.	GRS0187B
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hotels and Motels; Human Resource Management; Customer Service; Service Management; Business Model; Isadore Sharp; Long lasting CEO; Growth Strategy; Hotel Management; Luxury Hotels; Organisation structure; Business Strategy; Revenue Per Available Room (Rev PAR); Occupancy rate; AAA Five Diamond Awards.

Macau: The Next Las Vegas?

Macau (Macao) in China, which legalised gambling way back in 1847, generated around $6 billion gambling revenue in 2005 which was in par with the revenues of Las Vegas. Las Vegas which operated with around 44 casinos witnessed stiff competition and maturation of the casinos and the guests. So, the major casino operators wanted to replicate their success in the Far East especially China, Singapore and other Asian countries. However, Chinese, the hardcore gamblers, considered gambling as a battle with destiny unlike Americans who felt that gambling was mainly entertainment and calculating probabilities. Analysts were sceptical and doubted whether the Las Vegas style of casinos would be accepted in Macau since the market was focused only on pure gambling rather than entertainment.

Pedagogical Objectives

- The state of the casino industry in Las Vegas and China
- The strategies adopted by the Macau and Las Vegas gamblers
- To analyse the move made by the Las Vegas operators.

Industry	Gambling
Reference No.	GRS0186B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US Gambling; Macau; Gaming; Casino; Las Vegas; Gambling; Card Games; Roulette; Baccaret; Poker;Table Games; MGM; China; Wynn; Tourism.

ING Direct in the US

Established in 2000 in the US, ING Direct used its time-tested business model and succeeded in capturing a large share of the US market. ING offered higher interest rates on its savings products and promoted itself through a slew of extremely innovative campaigns. Looking at the growing popularity of online banking, new players began to enter the market in 2004-2005. With the US government fixing a federal interest rate structure common to savings accounts for all banks, the position of ING Direct was being challenged.

This case highlights the growth of ING Direct in the US and sheds light on the innovative marketing techniques utilised by the company. It can be used to discuss the growth and the business model of online banks, with special focus on ING Direct.

Pedagogical Objectives

- To understand about the online banking scenario in the US
- To understand how ING was operating in the US.

Industry	Online Banking
Reference No.	GRS0185B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

ING Direct in the US; Success Story of ING Direct in the US; ING Direct; ING Group; Online Banking in the US; Pros and Cons of Online banking; Success and failures of Online banks in the US; Effect of US Fed Rates on online banks;Arkadi Kuhlmann; Brand building of ING Direct in the US; ING Direct Market Entry Strategy; Innovative promotional Strategies of ING direct in the US;ING Direct Café; Orange Saving Account; Web marketing of ING Direct in the US.

IKEA – Invincible Key to Excel in America (USA)

IKEA was a multinational home furnishings company with more than 226 stores in 33 countries in 2005. The company designed and sold a wide range of furniture products including beds, bookcases, chairs, lamps, rugs, desks, sofas and tables as well as various accessories for bathrooms, kitchens and offices. This case study discusses in detail the expansion of IKEA into the US and the initial hitches. The case further discusses the unique strategies IKEA adopted to succeed in the US market.

Pedagogical Objectives

- Compare and contrast IKEA from other traditional furniture stores
- How strong is IKEA in the competitive world?
- Pros and cons of the IKEAs unique shopping experience
- How best is the pricing strategy of IKEA?
- After a prolonged expansion in US, IKEA was planning for a jump start, how favourable was this expansion strategy.

Industry	Home Furnishing and Housewares Retail
Reference No.	GRS0184B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US Home Furnishing and Housewares Retail Industry; Consumer Marketing; Furniture; Retail Operations; Growth Strategy; Expansion Strategy; Product Design and variety; Unique Shopping Experience; Low-price strategy; Target Marketing; Ingvar Kamprad; Flat-pack furniture; Swedish company; Kitchen utensils.

Hard Rock Café On Sale: Rank To Gamble With Its Future?

In 2006, The Rank Group Plc (Rank) was an international gaming and leisure company, consisting of two major divisions, namely ‘Gaming’ and ‘Hard Rock’. Rank had one of the UK’s leading gaming businesses, and one of the most globally recognised music, entertainment and dining brands, Hard Rock.

Hard Rock Café (HRC) was a chain of casual dining restaurants. It embodied the spirit of rock music through its signature cafes, hotels and casinos; collectible and fashion merchandise; live concerts and performance venues; and the Hard Rock Records music label. In 2005, Hard Rock generated the strongest performance when operating profit increased by 24.7%. In contrast, though the company’s Gaming division represented over 50% of the Group’s operating profit, the division’s operating profit decreased significantly due to various reasons in that year. Despite this, on July 4th 2006, Rank announced that it would sell its iconic Hard Rock Café chain to concentrate on the gaming business as the British government was expected to relax the strict gambling laws. But analysts felt that the company was gambling with its own future by selling out Hard Rock.

Pedagogical Objective

- To understand the different gaming divisions of Rank and strategies adopted by the company.

Industry	Gaming & leisure
Reference No.	GRS0183B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Rank Group PLC., Gaming and leisure; company; Mecca bingo; Hard Rock Café; UK Gaming industry; Music Memorabilia; Grosvnor; casinos; Blue Square; Rank organisation; Joseph Arthur Rank; Bingo club; casino; relaxation of Gaming laws; Hard Rock merchandise; Jimmy Hendrick’s flying V guitar.

BOSE: The Sound of Success

Bose Corporation (BOSE) was the story of how a young MIT grad, Amar Bose’s quest for the perfect stereo system led to the creation of unparalleled Bose Corporation in 1964. The privately-held company went on to become a sound transnational, with an annual sales turnover in excess of $1.7 billion in 2005-2006 (5.9% revenue growth over last F.Y.) and a reputation of building the world's best audio systems and a paragon so difficult to emulate by others. According to industry experts, it was this zeal, passion and innovation that had made Bose Corporation a highly valued company with deep roots in principles, philosophy, quality and R&D, resulting in Bose being featured on the 2006 Forbes Billionaires list with $1.2 billion. The company anticipated continued growth for the foreseeable future and 100% of profits were reinvested in the company's growth and development. Bose loudspeakers were the best selling in the United States and throughout the world. The closely held company recently reached another milestone. Bose was ranked in 2006 as the most trusted consumer brand by far among 22 well-known tech companies, ahead of heavyweights like Apple, Microsoft, Dell, Intel, and Sony, according to a survey of 4,732 US households by Forrester Research. The company gained nine points of market share, to a total of more than 20%, and is now second in market share in home audio to heavyweight Sony in US market.

But Bose was not without its criticism. Critics said that the company's products were overpriced and gimmicky – and that Bose overspent on marketing to the detriment of sound quality. Bose Corporation said the criticism was unfounded. The company had consistently claimed 'Better Sound Through Research'. So was its reputation more than quality that had given Bose consistent success?

Pedagogical Objective

- To understand about the growth of Bose Corporation.

Industry	Audio-system
Reference No.	GRS0182B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bose, Amar Bose; direct/reflecting speakers; sound; Acoustimes; leadership; entreperenuership; MIT; research; marketing; approach; ethics.

BRIC: Building Blocks of the New World?

Goldman Sachs' (GS) forecasts of global power shifts and long-term economic projections were treated with caution, given the number of variables in action. In the next several decades, it seemed that at least two Asian "emerging-market" countries, China and India, would move into the front rank of the world's economies and would increasingly exercise influence as global powers. Analysts thought that a change of such magnitude in the global power balance was likely to challenge the positions of even the most powerful Western countries or at least, the existing G-7 countries would have to adjust their policies to accommodate the interests of these rising powers.

The rapid expansion of the BRIC economies was creating a powerful paradox in which both opportunities and threats are emerging. Paramount to the success of CEOs worldwide was their ability to make this clash of interests work to their advantage.

Were Asia-Pacific CEOs willing to conduct and build their businesses in these economies, despite the growing threat of competition? And if so, which country's market opportunities did they perceive as having the most potential, as well as the most likely competitive threat? Despite the cautious language of the GS report, its authors were reasonably confident that their long-term economic projections are sound. Although conservative growth rates were used, GS projections did rely on stable growth and development. GS agreed that disruptions in growth would alter the projections significantly, but noted that the projections were nonetheless useful in imagining the economic potential that the BRIC economies possess. Discussion amongst analysts and economists largely centered around the plausibility of the projections given the difficulty in imagining stable, consistent growth in the BRIC economies. They wondered whether sufficient attention had been paid to the political factors and substantially large population under poverty that could affect the futures of these four large nations. For many people it seemed that the time was not right to invest funds in the BRIC, but GS's report did clearly suggest that shifting a share of investment portfolio to the four coming giants might not be a bad idea. Although the title of the report had words "dreaming with BRICs", the dream could turn into reality and in consequence the radical changes the future could unfold. More important still, it suggested that western politicians who thought that the current world order would last through this century needed to do some serious rethinking. Was it too early to start rethinking?

Pedagogical Objectives

- To understand about the BRIC economies
- To discuss whether it is beneficial for other countries to invest in BRIC.

Industry	Not Applicable
Reference No.	GRS0181B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

BRIC; Brazil; Russia; India; China; Goldman; Sachs; economic size; economic growth; international trade; global demand; currency; sustainability; growth; dollar; international relations.

Gazprom: The Leading Energy Giant Going Global

Gazprom was the largest Russian company and biggest natural gas extractor with market capitalisation of US$300 billion. The company restructured its business processes to implement vertical integration. Gazprom, headquartered at Moscow, employed 396,571 people and was the world's largest gas company with a 25% of the global gas reserves. In May, 2006, Gazprom had market capitalisation of US$300 billion and earned revenues of US$50,824.4 million in 2005. Gazprom's assets included gas reserves, world's longest pipeline network with 150,000 km, banking, insurance, media, construction and agriculture. The core activities of the company were gas exploration, production, transportation, processing and marketing. It supplied gas to every region of Russia and exported to more than 25 European countries. The company relied heavily on Western exports and partnerships.

In 2005, Gazprom restructured its gas business to increase profitability, efficiency and scalability of operations. In 2005-2006, Gazprom was looking forward for the Central and Eastern European countries along with the Asia and America for the gas markets. The company planned for global expansion to become the world's biggest gas producer. It focused on the global market especially the European, Asian and American markets. New approaches were devised for the expansion. Gazprom faced challenges of investments and risks with its expansion plans. Would Gazprom be able to succeed with its global plans?

Pedagogical Objective

- To understand Gazprom's strategy to achieve excellence in its business.

Industry	Oil and Gas
Reference No.	GRS0180B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Oil; Gas; Gazprom; Russia; Globalization; European Market; American gas market; Asian gas market; Restructuring; Business Strategy; Energy market.

Ocean Spray in 2006: Will it succeed?

Ocean Spray was a leading producer of cranberry and related products in the Massachusetts cranberry market. In 2006, its market share declined to 60%, from 70%. To regain its market share, it introduced new products to woo the dieters. With the fall in the cranberry prices and stiff competition analysts were sceptical about it regaining its market share through its products.

Pedagogical Objectives

- To understand about the US cranberry industry
- To discuss about the performance of Ocean Spray in the cranberry market.

Industry	Canberry
Reference No.	GRS0179B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Canberry Industry, Ocean Spray; challenges; strategy; future-plan.

Payless Worn Down at the Heel: Makeover Strategies in 2005

Payless ShoeSource, Inc. (Payless) celebrated its golden anniversary in 2006. Started in 1956 with a single store in Topeka, Kansas, the company grew over the period into a substantial footwear retailer. In 2005, with more than 4,600 stores, Payless ShoeSource was the largest specialty family footwear retailer in the entire Western Hemisphere.

Payless ShoeSource was founded by two brothers with a strategy of selling low-cost, high-quality family footwear. More than four decades later, the concept continued. However, it was felt by the customers that the company did not showcase its new products in its stores, and the stores were found very pale and shabby. Payless also continued to use a '1980s-era bubble-lettered logo' even in the 21st century. But, since the late 1990s, the shoppers were becoming more judicious in their apparel purchases, buying several pairs of shoes to freshen up their wardrobes rather than replacing it. The big shoe chains such as Famous Footwear and Shoe Carnival were also changing themselves according to the market need. And to compete and retain its position in this changing market, in 2005, with a new CEO, Matthew E. Rubel, Payless took up several new strategies.

Pedagogical Objectives

- To emphasise the importance of innovation in retailing stores
- To discuss how design in products serve to achieve success in the retail market.

Industry	Footwear
Reference No.	GRS0178B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Payless; Footwear Company; Kansas; Mathew E. Rubel; Western Hemisphere; Makeover strategy; Bargain Shopper; Bubble-lettered logo; Self-selection format Athletic shoes; Style in Shoe; Parade Stores; Bundles/Tootsies; Dyelights; Payless Kids.

Home Depot's Entry into China – Now or Never

In 2006, attracted by the large and growing Chinese market, Home Depot, the world's largest home improvement retailer wants to make its mark there. However, it had missed the opportunity in 2003, when the Chinese retail market had been at its peak. Other retailers like B&Q, Orient Home and IKEA have established themselves well, having entered China from 1998 onwards.

Would Home Depot be able to successfully tackle the challenges arising out of its delayed entry?

Pedagogical Objectives

- To discuss about the home improvement market in China
- To discuss about the need for timely decision while entering a new market.

Industry	Home Improvement Industry
Reference No.	GRS0177B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Home Depot; Home Improvement market; China; Entry Strategy; international; expansion; international business; retail strategy; big box retailing; one stop shop; first mover advantage; challenges in China; well entrenched competition; localised strategy; Orient Home takeover; GRDI labour index.

McDonald's Instigating Price War in the US: Winning strategy?

The US fast food industry was dominated by McDonalds followed by Burger King and Wendy's in the 1990s. In 2002, McDonalds and Burger King were involved in a price war and this price war had an adverse affect on the entire US fast food chain. All the players in the fast food industry experienced decline in their sales. McDonald's was facing more problems due to the price war and started working on its turnaround plan. In 2006, Wendy's had plans to enter the breakfast business which was dominated by McDonald's since 1973. McDonald's sensed this as a threat to its business and so prepared for a price war against Wendy's. Analysts felt that another price war by McDonald,s would only ruin its image further and were skeptical about its success in the longer run.

Pedagogical Objectives

- To discuss how price war can affect the entire fast food industry
- To understand how McDonald's was affected by price war.

Industry	Fast Food
Reference No.	GRS0176B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

McDonald's; price war; fast food industry; Wendys; Burger King; Market leadership; quality; eroding image; standardisation turnaround; competition.

VF Corp.: The World's Largest Apparel Maker's Retail Expansion Strategies

Founded as the Reading Glove and Mitten Manufacturing Company in 1899, VF Corporation manufactures different apparels, namely, jeanswear, imagewear, outdoorwear, innerwear, sportswear and footwear. The stagnation in the US apparel market in the early 21st century necessitated VF Corp's venture into the retail market and as of 2006, 13% of its revenue comes from retailing. The company plans to increase its revenues from retail to 20% by 2009 and has announced that it would be opening 400 new retail stores across the globe.

Pedagogical Objectives

- To understand new trends in the US apparel market
- To analyse the reasons that encouraged a traditional apparel manufacturer like VF Corp. to foray into retailing

- To discuss the retail expansion strategies of VF Corp.

Industry	Apparel
Reference No.	GRS0175
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Retailing; Expansion strategies; Lee; Wrangler; Stagnation in US apparel market; US retail market; Retail acquisitions; Changes in customer preferences; Changes in the US retail market; Speciality stores; Restructuring; Mackey McDonald.

Kikkoman, The World's Leading Soy Sauce Maker: Globalisation and Localisation Strategies

Kikkoman, the world's largest soy sauce manufacturer was started in Japan as a cottage industry in the 17th century. Forced by a decline in the Japanese consumption of soy sauce, the company expanded into other countries, developing new markets and coming out with new products by employing new technologies. By the late 20th century, Kikkoman had its operations across Europe, Asia and in the US. The guiding principle behind Kikkoman's global growth has been its ability to cater to consumer tastes in each market it entered and educating them about the versatility of its products.

Pedagogical Objectives

- To highlight the strategies that enabled Kikkoman to grow from a cottage industry to a global enterprise
- To analyse the localisation strategies of Kikkoman for its global products
- To understand the importance of innovative marketing ideas, innovative products and menu proposals according to local tastes, for a global food retailer.

Industry	Sauces and Condiments
Reference No.	GRS0174
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Customer Insights; Shoyu; Value added products; Production plants; Diversification; Product innovations; Brand awarness; Promotional strategy; Globalisation; Localisation; Expansion strategies of a global food retailer.

Deutsche Bank – Managing Growth

In 2005, Deutsche Bank AG (Deutsche), one of the leading financial services providers in the world with •840 billion in assets; employed more than 65,400 people, with operations spread over in 74 countries. The group reported net profits of •2.5 billion ($3.2billion; £1.7billion) in 2004, 87% higher on y-o-y basis.

In spite of the huge profits, Deutsche's management team had triggered off a controversy by announcing job cuts at a time when Germany's unemployment rate was at its highest since the 1930s. The bank's management had been accused of wrong doing in the Vodafone takeover bid by paying high bonuses. The restructuring drive undertaken by the bank involving employee lay-offs was also highly controversial. With Deutsche planning to cut a total of 6,400 jobs from its domestic and global workforce, German politicians accused the company of lacking social responsibility.

The job cuts were aimed at bringing Deutsche's cost base in-line with its international competitors. The current weakness in the German economy and high labour costs could have a negative impact on Deutsche's profitability. With the banking industry consolidating globally, would Deutsche be able to sustain its growth?

The case describes the growth strategies followed by Deutsche. It highlights the dilemma faced by the bank to operate efficiently in the competitive global banking and financial services industry while balancing the labour cost in a highly protected German economy.

Pedagogical Objectives

- To understand the German economical environment in which Deutsche bank operated
- To discuss the growth strategies followed by the Deutsche bank
- To analyse the dilemma faced by Deutsche to operate efficiently in a competitive environment
- To understand the structure of banking and financial services industry (globally), the consolidation wave and its impact on Deutsche bank
- To debate the goal duality of social responsibility vs profitability.

Industry	Banking and Financial Services
Reference No.	GRS0173A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Growth Strategy; Labour market; Germany; Social responsibility; Globalisation; Restructuring organisations.

Wikipedia: Will Pernod Ricard Say Cheers With Champagne?

The highly fragmented alcoholic beverage industry comprised mainly of three segments: Beer, Spirits and Wine. Amongst the grand array of wines, 'Champagne', the most famous sparkling wine was supported by strong international demand and registered a growth rate of 2%-3% per year.

The France-based Pernod Ricard S.A. was the second-largest player in the overall wine & spirits segment. Though it was a major player in other segments of alcoholic beverages, the company lagged far behind the market leader LVMH in the champagne market. It ranked No.4 in the global champagne market. Following the stagnant domestic market and growing international demand, Pernod Ricard had huge ambitions to make it big in worldwide champagne market. Besides expanding into the growing markets like UK and US, the company aimed to explore the emerging markets like Russia and China. But analysts predicted that Pernod Ricard would have to strive hard to meet its global ambitions in champagne business as the brand portfolio of the company still lacked major champagne brands. Moreover, Pernod Ricard missed an opportunity of acquiring a big champagne house "Taittinger".

The case traces the journey of Pernod Ricard and highlights the organic and inorganic growth strategies of the company. The case explores the opportunities and challenges in store for the company and aims at ensuing a debate that whether Pernod Ricard will emerge as the prominent player in the global champagne market.

Pedagogical Objectives

- To highlight the entry strategies for new markets and market regaining strategies in highly fragmented markets
- To discuss the competitive strategies of Pernod Ricard
- To exemplify the inorganic growth strategy in business development

Industry	Alcohol Beverage Industry
Reference No.	GRS0172A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Pernod Ricard; Business Strategy; Strategic Management; Mergers and Acquisitions;

Organic Growth; Inorganic Growth; Market Entry Strategies; Market Development Strategies; Competitive Strategies; Globalisation; Market Expansion Strategies; Horizontal Integration; Alcoholic Beverages; Wine and Spirits; Champagne; Sparkling Wine; Allied Domecq; Seagram; Second-largest wine and spirits company.

The Future of MySpace

The development of technology and increased usage of internet gave the traditional social networking concept a new dimension. MySpace.com (MySpace), a social networking website launched in 2004, became successful within a short period of time. MySpace offered services such as blogs, messaging, member searching, music and events. By 2006, MySpace with a market share of 75.56% became the leader among the social networking websites and in March 2006, it was ranked as 2nd most viewed website (by page views) in the US.

The popularity of networking websites had drawn many popular sites to launch their own social network sites. The competition had become intense. Further, the US Federal Communications Commission introduced legal amendments to control the activities of social networking websites and their misuse. In the cluttered maze of networking sites how would MySpace maintain its leadership needs to be seen?

Pedagogical Objectives

- To study the concept of social networking websites and its benefits to the consumers and marketers
- To study the efforts of MySpace in attaining leadership position within a short period of its inception
- To discuss the growth strategies followed by MySpace
- To discuss the challenges of legal amendments laid by the US on the social networking companies
- To analyse the leadership prospects of MySpace in future.

Industry	Social networking website
Reference No.	GRS0171A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

MySpace; social networking website; News Corporation; Rupert Murdoch; product differentiation; market leader; acquisition; revenue model; consumer behavior; social image; diversification; Friendster.com; Classmates.com; Cingular Wireless; Helio Inc.

Samsonite In 2006

Samsonite Corporation (Samsonite), one of the world's largest and most recognised designers, manufacturers and distributors of travel goods, posted net sales of $966.9 million in 2006.

Samsonite depended heavily on luggage sales and the luggage sales depended on the growth of travel industry. The impact of the dot.com burst in 2000-01, SARS in 2002-03 and 9/11 (terrorist attack on Twin Towers in the US) had hit the travel industry and in turn the luggage sales. In 2001-2002, the global travel turnover had dropped by 4%-5%. Realising the need for diversification and to minimise its dependence on the luggage segment Samsonite began to emphasise on other products like apparels, eyewear and footwear.

In 2004, Marcello Bottoli (Bottoli), a former president and Chief Executive Officer (CEO) of Moet Hennessy Louis Vuitton (LVMH) joined as the CEO of Samsonite. He wanted to revamp the company as he believed that the strain of multiple changes in ownership, ever since Shwayder family sold Samsonite in 1973, had begun to take its toll. Bottoli's plans included foraying into the "affordable luxury" category, adding markets, diversifying the Samsonite product portfolio as well as targeting more sales in global markets for the company's value label, American Tuorister.

Though Samsonite was a well-known global brand, it made losses for almost 4 years since 2000-2001, turned profitable in 2003-2004 and again posted a loss in 2004-2005. By 2006, it was positioning itself as the "travel solutions company", but it still posted a loss of US$1.5 million in 2005-2006. Although the strategic initiatives to turn the brand over and extend the portfolio had paid off in terms of revamping Samsonite's image, experts were still skeptical of Bottoli's initiatives to keep the company profitable.

The case describes the growth and development of Samsonite as a global brand and organisation. The competitive advantage for Samsonite was innovation and it had tried to capture various ranges of the market by servicing through all segment brands. Its manufacturing and out-sourcing strategy has also been a key manifestation of its corporate strategy. The case details the image makeover strategy of Samsonite and ends with the discussion whether this will provide Samsonite the success it aims at.

Pedagogical Objectives

- To understand the nature and structure of global luggage industry
- To discuss the growth strategies followed by the market leader Samsonite
- To discuss how Samsonite has been established as a global brand
- To analyse the diversification strategy followed by Samsonite
- To discuss the market positioning, product and brand management by Samsonite
- To discuss the image makeover of Samsonite from a luggage manufacturer to a 'Travel Solutions Provider'
- To debate whether Samsonite's strategies will keep it at the top of the industry.

Industry	Luggage Industry
Reference No.	GRS0170A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global luggage industry; US luggage industry; Soft side and hard side luggage; Product categories of Samsonite; Product line extension; Growth through diversification; Positioning of Samsonite products; Promotion through advertisement; One stop shop for luggage; Multi branding strategy; Life is a Journey; Samsonite spinners; American Tourister; Samsonite Silhouette; Samsonite Black Label.

Aspiration of Starbucks in China: Popularizing coffee among tea drinkers

In 2006, the specialty coffee retailing company, Starbucks had over 11,000 stores in 36 countries of the world, employed over 10,000 people and every week over 40 million customers visited Starbucks coffeehouses. After phenomenal success in the US, its home country, and revolutionising specialty coffee culture, Starbucks undertook international expansion and popularised its specialty coffee worldwide. The initial pages of the case delineate the origin and growth of Starbucks as a company and a brand and the paramount contribution of Howard Schultz and other key leaders.

In 1999, Starbucks entered China, the world's most populous country and an emerging superpower, through selective joint ventures. It opened retail outlets at high visibility locations. It did not market or advertise its stores and relied mainly on word-of-mouth promotion. Instant coffee was popular in China, but specialty coffee was introduced and popularised among the Chinese by Starbucks and became the market leader in specialty coffee in China. Witnessing its success, many competitors followed suit. Starbucks entered one region after another and within a few years of operation and initial success in China, Starbucks had moved China up to the No. 1 priority and proclaimed it to be the second largest future market after the US. Starbucks was all prepared, but according to industry analysts, the task of popularising coffee, primarily a western concept, in a traditionally tea-drinking country, was gigantic and will not be easy. How Starbucks continues to bolster its success and achieve its aspiration remains to be seen. The case is targeted at management students and can be taken up in their Strategic and General Management curriculum. On the background of the information provided in the case, the students can discuss and chart out further strategies of Starbucks in China and the roadmap of its success.

Pedagogical Objectives

- To trace the journey of Starbucks from a modest start to its becoming the market leader; worldwide and in China
- To analyse the Chinese beverage market on the basis of Michael Porter's five force model
- To discuss the growth and competitive strategies of Starbucks in China and debate on its future potential keeping in view the increasingly fierce competition.

Industry	Specialty retailing/Beverages
Reference No.	GRS0169A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Starbucks; Howard Schultz; Seattle; Japan; China; specialty coffee; instant coffee; coffee culture; third place concept; barista; differentiation; market expansion; spoke and hub strategy; word-of-mouth promotions; market entry strategy; joint venture; competitive scenario; market structure; market development; Starbucks experience; Frappuccino; lifestyle marketing; market leader strategies.

Quiznos Sub in 2006

Quiznos was a fast food sandwich chain specialized in toasted submarine sandwiches in North America. Though still a fraction of the size of Subway, it had over 4400 outlets in the US alone, over 300 in Canada, and 100 other outlets scattered in 13 other countries. The company was aggressive at expansion; it opened a new store every 16 hours. The Subway restaurant chain was the world's largest submarine sandwich franchise chain and had held number one position since 2001. By February 2006, Subway had opened more than 25,000 restaurants in 83 countries. Subway and Quiznos were locked in an unusual competition. They competed for the same market. At the same time, they shared a common goal of luring customers away from the burger joints. One analyst believed Quiznos offered a better product than Subway but might have limited its growth potential by positioning itself between fast food and fast casual. Quiznos' aggressive movements signaled intentions similar to Subway's early ambitions. Could Quiznos up root Subway from the number one position in the sandwich franchise market?

Pedagogical Objectives

- To discuss the growth and expansion strategies of Quiznos, a relatively small company and how it posed threat to the market leader
- To discuss various advertisement campaigns of Quiznos
- To analyse the unique business model of Quiznos.

Industry	Fast Food Industry
Reference No.	GRS0168A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Quiznos Subs; Subway; Fast Food Restaurant; Fast Casual; Sandwich Chain; Submarine Sandwich (Subs); Franchise; Marketing; Advertising; Promotion; Low Carb sandwich; Business Model; industry leader; Product Differentiation.

Yahoo in 2006

Yahoo Inc. recorded revenues of $5.2 billion in 2005. Started as a web directory in 1994, during the dotcom boom, Yahoo rapidly established itself as a leading web portal. But with the dotcom bust in 2000, Yahoo's revenues saw a steep downturn. The company reported a loss of $9.2 million in 2001. The leadership change in 2001 was a rescue effort. Under Terry Semel, Yahoo staged a comeback by undertaking various strategic initiatives. By 2006, Yahoo emerged as an integrated online media company. But some analysts opined that Yahoo's diversification strategy made it lose focus and rendered it without any competitive advantage in any particular area.

The case describes the growth strategies followed by Yahoo. It highlights the competitive advantage Yahoo acquired in various industries and the case ends with a debate whether Yahoo's jack of all trades strategy make it master of none?

Pedagogical Objectives

- To understand the structure of search engine industry
- To discuss the growth strategies followed by Yahoo in a competitive market
- To analyse the unique model of Yahoo and its pros and cons
- To debate on the success of such a model for Yahoo and whether its a competitive advantage for Yahoo.

Industry	Information Technology
Reference No.	GRS0167A
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.

Albertsons Incorporated's Dilemma

Albertsons Incorporated, America's second-largest supermarket chain with more than 2,500 stores and revenue of around $40 billion enjoyed a presence across 37 states of the US. It operated under various brand names including Albertson's, Acme Markets, Bristol Farms, Jewel, and Shaw's.

Albertsons faced competition from Kroger, Safeway and Wal-Mart. The supercentres of Wal-Mart, which offered products at lower prices, affected the net income of Albertsons, which fell from US$865 million in 2003 to US$556 million in 2004. In spite of the revival efforts undertaken by Albertsons, the net income further declined to US$474 million in 2005. CEO Larry Johnston eventually decided to sell the chain but faced dilemma whether to sell the whole or a part of it.

The case traces the origin, growth and various acquisitions undertaken by Albertsons, the second largest supermarket chain in US. The case focuses on the revival efforts carried out by Albertsons to sustain competition from Wal-Mart supercentres and ends with the dilemma faced by Larry.

Pedagogical Objectives

- To discuss growth and competitive strategies in retail industry
- To analyse the competitive scenario created by the presence of new store formats.

Industry	Retail chains
Reference No.	GRS0166A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Albertsons Inc.; Supermarket industry; Joe Albertson; Larry Johnston; Kroger; Safeway; Wal-Mart; Supercentres; Acme Markets; Bristol Farms; Jewel; Kohlberg Kravis Roberts & Co.; Consumer spending; Consumer purchase behaviour; automation; distribution; customer relation; acquisition; competitive strategy; price war; market share; buyout; bidders; management dilemma

The Chocolate Trail

Sweet snacks dominated the global snack market with sales exceeding US$112 billion annually. Chocolate was the largest sector in terms of value within the global snack market. The industry was faced with a sluggish economy, market consolidation, rising costs and intense competition. Even though the growth of global confectionery was tortuous, but still there was an increasing demand for premium chocolates, healthier confections, exotic flavours and colours. The developing markets had ample growth opportunities through effective market segmentation.

Like coffee, chocolate was going complex and upscale. The latest rage for chocolate in the US was to go to a 'Chocolate Bar' instead of buying a 'chocolate bar'. The history of chocolate houses was being repeated. Would the chocolate lounges be able to give a Starbucks-like experience and increase the consumption of chocolates?

Pedagogical Objectives

- To analyse the global and US chocolate industry
- To illustrate effect market segmentation
- To understand growth strategies of Chocolate bars.

Industry	Sweet Snacks
Reference No.	GRS0165A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

History of Chocolates; trends in chocolate consumption; ethel's chocolate lounges; premium chocolates; Hershey; Mars; Lindt; Cadbury's; Nestle; Candy; gourmet chocolates; market leader; global sales; chocolate consumption; confectionery; Sweet snacks; market segmentation; the US chocolate market.

Arcleor: Roche in China in 2006

In 2006, F. Hoffmann-La Roche & Co. (Roche) was one of the world's leading research-intensive healthcare groups and its core businesses were pharmaceuticals and diagnostics. Roche employed about 65,000 people in 150 countries. Roche entered China in 1926 and had established its subsidiary in Shanghai. But for almost six decades, it did not have significant operations and presence and returned to the Chinese market in 1988. Roche had largely made its presence felt in China through joint ventures and it is only recently that it has opened a research centre in China. In 2004, Roche opened its new R&D center in Shanghai, China, which was part of Roche's global R&D operations and which worked in collaboration with its other global centers. This is indicative of the growing importance of China for Roche and the pharmaceutical industry of the world.

The case traces the entry, re-entry, growth and ambitions of Roche in China. The case analyses the pharmaceutical industry in China and attempts at identifying the potential and challenges the country presents for Roche. The long term aim of Roche in China is to discover and optimize new molecules which would address the unmet medical needs of China and the world. How Roche capitalised on the growing pharmaceutical industry of China and realised its ambitions remained to be seen.

Pedagogical Objectives

- To analyse the pharmaceutical industry in China and its growing relevance in the global pharmaceutical industry
- To undertake the SWOT analysis of Roche with regard to its ambitions in China
- To discuss the growth strategies of Roche in China.

Industry	Pharmaceutical Industry
Reference No.	GRS0164A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Roche; China; Pharmaceuticals; Diagnostics; Research & Development Centre; industry structure; patent laws; intellectual property; WTO; low-cost manufacturing; traditional medicine; market potential; GMP; demographics; challenges; counterfeited drugs; Guanxi; joint venture; Customer Relationship Management.

Subway in 2006

The Subway restaurant chain was the world's largest submarine sandwich franchise chain and had held number one position since 2001. By February 2006, Subway had opened more than 25000 restaurants in 83 countries. Subway had franchises throughout the US and in several countries, in locations such as freestanding buildings, airports, convenience stores and sports facilities. It employed about 150,000 people worldwide.

The fast food chain was criticized for its franchising policies. It was claimed that Subway was involved in many legal disputes with franchisees, usually for its over aggressive expansion (one Subway was very close to other Subway, which ended in competing with each other) and high royalties. The DAs were blamed as it was in their best interest to saturate markets with Subway outlets in a region. Subway was sued by some of its franchise owners. Subway included arbitration clause in its franchise agreements. As 2006 got under way, the Subway management wondered what direction the company should take.

The case discusses the growth and expansion of a restaurant chain which became number one in the industry in a short span of time. The case also discusses different ad campaigns of the company to gain consumer attention. The case highlights unique business model adopted by the company and its product differentiation strategies. The industry leader is now criticised for its over aggressive expansion policies.

Pedagogical Objectives

- To discuss the growth and expansion strategy of the market leader
- To discuss the advertisement campaigns of the company and its unique business model.

Industry	Fast Food Industry
Reference No.	GRS0163A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Subway; Fast Food Restaurant; Fast Casual; Sandwich Chain; Submarine Sandwich (Subs); Franchise; Marketing; Advertising; Promotion; Business Model; Industry Leader; Product Differentiation; Nutritious Food.

Wikipedia: The ultimate information destination!

Wikipedia was a non-profit, multilingual, open content online encyclopedia. Since its inception Wikipedia grew consistently with enormous pace and as of February, 2006 had a collection of more than 3,380,000 articles written by about 43,000 authors, across the world in about 200 languages.

Jimmy Wales (founder of Wikipedia) along with his friend Larry Sanger initially started Nupedia, an encyclopedia which was reviewed by experts. Later on with the adoption of software Wiki, Nupedia lost importance and Wikipedia prospered. Though within a short period, Wikipedia gained enough prosperity it often faced criticisms on the reliability of the data on its website.

The case discusses how both Jimmy Wales and Larry Sanger started Nupedia, why they shifted to Wikipedia and the loss of compatible corporate governance between them, which forced Larry to leave Wikipedia and start his own encyclopedia, Digital Universe.

Pedagogical Objectives

- To study the concept of open source software and its benefits
- To discuss the success of Wikipedia
- To discuss the corporate governance and ethical issues in the Wikipedia
- To discuss the growth strategies followed by Wikipedia.

Industry	Open content online encyclopedia
Reference No.	GRS0162A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wikipedia; Open content online encyclopedia; Nupedia; Wiki; Product cannibalisation; Leadership issues; Ethics; Corporate governance; Britannica; Reliability of information.

Singapore International Airlines in 2006

Singapore Airlines Limited (SIA), one of the most successful airlines in the world was a favourite among business travelers on long flights. Chew Choong Seng, the CEO, faced the challenge of ensuring that the travellers kept flying SIA even as competition intensified. While full-service airlines were facing a global decline in 2003, with the US and the European Air carriers going bankrupt and slashing staff, flights and passenger amenities, SIA was flying high. In 2004, SIA began its first ever non-stop air services between Singapore and the United States. The major drivers of the SIA brand were innovation, genuine quality and excellent customer service. SIA maintained the youngest fleet of aircraft and replaced older aircraft with newer better models.

Cheong Choong Kong had led SIA through the Asian economic crisis in 1998, when most travelers and airlines were grounded. After taking over SIA in 1984 as CEO, Cheong stretched the airline worldwide. Cheong left in mid-2003 after running SIA for 19 years.

In 2006, SIA faced new competition not only from low cost airlines, but also from players like Emirates Airlines which operated out of a hub in Dubai. The carrier and its base had modeled themselves on SIA and Singapore's Changi Airport. OneWorld, SkyTeam and Star Alliance (SIA's partner) were three predominant global alliances. The open-skies restraints forced SIA to join the Star Alliance. SIA had become the sixth-largest airline in the world in terms of international passenger-kilometers. Meanwhile, SIA faced various concerns. It was fraught with low yield among all major international airlines due its hub and spoke model.

Pedagogical Objectives

- To illustrate brand management, customer service management, growth strategies
- To discuss the growth strategies of an airline
- To illustrate the leadership qualities of a CEO and crisis management.

Industry	Airline Industry
Reference No.	GRS0161A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Singapore International Airlines; Leadership; Strategy; Managing Global Airline; History of SIA; Quality Customer Service; SARS; Fuel Prices; Cost; Innovation; youngest fleet; Chew Choong Seng; Cheong Choong Kong; Star Alliance; Hub and spoke model.

Samsung Electronics in 2005

In 2004, Samsung Electronics (Samsung), the flagship company of Samsung Group, was the world's largest memory chip maker and Asia's biggest electronics manufacturer. Samsung's revenues accounted for 6.6% of Korea's GDP. It had strategic alliances with various global companies such as Sony, IBM, Microsoft, Hewlett Packard and Dell. In 1997, the company was facing problems due to Asian Financial Crisis, and at the same time, demand and prices of memory chips were falling. Yun, the CEO, took steps and transformed the image of the company from manufacturer of me-too products to stylish, premium, latest technology products and helped company to gain market share in each product segments. In 2005, the management of the company was worried as dollar was depreciating; growth of cell phone markets were shrinking and oil prices were rising which hurt exports. An outdated family-controlled corporate structure was also a concern for Samsung. Would Samsung be able to sustain its growth when it was facing competition from local as well as global players?

The case discusses how a market follower company restructured and turned itself into a leading global electronics manufacturer in the span of 10 years. The case highlights how the investment in Research and Development, even in times of financial crisis, helped the company achieve growth and become market technology leader. The case details out Yun's style of leadership and the strategies he implemented to transform the company. The company's emphasis on Research and Development, marketing, brand equity, human resource, and inventory management helped company to gain market share. As the company's main source of income was through exports, managing the fluctuation in the Won-Dollar exchange rates also became a matter of concern.

Pedagogical Objectives

- To discuss the growth strategies followed by Samsung
- To discuss the leadership at Samsung and its impact on the corporate strategy
- To debate the sustenance of its growth in future.

Industry	Consumer Electronics Industry
Reference No.	GRS0160A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Samsung Electronics; Electronics Industry; Consumer Electronics; South Korea; Chaebol (Conglomerate); Dynamic Random Access Memory(DRAM); Static Random Access Memory (SRAM); flash memory chips; flat panel LCD displays; cell-phones; LCD monitors; NAND flash memory; nano; Technology; Yun Jong Yong (Yun); Organisation Restructuring; Transformation; Leadership; Research and Development; Product Innovation; Inventory management; Core Competence; Business Strategy; Human Resource Management; Marketing; Branding; Corporate Governance; Niche market; Strategic Alliance; Globalisation.

Westside in 2004

In 2004, the Indian retail market was at INR 8,000 billion, with the organised sector accounting for a measly 2%. The case examines the foray of Tatas, one of the largest business houses in India, into organised retailing with Westside – a chain of department stores.

The case highlights the key decision variables and the winning elements in Westside's business model – from private labeling strategy to its merchandise management, to its customer centric approach. It also details out Westside's style of functioning in terms of operations, marketing, customer relationship management, customer services and human resource management – the chain's emphasis on pricing, merchandise mix, store interiors and training their employees. It reflects on how Westside identified and implemented a retail model: the success that followed.

Pedagogical Objectives

- To discuss the growth strategies followed by Westside for its growth in Indian retail market
- To understand the Indian retail industry
- To discuss the retail model adopted by Westside and its success in the competitive environment.

Industry	Retailing
Reference No.	GRS0159A
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Retail strategy; Private Label strategy; Vendor management; Merchandise Management; Supply chain management; Store layout and interiors; Retail marketing mix – Positioning; Pricing; Branding; Visual Merchandising; In-store sales promotion; Customer relationship management

Razors Duel: For Women's Sake!

In 2005, the razor war between Gillette and Schick had intensified. Gillette, was the undisputed leader. Schick was the challenger and BIC was the follower, in the Personal Care and Hygiene Industry. Gillette was the pioneer of the revolutionary disposable razor designed in 1895 by King Camp Gillette. It went into the blade and razor business in 1901 and since then was a strong believer in constant product innovation. In 2000, Gillette introduced Venus a razor for women which soon became the No.1 women's brand worldwide. Schick followed suit by introducing Intuition, Women's razor which made some gains against Gillette. BIC also followed and served the Women's segment. The three major razor makers had been jostling for shelf space for almost three decades. In January 2005, Gillette decided to merge with Procter & Gamble Co. which gave it greater distribution in emerging international markets and a competitive advantage over its rivals.

Pedagogical Objectives

- To discuss and bring out the importance of peripheral vision and the "loss leadership" concept
- To discuss Porter's five forces model of Industry structure analysis
- To analyse the growth strategies adopted by the leader, challenger and the follower in the given industry.

Industry	Personal Care
Reference No.	GRS0158A
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Business Strategy; Loss Leadership; Strategic Management; Core Competence; Product Placements; Product Innovation; Peripheral vision.

The Otto Group: Germany's Leading Private Retailer's Multi-channel Sales Strategy

In 1949, Werner Otto founded Otto Versand as a mail-order shoe company in Germany. Through alliances, joint ventures and acquisitions, the company diversified into textile, furniture, logistics and hardware sectors eventually. The Otto Group became a mail-order behemoth in Germany, specialising in catalogue retailing. In 1981, Michael Otto, son of the founder, became the CEO of the Group. Michael Otto strengthened the competitive position of the Group by introducing a multi-channel sales strategy in the mid-1990s. The new strategy included selling via three prime routes: e-commerce, catalogue and over-the-counter. Under e-commerce, Otto also provided t-commerce (through television) and m-commerce (through mobile) services. Under his leadership, Otto became the largest international mail-order and catalogue retail company and the second largest online retailer after Amazon.

Pedagogical Objectives

- To discuss the growth of the Otto Group over the years
- To discuss the multi-channel sales strategy introduced by Michael Otto and identify the underlying reasons for its success
- To discuss the sustainability of the advantage that the Otto Group has over its competitors in the light of growing competition and a difficult business environment.

Industry	Retailing
Reference No.	GRS0157
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

The Otto Group; Multi-channel sales strategy; E-retailing; Catalogue retailing; Over-the-counter retailing; Michael Otto; Mail-order; Expansion strategy; Competitive strategy; Business environment; M-commerce and T-commerce; Introscope solution; Microsoft Windows XP Media Center Edition 2005; German consumer behaviour; Amazon and eBay.

Deutsche Bank: The Transformation from a Domestically-focused Retail Bank into a Global Powerhouse

German financial giant, Deutsche Bank (DB) had been striving to move away from its age-old precept of serving only the domestic market. The German financial market is fragmented and it is a herculean task to manage a business due to provincial politics and huge losses in lending loans to its compatriot companies. To reduce its dependence on its domestic markets and leverage on the booming global financial markets, DB was endeavouring to become a global financial powerhouse. With its operations in 74 countries, DB has become one of the largest global banks and also won "Bank of the year" award in 2003 and for the second time in 2005. "Passion to perform" tagline has spurred its 64,000 staff worldwide to do better and achieve 25% return on equity in 2005.

Pedagogical Objectives

- To discuss the need for DB to change its business focus from domestic retail banking to becoming a global financial powerhouse
- To understand the strategies adopted by the company towards achievement of this objective
- To evaluate the strategies adopted to go global
- To discuss the challenges faced by DB in managing a global business with diversified product portfolio.

Industry	Banking
Reference No.	GRS0156
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate and Investment Bank (CIB); Private Clients and Asset Management (PCAM); Corporate Investments (CI); Retail banking; Josef Ackermann; Anshu Jain; Integration of global operations; 'Bank of the year' award; Product innovation; Risk management.

AT&T and BellSouth Merger: Reshaping the US Telecom Industry?

This case captures the evolution of the US telecom industry and the competitive scenario of the industry after the implementation of the Telecommunications Act of 1996. Besides, the rapid technological changes in telecommunications sector coupled with digitisation and integration of telecommunication services with computers have created intense pressure on traditional pricing structure, especially in voice telephony. This has led to a consolidation in the US telecom industry, the biggest example being the proposed merger between AT&T and BellSouth. However, analysts observe that the prime challenge for the US telecom industry would be the question of survival, as consumers might be unwilling to pay a premium for the innovative services which the telecom companies are introducing in rapid succession.

Pedagogical Objectives

- To understand the evolution of the US telecom industry, the rise of AT&T as a monopoly and the effect of telecom deregulation on the industry
- To discuss the concept of digital convergence and how it is transforming the once segmented US telecom market into a converged market
- To discuss the role of the Federal Communications Commission in allowing small telecom companies in the US to consolidate and form a few big companies to offer similar products through different media
- To analyse the financial viability of the AT&T and BellSouth merger.

Industry	Local Exchange Carriers
Reference No.	GRS0155
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US telecommunication industry; Consolidation in US telecom industry; Digitisation in US telecom industry; RBOCs (Regional Bell Operating Company); BellSouth; MCI; Verizon; Southwestern Bell Corporation; Mergers and alliances in the US telecom industry; Synergies in the US telecom industry; Bundling services; Telecommunication Act 1996.

Disney in the Digital Age: Profiting from New Media Platforms

Disney-ABC, a part of the Media Networks of Walt Disney Company had established itself well in the traditional broadcast TV. But the broadcast media was going through a frenetic phase with the emergence of new media platforms, such as Digital Video Recorders (DVRs or PVRs), Video On Demand (VOD), and portable viewing technologies like Video iPod, Mobile TVs and the Internet. The potential of earning incremental revenues from subscriptions, licence fee and advertising had attracted major media companies to adopt these technologies. Disney-ABC, in October 2005 entered into an agreement with Apple Computer to offer its content through Apple's iTunes Music store. But it encountered opposition from its affiliate stations who feared the threat of cannibalisation. Added to this, research showed that customers preferred the traditional broadcast model to video iPod. Analysts say that the new media platforms are only additive to the traditional TV viewing. It remains to be seen whether Disney-ABC would manage to add more viewers to its base with the use of the emerging media platforms.

Pedagogical Objectives

- To understand the changed dynamics of the television and broadcasting industry and its resultant effect on the media companies
- To learn about new media platforms such as DVR, VOD, iPod, Mobile TVs and the Internet, and their advantages and disadvantages
- To analyse whether Disney's adoption of the new media technologies would be profitable
- To understand the limits of competition and unearth various issues Disney-ABC has to resolve while adopting new media.

Industry	Television and Broadcasting
Reference No.	GRS0154
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Disney-ABC; Traditional Broadcast Television (TV); Video On Demand (VOD); Video iPod; Internet and mobile TV; New media platforms; New business venture; Business life cycle extension; Revenue model; Business model; iTunes Music Store; Video piracy; Cannibalisation.

Dell in India: The Growth Strategies

In 2001, Dell, the world's largest PC manufacturer, set up its first fully-owned subsidiary in India. In 2003, Dell India witnessed sharp decline in its business as it had to encounter the anti-outsourcing backlash in the US. However, it bounced back within a short span of time and has emerged as the biggest contributor to Dell's strategic vision of global dominance in the PC market. By the end of 2005, Dell India became Dell's biggest base outside the US and it is believed to play a stellar role to help Dell achieve its goal of becoming a $80 billion company by 2010.

Pedagogical Objectives

- To describe the growth strategies of Dell India amidst challenges like anti-outsourcing backlash in the US and unavailability of trained personnel to perform complex functions
- To understand how Dell India transformed itself from an outsourcing destination to one of the strategically important operations for Dell
- To focus on how Dell is trying to gain prominence in the lucrative Indian PC market against challenges like the presence of a big unorganised sector, low internet penetration and intense price competition from other major global vendors like Lenovo and HP.

Industry	Personal Computers
Reference No.	GRS0153
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

The global personal computer (PC) manufacturing industry; Global PC market; Dell India; Pertech Computers Limited; Dell's initial operational constraints in India; Dell's captive centres across the globe; Dell's Global Development Centres; Dell's Direct Model for India; Growth of the Indian PC market; Dell's competitors in India.

EvrazHolding: Growth Strategies of the Largest Steel Manufacturer of Russia

EvrazHolding, one of the largest vertically integrated steel manufacturing and mineral ore-processing group in the world, has grown over the years by mainly concentrating its operations in Russia and other countries of the erstwhile Soviet Union. The success of the group could be attributed to its competitive strengths like a dominant low-cost producer of steel products, a vertically integrated business, a dynamic and experienced management team, and an ever-growing mining business. To continue its growth, the group was planning to establish its operations in other European countries as well as in Asia through acquisitions.

Pedagogical Objectives

- To understand the evolution of the domestic Russian steel industry
- To discuss the strategies adopted by EvrazHolding to establish itself as the dominant steel producer in Russia
- To discuss the future growth strategies of EvrazHolding to be a leading producer of steel globally by establishing itself in other European countries as well as in Asia through acquisitions
- To debate whether EvrazHolding would be successful in its future growth strategies in face of increasing competition.

Industry	Steel
Reference No.	GRS0152
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Russian steel industry; EvrazHolding; Alexander Abramov; Evroazmetall; EAM Group; Vertical integration; Inorganic growth strategy; Acquisitions and mergers; Economies of scale; Operational efficiency at EvrazHolding.

BSkyB: James Murdoch's "Differentiating" Growth Strategies

British Sky Broadcasting Group plc. (BSkyB), the largest Pay-TV service provider in the UK, has been at the forefront of introducing new technologies in UK's Pay-TV market. It has eight million subscribers and plans to introduce the High Density Television Service in 2006. In 2003, James Murdoch, the son of Rupert Murdoch of News Corp., was appointed as the CEO of BskyB. Despite criticisms against this appointment, the company has grown rapidly under his leadership and is expected to attain its goal of having 10 million customers by 2010.

Pedagogical Objectives

- To describe the growth of BSkyB amidst challenges posed by convergence of technologies
- To discuss how BskyB is trying to establish itself as the leader in the British Broadcasting market by differentiating itself through technological innovations and value-added services to its customers.

Industry	Direct Broadcast Services Providers
Reference No.	GRS0151
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

British Sky Broadcasting Group Plc.; High Density Television; Growth strategies of BSkyB; Differentiating strategies of BSkyB; Convergence in communications industry; UK television broadcasters; James Murdoch's strategies; UK television broadcasters; Sky services; Easynet acquisition; Triple play service providers.

Starbucks in China: Expansion Strategies

In the 1990s, Starbucks Corporation, the world's No.1 specialty coffee retailer from the US, started expanding into international markets. After its success in Japan in the mid-1990s, it started focusing on China in the late 1990s. In 2005, after its initial expansion in the major cities of China, Starbucks embarked on an expansion spree into China's second-tier markets. However, analysts opine that in this initiative, Starbucks might face challenges like cultural differences, high real estate prices, unavailability of land and suitable employees.

Pedagogical Objectives

- To understand the market entry strategies of Starbucks in the Asian market and how it became successful in Japan
- To discuss how Starbucks rapidly expanded in the major cities of China and which factors might restrict its plans to capture China's second-tier markets.

Industry	Speciality eateries
Reference No.	GRS0150
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coffee retailing in the US; Coffee business in Europe; Growth strategies of Starbucks; China's coffee market; Joint ventures among coffee retailers; Competitive strategies; McDonald's; KFC; Brand building by coffee retailing chains; Shanghai President Coffee Co.; Starbucks in Ireland; Maxim's caterers.

Tesco, UK's Largest Supermarket Group: International Expansion Strategies

In the mid-1990s, saturation in its domestic market forced Tesco, UK's largest and world's third-largest retailer, to expand into foreign markets for sustaining its future growth in the global retail industry. The company initiated its international expansion strategy by venturing into Central Europe, Asia and the US. Despite having sufficient scope to expand globally, Tesco faced challenges like varied customer demands, different cultures and declining sales growth in different markets.

Pedagogical Objectives

- To understand both the organic as well as the inorganic growth strategies of Tesco as a part of its International expansion strategy
- To discuss the market entry strategies adopted by Tesco to enter the US retail market· To address Tesco's challenges in its international expansion.

Industry	Grocery Retail
Reference No.	GRS0149
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Retailing industry in UK; Global top retailers; Retailing in Asia; Retailing scenario in Europe; Carrefour; China's retailing industry; Localisation strategies; European retailers in the US; Expansion in Asia; Market entry in the US retail market; Wal-Mart; Metro.

Hynix's Cost Efficiencies: The South Korean Chipmaker's Growth Strategies

Hynix Semiconductor Inc. was established in 1983 as Hyundai Electronics Industries Co. Ltd. Between 1997 and 2001, Hynix was on the brink of bankruptcy due to a downturn in the global chip market that left a huge debt burden on the company. However, it managed to come out of the crisis and transformed itself as the world's second-largest and the most efficient manufacturer of memory chips in the world.

Pedagogical Objectives

- To understand the growth of Hynix from the early 1980s and its decline in the late 1990s
- To discuss the strategies adopted by Hynix to recover from the brink of bankruptcy and become the second-largest memory chip manufacturer in the world by efficiently managing its costs.

Industry	Memory Chips & Modules
Reference No.	GRS0148
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

World's top memory chipmakers; South Korean chipmakers; Cost efficiency in chip manufacturing; DRAM (Dynamic Random Access Memory) chip manufacturers; Hyundai Electronics Industries Co Ltd; Micron; Samsung; LG Semicon; Corporate restructuring in South Korea; STMicroelectronics; NAND (Not And) flash chip manufacturer; ProMOS Technologies Inc; Deutsche Bank AG; Ekahau RTLS System; Downturn in global chip market.

Kodak in Asia.

Eastman Kodak Company, established in 1881, is the world's largest manufacturer of photography and optical equipments apart from being the No.1 in photographic films. However, since the 1990s, the company has been witnessing rapid transition from film-based photography to digital imaging. As Asia has traditionally been considered a big market for traditional products like films and film cameras, Kodak expected to continue its traditional business profitably in this region. However, Kodak's calculations went berserk when the Asian market embraced digital technology much faster than its Western counterparts.

Pedagogical Objectives

- To discuss the reasons for Kodak's misinterpretation of the Asian market
- To debate the appropriateness of the strategies adopted by Kodak to transform itself into a digital imaging company and tap the growing Asian markets.

Industry	Photographic & Optical Equipment/Supplies Manufacturers
Reference No.	GRS0147
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Kodak's film photography business; Emergence of digital imaging; Digital competitors of Kodak; Kodak's Asian market; Kodak going digital; Digital photography business in Asia; The new logo of Kodak; Kodak's region-wise sales globally; Kodak's digital cameras.

National Australia Bank in UK: Cross-Selling Strategies

Since its entry into Europe in the late 1980s, National Australia Bank has focused on expansion through acquisitions and has been operating as a one-stop shop for all the financial needs of its customers. However, in the UK, due to intense competition and its absence in the 'wealthy' southeast England, the bank faced the problem of 'too many branches, too few customers'. It was forced to sell off its Irish banks and focus on its core UK business. To revamp its declining sales, the bank launched various cross-selling initiatives, changed its work culture and redesigned its offices to offer its customers a club-like ambience.

Pedagogical Objectives

- To discuss the various cross-selling strategies adopted by National Australia Bank
- To discuss whether it can achieve its targeted growth in the highly competitive European banking industry.

Industry	Banking and Financial Services
Reference No.	GRS0146
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

NAB (National Australia Bank); Cross selling initiatives; Expansion through acquisitions; European banking industry; Restructuring strategies; Organisation work culture; Streamlining of operations; Australian banking industry; Yorkshire and Clydesdale Bank; Autonomy and decision making; Trading scandal in National Australia Bank (NAB); John Stewart; Customer relationship management; Integrated Financial Solutions Centre; Customer satisfaction and retention

ZTE Corporation: The Chinese Telecom Equipment Maker's Global Expansion Strategies

Shenzhen-based ZTE Corporation is one of the largest telecommunications equipment manufacturers and local wireless service providers in China. With increasing competition in the domestic market, ZTE began to expand in the international markets. The company is planning to have a strong presence in Asia, South America and Africa. ZTE, which invests 10% of its annual income in its research and development, is also planning to foray into North America and Europe.

Pedagogical Objectives

- To understand the growth of ZTE in China and analyse the competitive scenario in its domestic market
- To discuss its global expansion strategies.

Industry	Telecommunications Equipment
Reference No.	GRS0145
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Chinese telecom market; China telecom; Competition; China mobile; Expansion strategies; Localisation; Cisco; Motorola; Research and development innovation; Acquisitions and partnerships; Alcatel; Market share; Wireless; Challenges for ZTE.

AIG in China: The Expansion Strategies

Although AIG's Chinese connection could be traced back to the property/casualty insurer American Asiatic Underwriters (established at Shanghai in 1919), it was in 1992, that AIG officially entered China by setting up a subsidiary there. Over the years, AIG was able to establish itself as a leading insurance company in China. However, the company faced several challenges in the future and critics were sceptical about the company's continued success in China.

Pedagogical Objectives

- To highlight the expansion strategies being followed by AIG in China
- To discuss whether the company would be able to achieve continued success in the Chinese market.

Industry	Banking and Financial Services
Reference No.	GRS0144
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

American International Group (AIG); Chinese insurance sector; State-owned monopolies; American International Assurance Co. Ltd.; Underwriting; World Trade Organisation; Wholly-owned branches; Expansion strategies; Joint ventures; Regulatory framework; Maurice Greenberg; Martin Sullivan.

Caterpillar Inc.: World's Leading Earthmoving Machinery Manufacturer's Growth Strategies

In 2005, Caterpillar set out its vision for 2010 – to become a $50 billion company. Deriving its business from industries that are cyclical in nature, Caterpillar adopted a strategy to generate profits during times of economic downturn. The company believes that the strength of its strategy lies in its remanufacturing division, which recycles old parts and engines and sells them to its clients at half the price of new ones.

Pedagogical Objectives

- To discuss the growth strategies of Caterpillar
- To discuss whether the company could depend upon remanufacturing for realising its vision in the face of visible signs of slowing down of the global economic growth rate.

Industry	Construction, Mining and Other Heavy Equipment Manufacturing
Reference No.	GRS0143
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Six-Sigma; Critical success factors; Diversification; Product demand cycles; Low-cost strategy; Vision; Global expansion strategies; Remanufacturing industry; Ford; Service marketing; Market stagnation.

Microsoft's Net Strategy: The Business Model Makeover

Microsoft, the No.1 software company in the world, started expanding into Internet-based services from the mid-nineties onwards. The company launched a number of Internet-based services to take on its competitors. However, increasing competition from Internet-based service providers like Google and Yahoo! forced Microsoft to come out with a new strategy for its Internet-based services as well as a new business model. But the question remained whether Microsoft would be able to dominate the Internet-based services as it has been doing in licensed software since its inception.

Pedagogical Objectives

- To highlight Microsoft's strategy regarding Internet-based services and its new business model
- To discuss whether Microsoft would be as successful in its Internet-based services as it has been in its licensed software business.

Industry	Development Tools, Operating Systems and Utility Software
Reference No.	GRS0142
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft; Internet-based services; Net strategy; Google; Yahoo!; Netscape Navigator; Obsolescence of technology; Business model makeover; Windows Live; Advertising-driven revenues.

John Hood's Plans to Reinvent Oxford University: The Challenges

For over nine centuries, the name Oxford University has been synonymous with excellence in teaching and learning. But of late, it has faced tough competition from cash-rich US universities like Yale, Harvard and Stanford, drawing the best of teaching talent and students. Oxford encountered a severe resource crunch, and its old infrastructure was in need of revamping. In October 2004, Dr. John Hood, a New Zealander, was appointed as the vice chancellor of the university. He planned to reinvent the university to give it an edge over others by focusing on three things: (1) developing the academic strategy; (2) reviewing matters of governance; and (3) upgrading the financial position of the university.

Pedagogical Objectives

- To highlight the strategies adopted by Hood to help Oxford regain its old glory
- To highlight the challenges faced by Hood because of the opposition from academicians to change age-old practices
- To discuss whether Hood will be successful in his endeavour.

Industry	Education
Reference No.	GRS0141
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Dr John Hood; Oxford University; Decision-making system; Congregation; Private partnerships; Government grants; Tutorial teaching; Financial crunch; Oxford University Press; Academic strategy; Performance evaluation; Governance; Privatisation; Endowments; Reforms.

HP: CEO, Mark Hurd's Growth Strategies

Hewlett-Packard, a global IT company, is into the manufacturing of wide range of products such as PCs, servers, storage devices, printers, network equipment and a software portfolio, which includes operating systems, print management tools and network infrastructure. Since 2000, the company could not generate much revenue and lost its market share to its competitors like Dell and IBM. In order to compete against these companies, in 2002, HP acquired Compaq. But, the then CEO Carly Fiorina during her reign from July 1999 to February 2005, failed to accelerate growth of the company. In March 2005, Mark Hurd (former CEO of NCR) was appointed the CEO of HP. Hurd took initiatives to cut down costs, lay off employees and went for acquisitions to expand the company globally and improve its market share. Though his strategies started reaping benefits, few analysts opined that it would be a challenging task ahead for Hurd to bring back the company on the path of growth and regain its lead among the IT companies.

Pedagogical Objectives

- To highlight Mark Hurd's strategic initiatives to regain its lost ground
- To discuss the several options available to Mark Hurd to transform HP's fortunes.

Industry	Personal Computers
Reference No.	GRS0140
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hewlett-Packard; Mark Hurd; Growth strategies; Acquisitions; PC (Personal Computer) industry; Compaq; Expansion; IBM; Competition; Dell; Cost cutting; Carly Fiorina.

Telefonica, The Spanish Telecom Company: Inorganic Growth Strategies

Traditionally, Telefonica, a Spanish telecommunication company has had a monopoly in its domestic market. Although, the deregulation of the Spanish telecommunications sector led to increased competition from cable television companies and Internet telephony, Telefonica still maintained its leading position. However, with the domestic market maturing since the late 1990s, Telefonica has laid down plans to expand globally through acquisitions and alliances.

Pedagogical Objectives

- To understand the growth of Telefonica in Spain
- To discuss Telefonica's strategies to become one of the leading operators globally, beyond the hispanic markets in Europe and Latin America.

Industry	Wireless Network Operators
Reference No.	GRS0139
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Growth strategies; Inorganic growth strategies; Acquisition strategies; Diversification; Telecommunication industry; Joint ventures and strategic alliances; Synergy; O2; Cesky Telecom; Telecom industry in Europe; Telefonica Movilles.

Mittal Steel in Asia: Growth Strategies

Mittal Steel, the world's leading manufacturer of steel has operations in four continents and 14 countries. To enhance its global presence and to tap the sudden rise in global steel demand, Mittal Steel is planning to increase its production capacity by foraying into developing and low cost markets of Asia.

Pedagogical Objectives

- To highlight how Mittal Steel became the largest steel company in the world
- To discuss its expansion strategies in Asia.

Industry	Steel
Reference No.	GRS0138
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Available

Keywords

Growth strategies; Expansion strategies; Acquisition strategies; Steel industry in India; Steel industry in China; Lakshmi Niwas Mittal; Ispat International; Turnaround strategy; Acquisition integration process; Posco; Bao Steel; Tata Steel; Global steel consumption; Pricing trends in steel industry.

Baidu.com: China's Google?

Beijing-based Baidu.com Inc. is China's leading Internet search engine company with a market share of 37%. It started its operations in 2000 and broke even within three years. As its website is similar in appearance to Google.com, it is often referred to as 'China's Google'. Some experts feel that Baidu, the Chinese language search engine, does a better job than Google. However, the going seems to be getting tough with other domestic players intensifying their competitive efforts.

Pedagogical Objectives

- To highlight comparison between Baidu and Google
- To discuss growth of Baidu in the highly competitive Chinese search engine market.

Industry	Internet Search and Navigation Services
Reference No.	GRS0137
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Available

Keywords

Baidu.com; Sohu.com; Growth strategies; Competition; Google; Chinese search engine market; Yahoo!; Chinese Google; Robin Li; Alexa; Acquisitions and partnerships; 3721; Market share; SINA.com; Challenges for Baidu.

Avid Technology Inc.: The US Digital Tools Provider's Growth Strategies

In October 2005, Avid Technology Inc, which was started in 1987 in Massachusetts (US), unveiled the Unity ISIS server, which can store and share thousands of hours of digital video. Within eight years of its inception, Avid Technology has become a world leader in digital editing and professional audio systems with revenues of $589.6 million.

Pedagogical Objectives

- To highlight Avid's core ability to provide innovative technologies to the digital media industry
- To discuss Avid's strategy of growing both through acquisitions and restructurings.

Industry	Multimedia, Graphics and Publishing Software
Reference No.	GRS0136
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Top digital tools providers; Macintosh systems; Apple computer; Post production editing system; Open Media Framework (OMF); Digidesign Inc; Digitally edited film; Softimage Inc; Digital film composer systems; Image manipulation software; Avid Broadcast Video Board (ABVB); Non-linear media composer systems; Interactive 3D software technology; Miramax's project Greenlight; Pinnacle Systems Inc.

Rolls-Royce's Civil Aerospace Business: 'Customer Driven' Growth Strategies

Rolls Royce, the world's No.2 commercial airline engine manufacturer, started as a carmaker and then diversified into aero-engines and power generation machinery businesses. With increasing demand for aero-engines, the company divested many of its businesses to increasingly focus on aero-engine manufacturing. However, faced with intense competition from companies like General Electric. and Pratt & Whitney, its revenues started declining. This prompted the company to enter the growing market of aircraft services and maintenance where the margins were usually 30%, much above the margins from engine-sales. By 2005, due to increased customer focus, servicing revenues contributed 59% of the total sales of Rolls Royce.

Pedagogical Objectives

- To highlight the growth of Rolls Royce in the global civil aerospace business
- To discuss Rolls Royce's customer-driven competitive strategies for its growth in the future.

Industry	Aerospace and Defence Parts Manufacturing
Reference No.	GRS0135
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Rolls Royce; Global aero engine market; Civil aviation industry; Divestments; Customer-driven strategies; Competitive strategies; Aircraft service and maintenance; Battle of Britain; Trent engine; Mergers and acquisitions; John Rose; 1977 bankruptcy; Cost-cutting strategies; Total care; GE (General Electric Inc) and Pratt & Whitney.

Geox: The Italian Shoemaker's Expansion Strategies

Geox was started in 1995 by Mario Moretti Polegate to manufacture and market his invention, 'the breathing shoe'. Geox distributes shoes and apparels through its 278 mono-brand stores, 9,000 multi-brand stores and 10,000 retail distributors in 68 countries. The company, which earned revenues of •340 million in 2004, plans to foray into the US, the largest sports shoe market in the world.

Pedagogical Objectives

- To highlight the growth of Geox in Italy
- To discuss the expansion strategies of Geox in the competitive but fragmented global footwear market.

Industry	Footwear
Reference No.	GRS0134
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global footwear industry; Italian footwear industry; US footwear industry; US sports shoe market; Core competency of Geox; Competitive advantage of Geox; Breathing shoe technology of Geox; Product diversification at Geox; Product differentiation at Geox; Growth through global expansion; Distribution network of Geox; Supply chain management at Geox; Nike; Timberland; Adidas-Reebok.

Genpact, GE's Outsourcing Arm: Global Expansion Strategies

General Electric Capital International Services (GECIS), started as the Business Process Outsourcing (BPO) arm of General Electric (GE) in India in 1997 and was renamed as Genpact in late 2005, a year after GE sold its 60% stake in the company. Genpact, which has offices in Mexico, Hungary, China and Romania in addition to India, introduced its own logo to create an independent global brand identity. To further expand its operations, it acquired Creditek, a US based financial management firm and signed a partnership with Liberata, a UK-based BPO provider, in 2005.

Pedagogical Objectives

- To highlight the entry and growth strategies of GE's BPO services in India
- To discuss the strategies adopted by Genpact to expand in the international market.

Industry	Business Process Outsourcing
Reference No.	GRS0133
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global outsourcing industry; Indian outsourcing industry; Expansion through acquisitions at Genpact; Diversification strategies of Genpact; Competitive advantage of Genpact; Competitors of Genpact; Product diversification at Genpact; Growth through global expansion; Global branding at Genpact; Genpact's centres of excellence.

Koch Industries Inc.'s Acquisition of Georgia-Pacific Corp.: Formation of the Biggest US Private Company by Revenue

After acquiring the public sector company Georgia-Pacific in November 2005, Koch Industries Inc. became the largest privately held company in the US in terms of revenue, with combined revenues of $80 billion. With an existing business portfolio, which ranges from trading commodities to oil refining, the acquisition of Georgia-Pacific is expected to strengthen Koch's presence in the consumer products sector that has been dominated by large players like Procter & Gamble.

Pedagogical Objectives

- To highlight the acquisition of Georgia-Pacific by Koch and analyse their strategic fit
- To discuss the trend of public sector companies going private in the US owing to the increasing costs of compliance with regulations after the introduction of the Sarbanes-Oxley Act in 2002.

Industry	Oil and Gas Refining, Marketing and Distribution
Reference No.	GRS0132
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Koch; Georgia-Pacific; US; Private sector; Public sector; Acquisition; Sarbanes-Oxley Act; Rise of privately-held companies in US; Public vs private companies; Market based management; Compliance cost for public companies; Paper industry.

Heinz in Europe: The Growth Strategies

Since its inception in 1869, Heinz grew over the years from a horseradish and pickle seller to a food processing giant through acquisitions and new set-ups across the globe. By the mid 1990s, it had over 5,700 products and presence in over 110 countries. Though the company was successful in the US, its European business was struggling. With an increase in size, inefficiency also surfaced. The problem was compounded by a fluctuation in the exchange rate, rising energy costs and competition from discount retailers. To stymie the erosion of profit margin, Heinz, under Tony O'Reilly and then under William Johnson, adopted various measures to restructure Heinz Europe into a leaner profit-making organisation.

Pedagogical Objectives

- To highlight growth strategies adopted by Heinz in Europe
- To discuss the problems faced by the company and the subsequent strategic initiatives taken by the company to make Heinz Europe profitable.

Industry	Sauces and Condiments
Reference No.	GRS0131
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

HJ Heinz; European food industry; Restructuring strategies; Market entry strategy; Mergers and acquisitions; Project Millennia; Operation Excel; Vendor Improvement and Product Enhancement and Research (VIPER); Expansion Strategy; Advertising strategies; Supply chain management; Cryovac packing system; Product innovation; European ketchup business; William Johnson.

AstraZeneca's Growth Strategies

Formed on April 6th 1999 through the merger of Zeneca Group Plc. from the UK, and Astra AB from Sweden, AstraZeneca is engaged in research, development, manufacturing and marketing of prescription pharmaceuticals and health care services. By 2005, it was among the top five pharmaceutical companies in the world with a turnover of US$21.4 billion.

Pedagogical Objectives

- To highlight the rationale behind the formation of AstraZeneca
- To discuss AstraZeneca's growth strategy of focusing on the research and development of innovative drugs to fulfil global health care needs.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0130
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Biggest pharmaceutical companies; ICI; Global investments in pharmaceutical research and development; Novartis; Clinical research; Restructuring at AstraZeneca; Balanced Scorecard (BSC); Over the counter drugs; Health care services; GlaxoSmithKline; Agrochemicals; Speciality drugs; Prescription pharmaceuticals; Oncology; Neuroscience.

Sanofi-Aventis: Jean Francois Dehecq's Growth Strategies

The hostile takeover of Aventis by Sanofi-Synthelabo in May 2004, resulted in the formation of Sanofi-Aventis, the world's third-largest pharmaceutical company. Jean Francois Dehecq, former chairman of Sanofi-Synthelabo and the man behind the acquisition has, since then, driven the growth of Sanofi-Aventis by focusing on a multicultural research model and working in small groups rather than committees that he believes are often mired in bureaucracy.

Pedagogical Objectives

- To highlight the factors leading to the acquisition of Aventis
- To discuss the growth strategies adopted by Dehecq for Sanofi-Aventis amidst numerous challenges being faced by the global pharmaceutical industry.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0129
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sanofi; Aventis; Global pharmaceutical industry; Growth strategy; Europe; Takeover; Acquisition; Jean Francois Dehecq; Decision making; Research and development; Synergy; Merger.

Femsa: The Mexican Beverage Giant's 'Continental' Growth Strategies

By late 2005, Fomento Economico Mexicano, SA de CV (FEMSA) was the largest beverage company of Latin America and second largest brewer in its home country Mexico, with a market share of 45%. Beer brewing and soft drinks bottling, its core businesses, are supported by its retailing, distribution and logistics subsidiaries. With decreasing margins and increasing price fluctuations in the consolidating global beer industry, FEMSA is focusing on the growing soft drink market of Latin America.

Pedagogical Objectives

- To highlight FEMSA's growth over the years
- To discuss the strategies adopted by the company to become one of the largest beverage companies in the South American continent.

Industry	Beverages
Reference No.	GRS0128
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global beverage industry; Latin American beverage industry; Mexican beverage industry; Growth of Fomento Economico Mexicano; SA de CV (FEMSA) through acquisitions; Competitive advantage of FEMSA; Competitors of FEMSA; Coca-Cola FEMSA; Price competition of FEMSA; Brand image of FEMSA; Product diversification of FEMSA; Product differentiation of FEMSA; Growth through global expansion; Modelo; Supply chain management; OXXO convenience stores.

Estee Lauder: The Family-owned Cosmetic Manufacturer's Growth Strategies

Since its inception in the 1930s, Estée Lauder grew from a cream maker to a cosmetic giant in the US under the leadership of three generations of Lauders. Despite the rising competition and its continued dependency on departmental stores for sales, the company clocked revenues of $6.34 billion in 2005. With over 26 brands in various categories, its products are sold in 130 markets worldwide.

Pedagogical Objectives

- To discuss the growth of the Estée Lauder empire under three generations of Lauders
- To discuss and compare the marketing strategies adopted by the three generations
- To discuss the growing challenges the company is facing and the strategies being adopted by the third generation of Lauders in their attempt to disprove the traditional wisdom that family-run businesses don't pass three generations.

Industry	Personal Care Products
Reference No.	GRS0127
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Estee Lauder; Growth strategies; Cosmetic and skin care industry; Family run businesses; Leonard and William Lauder; Product distribution and marketing; US economic growth of 1920s; Free sample distribution; Departmental stores in US; Youth Dew; The Estee Lauder family; Origins; Clinique; Product expansion; Acquisitions and licensing agreements.

QualComm: The US Chipmaker's Growth Strategies

QualComm, the US chipmaker, pioneered the Code Division Multiple Access (CDMA) technology for mobile phones. Over the years the company had come out with various innovative technologies, which had made it the leading supplier of mobile chipsets in the world. QualComm was also in the process of expanding its operations to the Asian market and was confident that it would be able to maintain its growth in the future by coming out with innovative technologies. However, experts were of the opinion that the growth strategies being adopted by the company would not work in the future.

Pedagogical Objectives

- To highlight evolution of QualComm over the years and the growth strategy being adopted by the company
- To discuss whether the company would be able to sustain its growth in the future.

Industry	Communications Chips
Reference No.	GRS0126
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

QUALCOMM; Paul Jacobs; Growth strategies; Communication technology; Telecom industry; Chipsets; Innovations; Value addition; Acquisitions; International expansion; Brand awareness; Patent infringement.

Prudential Plc. in Asia: Growth Strategies

Since its foray into Asia in 1994, Prudential plc. has forged several strategic partnerships with leading regional players in the financial services industry. These partnerships and alliances have made Prudential the leading European life insurer in Asia. With assets of £26 billion under its management as of June 30th 2005, the company plans to launch innovative products in the growing Asian markets.

Pedagogical Objectives

- To highlight the expansion strategies of Prudential
- To discuss the initiatives taken by Prudential to become the largest insurer in Asia.

Industry	Life Insurance
Reference No.	GRS0125
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Prudential; Expansion strategies; Growth strategies; Life insurance; Financial products; ICICI Prudential; CITIC Prudential; Largest European insurer in Asia; Mutual funds; Prudential's business model in Asia; Acquisitions; Insurance distribution channels; Product innovations; Fund operations; Challenges for Prudential in Asia.

Starbucks in Japan: The Growth Strategies

Starbucks capitalised on the coffee demand in the US and established itself as a quality coffee chain. It aimed to take culture and coffee to international locations and opened its first outlet outside the US in Japan. The Japanese, known to adapt themselves to the Western culture, embraced the Starbucks concept and its coffee, making Starbucks a success in Japan. But the success did not last long and Starbucks incurred losses in Japan in 2003. But strict cost control measures and a better food menu resulted in profits in 2004. The company then entered the ready-to-drink coffee market and analysts were sceptical about its success in an already saturated market. The changing preferences and tastes of the Japanese were also a cause for concern for the company.

Pedagogical Objectives

- To highlight the growth strategy of Starbucks in Japan
- To discuss whether Starbucks would be able to sustain its growth in the country.

Industry	Speciality Eateries
Reference No.	GRS0124
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Starbucks Corporation; Growth strategies; Global expansion strategies; Japanese coffee culture; Kissatens; Global brand; First-mover advantage; Starbucks culture; Brand recognition; Local competition.

SNOCAP: Can Shawn Fanning's New Venture Replicate Napster's Success?

In 1999, Napster, an illegal music file-sharing service was created by Shawn Fanning, which went on to become a huge success registering 26.4 million users onto its network by February 2001. But concurrently the success of Napster was resulting in huge losses for the music industry and later led to lawsuits and Napster's closure. Undeterred by the closure of Napster, Fanning founded SNOCAP, which acts as a clearinghouse and an intermediary between the music users, file-sharing networks, on-line music retailers and the copyright owners. But to replicate the success of Napster, SNOCAP has to overcome several challenges.

Pedagogical Objectives

- To highlight Napster's success story and SNOCAP's new business model
- To discuss the viability of SNOCAP's business model and the challenges that lie ahead for the company.

Industry	Internet Music Distribution and Downloads
Reference No.	GRS0123
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

SNOCAP; Shawn Fanning; Napster; Success story; P2P (Peer to Peer) network; Technology; Music file sharing; File swapping service; Music industry; Quality.

Coca-Cola in China

The history of sugar in the Caribbean can be traced back to the 17th century when the Dutch introduced sugarcane to these islands in the 1640s. Since then, the sugar industry had been the backbone of the Caribbean economies. In 1965, the Caribbean region, with its ten sugar exporting countries, had a peak annual sugar production of 1.4 million tons. However, in just thirty years, by 1995, the Caribbean sugar production had dropped to 0.8 million tons per annum and the region was left with only six sugar exporting countries.

Pedagogical Objectives

- To highlight the strategies adopted by the company to become the leading soft drinks manufacturer in China
- To discuss whether Coca-Cola would be successful in holding on to its leadership position in the Chinese soft drinks industry.

Industry	Beverages
Reference No.	GRS0122
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coca-Cola; Soft drinks industry in China; Carbonated and non-carbonated drinks; 'Open door' policy; Technological development; Bottling and distribution activities; Joint ventures; Retail distribution network; Growth strategy; Marketing and promotion activities; Domestic competition.

Walgreen vs CVS: Growth Strategies of the US' Top Drugstore Chains

The US drugstore retail market is highly competitive, consisting of a number of big chain stores like Walgreen, CVS (Customer Value Store), Rite Aid, Wal-Mart, Target, etc. Together, Walgreen and CVS occupy about one-fifth of the total US pharmacy retail market. Ever since its inception in 1901, Walgreen had believed in growing organically and had opened more than 4,850 stores in the US. While Walgreen was building its new stores, CVS was increasing its store count by acquiring existing retail chains in the country. After opening its first store in 1963, CVS acquired other pharmaceutical chains like Peoples Drug, Big B, Revco, Arbor Drugs and Eckerd stores and by July 2005 it had grown to more than 5,400 stores. Walgreen's organic strategy of growth helped the company to make planned investments in new locations and save future expenditure on renovations. Whereas CVS' strategy of growth through acquisitions allowed the drugstore chain to improve its geographical reach and withstand competition from other retail giants. However, while expanding inorganically, CVS had to incur expenses to renew and relocate some of the existing stores to improve its sales figures.

Pedagogical Objectives

- To discuss the two different growth strategies, organic and inorganic, being followed by Walgreen and CVS
- To analyse which one of the two growth strategies is more appropriate.

Industry	Drug store Retail
Reference No.	GRS0121
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Walgreen; CVS (Customer Value Store); Drug store chains; Competition; Growth strategies; Market share; Pharmacy stores; Acquisitions; Marketing.

Wachovia Corporation: The US Bank's Expansion Strategies

US-based Wachovia Corporation had expanded its operations through a number of mergers and acquisitions. Wachovia's management was confident that the expansion strategies would facilitate future growth of the bank. Some analysts however, were sceptical about the success of Wachovia's expansion strategies. Others speculated about merger of Wachovia with another bank, which would elevate its position to the second-largest bank in the United States.

Pedagogical Objectives

- To understand the formation of Wachovia and the expansion strategies followed by the bank
- To discuss the rationale behind Wachovia's expansion strategies.

Industry	Banking and Financial Services
Reference No.	GRS0120
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wachovia Corporation; Expansion strategies; Mergers and acquisitions; First Union Corporation; Credit quality problems; Merger integration process; Account access problems; Organic growth; Economic conditions; Retail banking; Assets-per-broker; Expansion plans; Merger of equals; Cultural integration issues.

Indian Institutes of Management (IIMs): Going Global

In mid-2005, India's premier management institutes, the Indian Institutes of Management (IIMs), based at six cities across India initiated their global expansion plans. The global initiatives involved setting up campuses abroad, designing courses for imparting global management education, international student exchange programmes and offering other postgraduate programmes to foreign corporations like the post graduate programme for executives. However, IIMs are expected to face stiff competition from premier B-Schools like INSEAD and Chicago School of Business that have dominated management education in Asia.

Pedagogical Objectives

- To highlight the contribution of the IIMs to management education in India
- To discuss the strategic initiatives of the IIMs to become a global brand.

Industry	Management Education
Reference No.	GRS0119
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Indian Institute of Management (IIM); India; Education sector; Globalisation; Strategy; Indian Institute of Management; Ahmedabad (IIMA); Management education; INSEAD; Harvard Business School; International expansion; Singapore; Dubai; MBA; B-schools.

Indiabulls: The Indian Retail Brokerage Firm's Growth Strategies

Since its inception in 2000, despite rising competition and the ongoing consolidation in the Indian brokerage industry, Indiabulls has recorded a year-on-year growth of 100%. By 2005, Indiabulls had 135 offices in 95 cities in India offering diversified financial services, ranging from stocks to real estates. Indiabulls is one of the largest brokerage firms in India with a market capitalisation of INR 2,000 crore as of mid-2005. The company aims to achieve a market capitalisation of INR 22,000 crore by 2010.

Pedagogical Objectives

- To highlight growing importance of online share trading in India
- To discuss the strategy adopted by Indiabulls to become one of the prominent players in the Indian brokerage industry within a short span of five years.

Industry	Retail Brokerage
Reference No.	GRS0118
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Indian capital market; Indian retail brokerage firms; Regulatory reforms in Indian capital market; Initial Public Offerings (IPOs); Venture capital; Diversification strategies of Indiabulls; Retail finance and asset management; Foreign Institutional Investors (FIIs); Indiabulls' direct and indirect channels of business; Financial product distribution; Indiabulls' centralised back office operations; Mechanisation of operations at Indiabulls; On-line share trading at Indiabulls; Risk management system; Stock market scams in India.

Cott Corporation, World's Biggest Maker of Retailer-brand Carbonated Soft Drinks: The Growth Strategies

Canada-based Cott Corporation was founded by Harry Pencer, as an importer of bottled soft drinks in 1955. The company grew under the leadership of his son, Gerry Pencer, to become the largest supplier of private label Carbonated Soft Drinks (CSD) in the world. Cott established itself in Canada and gradually expanded its operations into the US and the UK through a series of mergers and acquisitions. Its rapid growth made it a top competitor of soft drinks giants, Coca-Cola and Pepsi. With Wal-Mart as its top customer, it obtained a ready market for its products. The consolidation of the retail industry, and increasing acceptance of private label brands by customers presented opportunities to Cott for further growth. However, recession in the CSD market and the prevalent perception that private labels are inferior to branded products posed major challenges to Cott's future growth.

Pedagogical Objectives

- To highlight the growth strategies adopted by Cott to expand and strengthen its operations in Canada, the US and the UK
- To discuss the various opportunities and challenges that Cott might face in the future.

Industry	Beverages
Reference No.	GRS0117
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cott Corporation; Gerry Pencer; Pepsi; Coca-Cola; Cadbury Schweppes; Private label brands; Carbonated Soft Drinks (CSD); Mergers and acquisitions; Growth strategy; Wal-Mart; Retail industry; Asda.

AXA in Asia: The Growth Strategies

France-based AXA is the second-largest insurance company in the world with a history that dates back almost 200 years. The company, after establishing its presence in Europe, ventured into North America, South America, Australia and New Zealand. It entered Asia (Hong Kong) in 1986 and gradually expanded its operations into different Asian countries like Japan, Singapore, China, Thailand and Indonesia through a series of mergers and acquisitions. In the late 1990s, as the economy and demand for insurance boomed across the region following the Southeast Asian crisis, AXA aimed to consolidate its position in the Asian market. But, with an under developed insurance market, regulatory constraints and intense competition, AXA faces major challenges for its future growth.

Pedagogical Objectives

- To highlight the growth strategies adopted by AXA to expand and strengthen its operations in Asia
- To discuss various opportunities and challenges that AXA might face in the future.

Industry	Banking and Financial Services
Reference No.	GRS0116
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

AXA; AXA Asia Pacific; Insurance; Growth strategies; Mergers and acquisitions; Regulatory environment; Bancassurance; Smart Lady; Privatisation; Liberalisation; Deregulation; Tariffs; Asian financial crisis.

PCCW: Hong Kong's Integrated Communication Company's Growth Strategies

Since its inception in 2000, Hong Kong-based Pacific Century CyberWorks Limited (PCCW) has grown to be one of Asia's leading integrated information technology and communications companies through different strategic acquisitions and alliances. In June 2005, PCCW re-entered the mobile telephony market by acquiring the Hong Kong-based Sunday Communications Ltd.

Pedagogical Objectives

- To analyse the reasons behind the various strategic alliances of PCCW
- To discuss new opportunities and challenges facing PCCW in the event of its re-entry into the mobile telecom market.

Industry	Fixed-line Voice Services Providers
Reference No.	GRS0115
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Pacific Century CyberWorks (PCCW); Richard Li Tzar Kai; PCCW's expansion in China; PCCW Cable and Wireless HKT merger; Hong Kong's telecom market; PCCW's mobile telephony market in Hong Kong; PCCW's broadband services; PCCW's Sunday communications synergies; PCCW's competitors; PCCW's strategic alliances; Mobile operators in Hong Kong; 3G mobile phone service.

Japan Tobacco: Growth Strategies

The competition from foreign players like Philip Morris Inc. (PMI) and British American Tobacco (BAT), the declining population of smokers due to rising health concerns, and Japan's signing of the World Health Organisation Framework Convention on Tobacco Control (FCTC) on March 9th 2004 had decreased the domestic sales of Japan Tobacco (JT) in Japan. Adding to the company's woes was the expiry of contract with PMI to manufacture and sell PMI's cigarette brand, Marlboro in Japan resulting in a decreased domestic market share from 72.7% to 63.2%. To regain its market leadership, JT unveiled its plan to launch 13 tobacco brands in the domestic market in July 2005, which is still believed to be a lucrative market and receptive to new products. However, it was also opined that JT lacked a balanced approach towards international expansion as its global tobacco sales still constituted only 21.3% of its total sales, with 59.9% of JT's tobacco sales value coming from Japan in 2005.

Pedagogical Objectives

- To highlight the challenges faced by JT
- To discuss the growth strategies adopted by JT in order to remain competitive in the challenging tobacco market of Japan.

Industry	Cigarettes, Cigars and Smokeless Tobacco Products
Reference No.	GRS0114
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Japan; Japan Tobacco; Philip Morris Inc.; Marlboro; Growth strategy; Framework Convention on Tobacco Control (FCTC); Smoking population; Health concerns; Tobacco market; Cigarette maker; International expansion; Global brands.

Growth of Wikipedia: The Free Online Encyclopaedia

Launched on January 10th 2001, as an open content, free, on-line encyclopaedia, Wikipedia has grown into a leading website in terms of information and popularity. By mid-2005, Wikipedia had one million articles and 16,000 volunteers to contribute articles to its website. Although Wikipedia ensures that articles submitted on its website are free from bias, the reliability of the information is still being challenged.

Pedagogical Objectives

- To highlight growth strategies of Wikipedia
- To discuss the opportunities in challenges facing an open content encyclopaedia.

Industry	Internet Content Providers
Reference No.	GRS0113
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Free on-line encyclopaedia; Internet content providers; Jimmy Wales; Internet entrepreneur; Wikimedia foundation; Nupedia; 7-step review process of Nupedia; Encarta; Britannica; Neutral point of view policy; GNU free documentation licence; Wiki technology; Multilingual encyclopaedia; Vandalism in wikipedia.

eBay in China

After eBay entered China in 2002, it had to customise its operations and services to suit the Chinese market conditions. It invested heavily in advertising, brand building and expanding the on-line auction market. Despite such initiatives, eBay is facing tough competition from a Chinese local e-commerce site, taobao.com, which started its operations in 2003, and within a span of two years has overtaken eBay in terms of transaction volume.

Pedagogical Objectives

- To highlight the on-line auction market in China
- To discuss the growth strategies and competitive scenario of eBay in China.

Industry	Internet Auctions
Reference No.	GRS0112
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Internet auctions market; Chinese business environment; China's e-readiness; Business to consumer market; Escrow payment system; EachNet; China's e-commerce market; Settlement risk in on-line auctions; Marketing strategies of eBay; On-line trading services of eBay; Alibaba; PayPal; Global Sources Direct; Competitive strategies of eBay.

CNOOC: Growth Strategies of the Chinese Oil Giant

In early 2005, CNOOC (Chinese National Offshore Oil Corporation) had turned the heads of the global oil league by bidding for Unocal, the seventh-largest US oil and gas exploration company. CNOOC was incorporated in 1982 with 50 billion Renminbi to take up offshore explorations both independently and in collaboration with foreign companies. CNOOC later diversified into natural gas explorations, technical services, chemical and fertiliser production, power generation and financial services. In the process, CNOOC has attained market capitalisation of more than US$17 billion, with proven oil reserves of two trillion barrels of oil equivalent across the globe, which will ensure a production of 250 million barrels of oil equivalent till 2010.

Pedagogical Objectives

- To highlight the strategies adopted by CNOOC, to become one of the major players in the Chinese oil industry
- To discuss the strategies that the company must adopt to cement its place in the global oil league.

Industry	Oil, Gas and Energy
Reference No.	GRS0111
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global oil and gas exploration industry; Chinese oil industry; Oil companies in China; Growth of oil consumption in China; Oilfields in China; Chinese National Offshore Oil Corporation's (CNOOC) bid for Unocal; Acquisitions of CNOOC; Largest oil consuming countries in the world; National champions in China; Sinopec; Petrochina.

ASDA: Betting on Low Prices?

ASDA, since its takeover by Wal-Mart in 1999, has been implementing several successful strategies, including the 'price rollback' and 'Every Day Low Prices' to attract customers. It has been, for eight successive years, ranked as the 'cheapest supermarket' by the Grocer, an independent magazine in the UK. However, continuous lowering of prices has reduced the profit margins of ASDA and led to a severe price war in the UK retail industry. ASDA has announced plans to diversify into non-food stores and financial services to improve profitability.

Pedagogical Objectives

- To highlight competitive landscape of the British retail industry
- To discuss the competitive strategies adopted by ASDA and the challenges faced by it in the retail sector.

Industry	Grocery Retail
Reference No.	GRS0110
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

ASDA; Wal-Mart; Retailing; 'Every Day Low Prices'; Price war; Supermarkets; Tesco; 'Price rollback'; UK; Consolidation in UK retail sector; Acquisitions; Grocery retail; Strategy; Discount retail chain.

StanChart in South Korea: Expanding through Inorganic Growth Strategies

As part of its global corporate strategy, UK-based banking group Standard Chartered (StanChart), decided to concentrate on Asia for its future growth. Within Asia, the bank was concentrating on India, China and South Korea. For its expansion in South Korea, Asia's third largest economy, the bank was following an inorganic growth strategy. Many analysts were confident that this strategy would enable the bank to get a strong foothold in the South Korean market and enable it to fulfill its global strategy objective of acquiring leadership position in the continent. But some others were skeptical about the strategy.

Pedagogical Objectives

- To highlight StanChart's global corporate strategy, its growth strategies in South Korea and the bank's business strategy for the South Korean market
- To discuss whether StanChart's growth strategy in South Korea would enable it to achieve its global strategy objective.

Industry	Banking and Financial Services
Reference No.	GRS0109
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Standard Chartered (StanChart); Inorganic growth strategies; Korean First Bank; Global corporate strategy; Asian financial crisis; Mervyn Davies; South Korean financial services industry; International expansion strategies; KorAm Bank; Citigroup HSBC; Acquisitions and mergers; Business strategy corporate strategy; Funding strategy; Private banking; Consumer banking.

Pernod Ricard: The French Beverage (Wine & Spirits) Company's Growth Strategies

Pernod Ricard is the world's third-largest spirits and wine company behind Diageo and Allied Domecq. Its founder chairman Ricard has transformed the French pastis business into a multinational wine and spirit maker by diversifying into other businesses like fruit juice manufacturing through a series of acquisitions. However, due to the declining profits and increasing debts, the company decided to focus on its core business, and began to divest its non-alcoholic operations since 2001. In 2004, Pernod Ricard was named the 'Best Company in Europe' by *Global Finance* magazine. In April 2005, the company announced a deal to buy Allied Domecq, which would transform Pernod Ricard into the second largest player in the industry.

Pedagogical Objectives

- To highlight the growth strategies of Pernod Ricard over the decades
- To discuss the success of Pernod Ricard's acquisition of Allied Domecq and the prospects and challenges for the company.

Industry	Alcoholic Beverages
Reference No.	GRS0108
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Pernod Ricard; Paul Ricard; Patrick Ricard; Growth strategies and diversification; Acquisition and merger; core business; Third largest wine and spirits company; Restructuring plan and divesting; Diageo and Allied Domecq fortune brands; Chivas Regal whisky; Wine and spirit industry; Loss-making businesses; Wine and spirits distribution; Ready to drink market; pastis maker; Constellation brands; Seagrams competitive bidding; Pernod-Allied merger; Challenges and opportunities.

GE in India: The Growth Strategies

In November 2004, General Electric Co. (GE) sold 60% of its stake in its Business Process Outsourcing division in India, GECIS (General Electric Capital International Services), in order to focus on its core business operations that included healthcare, transportation equipment, financial services and infrastructure. This marked the third phase of investment by GE. According to Jeffery Immelt, chief executive officer, the growing business opportunities in India would allow GE to leverage on the advantages of the Indian market, such as strong consumer and commercial finance sectors, which would enable GE to realise revenues worth $5 billion by 2010.

Pedagogical Objectives

- To highlight the growth strategies followed by GE to capitalise on the growing opportunities in the Indian market
- To discuss the investment opportunities for GE in India.

Industry	Not Applicable
Reference No.	GRS0107
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

General Electric (GE); India; Business process outsourcing (BPO); General Electric Capital International Services (GECIS); Healthcare; Financial services; US; Strategy; Economy; China; Information Technology Enabled Services (ITES); Knowledge capital; Offshoring; Service sector; Foreign direct investment.

Caremark Rx Inc.: Growth through Pharmacy Benefit Managers

Caremark is the second-largest pharmacy benefit management company in the US health care industry. The company was originally established to provide home treatment to seriously ill patients, but eventually, it expanded into the prescription drug management, Physician Practice Management (PPM) and mail order pharmacy businesses. Although initially, Caremark's PPM business achieved a high growth rate, the company was unable to consolidate its success. A turnaround specialist, Edwin Crawford, was appointed to bring the company back to profitability. Crawford divested the PPM business and concentrated on developing Caremark's prescription drug management business.

Pedagogical Objectives

- To highlight the growth of Caremark from near bankruptcy to one of the US' leading Pharmacy Benefit Managers
- To discuss the future of the company in the light of a tighter regulatory environment and growing competitive challenges.

Industry	Health Care
Reference No.	GRS0106
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Caremark; Pharmacy Benefit Manager (PBM); Physician Practice Management (PPM); Growth strategy; Turnaround; MedPartners; Edwin Crawford; Larry House; Medco; Express scripts; Advance PCS; Pharmaceutical Care Management Association (PCMA); Customer loyalty; Transparency regulations; Unfair Prescription Drug Practices Act.

Adobe Systems: Bruce Chizen's Growth Strategies

Adobe Systems Incorporated (Adobe), a pioneer in the field of desktop publishing, faced declining sales by mid-1998. Bruce Chizen (Chizen), its new Chief Executive Officer (CEO) implemented several growth strategies that are considered to be instrumental in making Adobe a major player in the document sharing and publishing business. However, some experts expressed doubts whether Chizen could run the company successfully in the long run.

Pedagogical Objectives

- To highlight Adobe's historical background and the growth strategies adopted by Chizen
- To discuss whether Chizen's strategies would enable Adobe to continue its robust performance in the future.

Industry	Information Technology Global
Reference No.	GRS0105
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Adobe Systems Incorporated; Bruce Chizen; Growth strategies; Desktop publishing; Adobe Acrobat; Portable Document Format (PDF); Multi-purpose content environment; Digital contents for mobile phones; Macromedia; Flash Lite technology; Enterprise software market; Web application development powerhouse; Microsoft; Macromedia; Integrated desktop publishing suite.

Metro AG: The German Retailer's Internationalisation Strategies through 'Cash & Carry' Model

Started as a wholesale store in 1964, Dusseldorf (Germany)-based Metro AG transformed itself into the largest retailer in Germany and the third-largest in the world. Though the company generated the majority of its sales from its home market, retail sales in Germany began to show a decline during the early 21st century due to a high unemployment rate, the country's faltering economy, a rise in inflation and an increase in taxes. As a result, Metro ended up operating in a high-cost structure environment and living with low profit margin, which in turn had an adverse effect on the company's profits in Germany. To offset the declining sales in its domestic market, Metro pursued a strategy of expansion and internationalisation through its 'Cash & Carry' business model, and started focusing on emerging markets in Asia and Eastern Europe. Analysts opined that Metro's focus on international markets had been instrumental in driving its growth in the light of the slowed growth in its home country.

Pedagogical Objectives

- To highlight the international expansion strategies adopted by Metro through its 'Cash & Carry' business model to offset the declining sales in its domestic market
- To highlight the initiatives taken by the company to strengthen its position in the emerging markets of Asia and Eastern Europe.

Industry	Retail
Reference No.	GRS0104
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Metro's globalisation strategy; Declining sales in Germany; Expansion in Europe and Asia; Localised offerings; Expansion through 'Cash & Carry' model.

Kaupthing: The Icelandic Bank's Inorganic Growth Strategies

Kaupthing Bank, the largest bank of Iceland, is also one of the leading investment banks in the Nordic region. Initially when Kaupthing was started in 1982, it was engaged in providing advisory services and trading securities. Gradually it increased its activities in Iceland and was granted the licence for investment banking in 1997 and commercial banking in 2002. Since 2002, Kaupthing started expanding its reach to other Nordic countries. In 2005, it expanded its presence in the UK market, by acquiring Singer & Friedlander Group plc., an independent merchant bank in London.

Pedagogical Objective

- To highlight growth strategies of Kaupthing Bank and understand how Kaupthing achieved its aim of becoming a leading Nordic investment bank.

Industry	Banking and Financial Services
Reference No.	GRS0103
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Iceland's largest bank; International expansion; Expansion into Nordic regions; Presence in the UK; Acquisition strategy; Investment banking.

Bank of America's Acquisition of MBNA: Growth Challenges in American Credit Card Market

Bank of America announced its decision to acquire MBNA, the largest credit card issuer in the world, in June 2005. This marked the re-entry of Bank of America into the credit card business, which had taken a back seat after the bank spun off its BankAmericard operations in 1968. With the acquisition, Bank of America is expected to become the number one player in the US credit card market with a 20.2% share. Nevertheless, analysts expressed concerns on the deal opining that it would be difficult for Bank of America to make a mark in the already saturated business. Giant companies such as American Express, Citicorp and Capital One are expected to give Bank of America tough competition.

Pedagogical Objectives

- To highlight the dynamics of credit card industry in the US
- To discuss the pros and cons of the Bank of America/MBNA deal.

Industry	Banking and Financial Services
Reference No.	GRS0102
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bank of America; MBNA; Second largest financial firm worldwide; America's credit card industry; Mastercard and Visa; Consolidation in the banking industry; Bank of America's acquisition strategy; American Express; Competing in the saturated market; Shift towards consumer lending.

Tesco: The British Supermarket Chain's Global Expansion Strategies and Challenges

Tesco Plc. is the UK's largest and the world's third-largest retail supermarket chain. Established in 1929 by Jack Cohen, Tesco steadily increased its presence in the UK by concentrating on customer needs and their convenience. By the mid-1990s, saturation of the UK market led Tesco to expand its activities to other countries. It initiated expansion plans in the developing markets of the Central European and Asian countries, which provided scope for growth of retail business. In 2005, Tesco planned to continue its international expansion activity by opening a number of hypermarkets in Hungary, Poland, Czech Republic, China, Thailand and South Korea.

Pedagogical Objectives

- To understand and discuss the market entry strategies of Tesco
- To analyse the challenges it faced in catering to the varied needs of the customers in markets across countries and the competitive strategies adopted by it in those countries.

Industry	Retail
Reference No.	GRS0101
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Tesco; Competition among British supermarkets; Gap; International expansion strategies; Expansion into Central Europe and Asia; Hypermarkets; Growth challenges; Varied customer needs; Localisation strategies.

San Miguel: The Philippines Brewery Giant's Growth Strategies

By 2005, San Miguel Corporation, a Philippines-based beverages and food products manufacturer, is one of the top 20 brewers in the world. It has its operations in 40 countries with manufacturing facilities across Asia. By leveraging its strong domestic market presence, the company plans to be among the top 10 beverage and food products companies in Asia.

Pedagogical Objectives

- To highlight Breweries industry in the Philippines
- To discuss the inorganic growth strategies of San Miguel in its domestic as well as the Asian market.

Industry	Brewers
Reference No.	GRS0100
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Beverages and food products market; Product diversification; Expansion into South East Asian Market; Joint venture with Coca-Cola; Joint venture with Nestlé; Acquisition of domestic companies; Outsourcing of non-core activities; Acquisition of global manufacturing plants; Emerging markets of Asia; Consumption trends in Asia.

Axel Springer Group: The German Publishing Firm's 'Targeted' Growth Strategies

Axel Springer Verlag, the German publishing house is the owner of Germany's most widely read daily, *Bild*. Since its establishment in 1946, the company had focused on its core business of publishing newspapers and magazines in its home country. It gave importance to building strong brands and launched its new publications under existing successful brands. To establish itself as an international media company, Springer started expanding to Central and Eastern European countries in the late 1980s. By implementing a targeted growth approach, it entered the European countries, either through a joint venture with a local publisher, or through the introduction of local editions of some existing top brand publications. In 2004, it entered the German electronic media market through agreements with Internet companies. While digitising helped Springer to make its presence known worldwide, the company planned to expand its printing activity to other countries.

Pedagogical Objectives

- To highlight the growth plans of Axel Springer
- To discuss challenges faced by company to expand its operations in Europe
- To analyse the company's acquisition and localisation strategies in realising its expansion plans.

Industry	Publishing
Reference No.	GRS0099
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Axel Springer; Market leadership in Germany; Related diversification; Joint ventures; Customised content; Targeted acquisitions; Umbrella branding; International growth strategies; Strong product-focus; Trend driven perspective.

Orascom: The Egyptian Conglomerate's Expansion Strategies

The Orascom Group is Egypt's largest and most diversified conglomerate. Founded by Onsi Sawiris in 1950, it is now managed by his three sons Naguib, Samih and Nassef, each handling a different business. Traditionally Orascom had been known for its construction projects such as water treatment plants, railways, hotels and skyscrapers. Later it diversified into different businesses like, production of building materials, telecommunications and tourism development. These businesses went on to form Orascom Construction Industries, Orascom Telecom Holdings and Orascom Hotels Holdings.

Pedagogical Objectives

- To highlight the successful diversification strategies implemented by Orascom
- To discuss Orascom's growth in Egypt and its entry and growth in other countries with economic indicators similar to its home market.

Industry	Not Applicable
Reference No.	GRS0098
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Orascom Group; Onsi Sawiris; Diversification; Conglomerate; Middle East; Egypt; Orascom Telecom; Orascom Constructions; Orascom Technologies; Investments in Iraq.

Mobile Telephony in Africa: Celtel International's Growth Strategies

By the end of the fiscal year 2004, Celtel International BV, one of the largest mobile operators in Africa, reported a profit of US$147 million against US$74 million in the previous year. In early 2005, Celtel became a subsidiary of Mobile Telecommunications Company (MTC), a Kuwait-based communications company with operations in 18 countries. Celtel, with its operations in 13 countries in Central and West Africa, intends to expand its operations across the continent by leveraging on its brand image.

Pedagogical Objective

- To highlight the strategies adopted by Celtel International to transform itself into a leading telecommunications provider in Africa.

Industry	Wireless Communication Services
Reference No.	GRS0097
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Celtel International BV; African mobile communications market; Mobile Telecommunications Company; 3G technology; LinkAfrica; Mobile telephone market penetration; Making life better; Average revenue per user; Vodacom; Mobile telephone network.

Kroll Inc.: From Private Eye to Risk Management Specialist

Kroll Inc. is an investigative firm founded in 1972 by Jules B. Kroll. The firm started as a provider of investigative services and gradually diversified into risk consulting practices. With strategic acquisitions, focused customer relationships and a corpus of highly skilled professionals, Kroll Inc. gained clients and financial stability. In the year 1999, Marsh and McLennan Companies (MMC), the world's largest insurance brokerage firm, acquired the company. MMC was a troubled company facing investigations by the Securities and Exchange Commission (SEC). In 2004, Simon V. Freakley who became the Chief Executive Officer of Kroll Inc. faced challenges on many fronts, one of them being differentiating Kroll Inc and MMC's businesses.

Pedagogical Objectives

- To discuss the strategies adopted by Kroll Inc. while diversifying itself from an investigative business to a global provider of risk consulting services
- To highlight challenges facing the company after take over by MMC.

Industry	Surveillance, Investigation and Security Consulting
Reference No.	GRS0096
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Kroll Inc.; Jules B Kroll; Risk consulting; Acquisitions; Diversification; Marsh and McLennan; Securities and Exchange Commission (SEC) investigations

European Apparel Chains in the US: Growing Fast and Profitable

The US apparel industry had witnessed a sea of change following the entry of European apparel retailers. European apparel chains like Hennes & Mauritz (H&M) and Inditex, were eroding the profits of the US counterparts such as Gap and Abercrombie & Fitch (A&F), by eating into their market share through their efficient business models, innovative and fast-changing product offers and lower costs. With a better fashion focus, European retailers were changing the definition of fashion in the US. Instead of creating a certain lifestyle image, they emphasised a strong product focus, a trend driven perspective, but at a lower price.

Pedagogical Objectives

- To highlight the comparative study on the business models of the US and European apparel retailers
- To discuss the viability and profitability of these models in the long run.

Industry	Apparel Retail
Reference No.	GRS0095
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hennes & Mauritz (H&M); Inditex and Zara; Gap; Abercrombie & Fitch (A&F); European apparel retailers; US apparel retailers; Efficient business models; Strong product-focus; Trend driven perspective; Consumer and buyer behaviour; Global supply chain; Efficient inventory management; Fast food of fashion; Faster turnaround of designs; Competitive pricing.

Chevron Texaco's Growth Strategies

ChevronTexaco is one of the world's major energy companies and the second largest integrated oil company in the US. During 2001 and 2002, the company's revenues and income experienced severe decline. In addition, the company's production was also declining year after year in spite of its promises and efforts to increase it. In 2003, chief executive officer David O'Reilly implemented a growth plan under which the company began to focus on its core operations. But its net proven reserves were declining. In April 2005, the company announced the acquisition of another US oil firm Unocal, but the deal ran into trouble due to counter bids from other oil majors and pending regulatory approval.

Pedagogical Objectives

- To highlight the evolution of ChevronTexaco into one of the world's leading energy companies
- To highlight the troubles as well as the growth plans of the company
- To discuss the future of the company based on its successful acquisition of Unocal and realisation of all its growth targets.

Industry	Oil, Gas and Energy
Reference No.	GRS0094
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

ChevronTexaco ExxonMobil Unocal BP; Largest integrated energy company; Standard Oil Company of California; Restructuring and reorganisation plan; International oil exploration and discovery; Oil industry consolidation; Chevron Texaco Caltex Shell Total Fina; Acquisition and merger divestment sell-off; Proven oil and gas reserves; Warri Crisis Niger Delta; Focus on core operations; Dismal financial performance; Oil and gas exploration rights; The Transformation Plan; Top 10 in Fortune 500 list.

Capital One: The American Credit Card Company's Growth Strategies

Capital One has been making several acquisitions in 2004 and 2005 to strengthen its position in motor-vehicle financing, mortgage and home equity loan services. Its latest acquisition of Hibernia National Bank in early March 2005 has provided it with an opportunity to expand into the developing markets of Texas and Louisiana (US) apart from enabling it to access a cheaper source of funding for its flagship business of selling credit cards.

Pedagogical Objectives

- To highlight Capital One's diversification strategy and the reasons behind its various acquisitions
- To discuss the challenges it faces in the second decade of its establishment
- To discuss credit card industry in the US, which is going through a phase of consolidation.

Industry	Banking and Financial Services
Reference No.	GRS0093
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Capital One Financial Corporation; Consumer lending services; Motor vehicle financing; Mortgage and home equity loans European; Market leader and market share; Brand positioning; Credit card industry; Diversification strategy; Super-prime; prime and sub-prime customers; Information-based Strategy (IBS); Bad debt and charge-off; Financial portfolio and sourcing of funds; Origination of loans; Competitive advantage; Investment banking and insurance.

Novartis' Generic Drug Business: The New Growth Driver

In 2003, to lay more emphasis on its generics business, Novartis rebranded its entire generics product lines under the Sandoz brand, the brand that had merged with Ciba-Geigy to form Novartis in 1996. In February 2005, Novartis acquired Germany-based generic drugs company, Hexal, and its affiliate, Eon Labs, for enhancing its capability to grab a 10% market share in the US$100 billion global generics market by 2010.

Pedagogical Objectives

- To highlight the growth strategies of Novartis in the generics business
- To discuss the strategies adopted by Novartis to face the twin challenges of low prices and high competition in the global generic drug industry.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0092
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Novartis; Sandoz; Generics; Strategy; Branded drugs; Patent; Generics market; Pharmaceutical industry; USA; Germany; Growth; Eon; Hexal; Sabex.

Wegmans: The US Retailer's Success Formula

Started as the Rochester Fruit & Vegetable Company in 1916 by two brothers, Walter Wegman and John Wegman, Wegmans Food Markets transformed itself into one of the most admired in the US' food business. The family-owned high-end grocery store chain with its unusual mantra 'employees first, customers second', topped Fortune magazine's annual list of '100 Best Companies to Work For 2005'. Many believed that, it was particularly remarkable for Wegmans to remain competitive in the supermarket industry, which was going through crises like labour strikes, consolidations, bankruptcies and increasing pressure to cut costs.

Pedagogical Objectives

- To discuss the initiatives taken by Wegmans to become one of the most admired retailers in the food business in the US
- To understand the unique business model of the company that centred on worker and customer relations.

Industry	Grocery Retail
Reference No.	GRS0091
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wegmans Food Markets; Robert B Wegman; Daniel R Wegman; Rochester Fruit & Vegetable Company; Employment policies; Health care benefits for employees; Employee scholarship programme; Customer service; Supply chain management; Continuous replenishment programme; Everyday low-pricing programme; 'Consistent low prices' strategy; Private label products; 'Food you feel good about'; Colleen Wegman.

Microsoft's 'Digital Vision': Looking Beyond PC?

Microsoft, known for dominating the PC (personal computer) software business with its flagship brands Windows and Office, made a foray into the consumer electronics business with its new Media Centre PC. The software giant invested nearly US$20 billion on digital entertainment business and was aiming for a chunk of the US$108 billion consumer electronics market with its PC-based home entertainment concept. Microsoft has been able to dominate the PC business making its software the 'de facto' standard for PCs and it seems to be trying to repeat the same through its Media Centre PC. Like its previous product development efforts, its latest venture also revolved around the PC and showcased it as the hub of digital home entertainment. However, the going might just be tough for Microsoft to break into the bastion of consumer electronic giants like Sony and Samsung. Microsoft has to deal with many challenges to establish PCs as a hub of digital entertainment.

Pedagogical Objectives

- To highlight the reasons for Microsoft's interest in the consumer electronics market and its preparedness to deal with the complexities of the market
- To discuss the company's efforts to establish PCs as a media hub and to overcome the image that its PC software is 'unreliable and error prone'.

Industry	Development Tools, Operating Systems and Utility Software
Reference No.	GRS0090
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Microsoft; PC (Personal Computer) software; Monopoly; Media centre PC; Digital vision; Consumer electronics; Entry barriers; Diversification; PC-based home entertainment; Convergence; Integrated PC's; New product development.

Kaplan Inc.: The Washington Post's Education Division's Growth Strategies

Kaplan Inc., a subsidiary of Washington Post Company has become a leading for-profit higher education institution in the US. It has grown from a test preparation company to a large and diverse educational conglomerate under the leadership of Jonathan Grayer who became the CEO (Chief Executive Officer) of Kaplan in 1994. Grayer and his team faced many challenges to revive Kaplan. By combating competition, complying with stringent federal guidelines, acquiring educational companies and streamlining business operations using the Web, Kaplan made a mark in the for-profit higher education market.

Pedagogical Objectives

- To discuss the strategies adopted by Kaplan while diversifying into various educational businesses
- To discuss Kaplan's parent company's decision to invest in the education business rather than expand its media holdings.

Industry	Education
Reference No.	GRS0089
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

SAT (Scholastic Aptitude Test); Test preparation; Brooklyn; Washington Post; Donald Graham; Kaplan Higher Education; Jonathan Grayer; Princeton Review; Acquisitions; On-line education; Federal financial aid.

Inditex: The Spanish Retailer's Growth Strategies

Industria de Diseño Textil, SA (Inditex), Spain's largest listed retailer of textiles and footwear has chalked out a five-year plan for doubling its size by 2010. The success of Inditex lies in its unique business model, which consists of a complete centralisation and vertical integration of its manufacturing and distribution processes, coupled with state-of-the-art information technology.

Pedagogical Objectives

- To highlight the contribution of the IIMs to management education in India
- To highlight the merits of outsourcing of garment manufacturing vis-à-vis in-house manufacturing
- To discuss the importance of in house manufacturing in the fashion industry
- To highlight the risks for any retailer while expanding into too many foreign markets.

Industry	Apparel and Accessories Retail
Reference No.	GRS0088
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Apparel and accessories retail industry; Growth and diversification strategies; Vertical integration; Just-in-time inventory control; Information technology; Zara as flagship store for the Inditex group; Supply chain management; Outsourcing of manufacturing to Asian countries; Concept of in-house manufacturing; Hennes & Mauritz; Competition in the global retail industry; Centralisation of Inditex's business processes; 'Fast fashions' business model of Inditex; Distribution system and logistics of Inditex; Segmentation as a business strategy.

IBM's 'Mach 1' Project: The New Growth Driver?

Since the late 1990s, IBM (International Business Machines) has been losing market share in its core hardware business with a major portion of its revenues coming from software and services divisions. To improve its hardware business, a new project named Mach 1 was implemented in 2000. The project started yielding positive results from the last quarter of 2000, and for the first three quarters of 2004 the revenues from IBM's hardware division has increased by 9.4% while that from its software has increased only by 2.8%.

Pedagogical Objectives

- To highlight the contribution of IBM's Mach 1 project in making the hardware business the new growth driver of IBM
- To discuss IBM's Mach 1 Project.

Industry	Computer Hardware
Reference No.	GRS0087
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

IBM (International Business Machines); Mach 1; Hardware business; e-Server; Server market; IBM server business; Dell; Hewlett-Packard.

GlaxoSmithKline Plc.: Scouting for Growth Avenues

In the year 2000, GlaxoWellcome plc. and SmithklineBeecham plc. merged to form GlaxoSmithkline plc. (GSK). In recent years, GSK has been facing challenges on many fronts: patent expiration, lack of promising drugs and ongoing lawsuits. With increasing pressure on the profit margins, GSK is revamping its strategy to sustain its leadership in the global pharmaceutical industry.

Pedagogical Objectives

- To highlight growth strategies of GSK with respect to new drug development
- To discuss the strategies adopted by GSK to deal with the competition it is facing from the generic drug makers.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0086
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Pharmaceutical industry; Centres of Excellence for Drug Discovery; Patents; Generics; Clinical trials; Paxil; Dr Jean Pierre Garnier; New product pipeline; Patent expiry; Blockbuster drugs.

Craigslist.org's Growth Strategies

Craigslist.org founded in 1995 as a free on-line classifieds site serving the Bay Area has become a treasure trove of job postings, personal ads and other on-line information, attracting one billion page views per month. The success of the site is largely attributable to its chairman Craig Newmark's vision of the Internet and the distinct brand identity he was able to create for the site.

Pedagogical Objective

- To discuss how a simple ordinary looking website with its ease of use has disrupted the traditional classified advertising industry.

Industry	Internet Content Providers
Reference No.	GRS0085
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Craigslist; Nerd values; Community; Classifieds; Craig Newmark; Jim Buckmaster; eBay.

Cisco's Routing Problems: Fast Growth or High Margins?

In 2004, Cisco, the world leader in Internet networking technology, reported annual revenue of $22 billion, a 17% rise over the previous year. The growth was considered much less compared to its 80% growth in the previous decade. Analysts believe that in a market crowded with specialists, Cisco would have to leverage on its brand and acquisitions to maintain its leadership in the industry with a growth rate of 15% for the next decade.

Pedagogical Objective

- To analyse the competitive strategies implemented by Cisco to maintain its leadership in the years to come.

Industry	Routing and Switching Equipment
Reference No.	GRS0084
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cisco Systems Inc.; Router technology; Diversification through acquisitions; Nortel; Lucent Technologies; CDDI (Copper Distributed Data Interface) and FDDI (Fibre Distributed Data Interface); Reliable distribution networks; Niche marketers; Network of networks; Advanced technologies; e-Commerce.

Apollo Group: The US Education Providers' Growth Strategies

Apollo Group (Apollo), a US-based for-profit education company provided higher education programmes tailor-made for working adults. The group with its four subsidiaries successfully established itself as a highly profitable post secondary education company. By focusing on the needs of working adult students, treating students as customers and meeting the changing market needs by providing online courses, Apollo became the largest private university in the US.

Pedagogical Objective

- To discuss how Apollo built a billion-dollar business by carving a niche for itself in the 'working adult students education market', which for long had remained unattended by the traditional universities.

Industry	Education
Reference No.	GRS0083
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

For-profit education; Working adults; John G Sperling; Todd S Nelson; University of Phoenix; Institute for Professional Development; Western International University; UOP (University of Phoenix) on-line; Axia College.

The Body Shop: The Ethical Beauty Retailer's Growth Strategies

The Body Shop International, a UK-based speciality beauty retailer, known for its environment-friendly product testing and socially conscious activism, offers 600 products and 400 accessories across 50 countries. The global retailer, with a 40% increase in profits in 2004, intends to expand into the lucrative Asian and African markets through the concept of Direct Home Selling, which the company introduced in its home market in the 1980s.

Pedagogical Objective

- To discuss how the Body Shop is making attempts to expand its business globally by leveraging on its image as an ethical beauty retailer.

Industry	Cosmetics, Beauty and Perfume Retailing
Reference No.	GRS0082
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

The Body Shop International PLC; Ethical retailer; Niche marketing; Specialty retailer; Anita Roddick; Community trade; Brand image; Body Shop at home; The Body Shop tour; Humane cosmetics standard; Masstige price.

Shoprite: South African Retailer's Growth Strategies

Started in the late 1970s with a chain of eight supermarkets in South Africa, Shoprite Holdings Ltd. (Shoprite), by 2004, has become Africa's largest food retailer with more than 900 outlets and a customer base of 10 million people. Having operations across 16 countries in Africa, Shoprite plans to further expand and increase its share of non-South African revenues from 10% to 50%.

Pedagogical Objective

- To highlight the strategies behind the rapid growth of Shoprite against the backdrop of trade restrictions, bureaucracy and inflation, that has been the perennial hurdles for the company.

Industry	Grocery Retail
Reference No.	GRS0081
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Shoprite Holdings Ltd; Shoprite's Geographical expansion; Horizontal integration; Supermarket industry in South Africa; Shoprite's retail formats; South Africa's formal retail sector; South African Development Community; Retailing in South Africa; Department of Trade and Industry in South Africa; Flood inflation in South Africa; Pick n Pay.

Reckitt Benckiser: Growing through Innovations

Since its inception in 1999, Reckitt Benckiser has constantly been improving its core brands while coming out with new brands. The company has offset challenges of exchange rate fluctuations and hike in the prices of its raw materials through constant product innovations and cost optimisation techniques. It has constantly held the world's No.1 position in household cleaning items and has posted five straight years of above industry average growth.

Pedagogical Objective

- To discuss how constant product innovations has enabled Reckitt Benckiser to transform itself into the world's largest household cleaning products manufacturer apart from becoming one of Britain's most innovative companies.

Industry	Cleaning Products
Reference No.	GRS0080
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Reckitt Benckiser; Growth strategy; Innovations; Consumer products manufacturer; Household cleaning; Cost optimisation techniques; Diversification; Expansion; Line extentions; Organic growth; Innovative marketing; Exchange rate fluctuations; Dettol; Lysol.

Sohu.com: The Growth Strategies

Sohu.com is China's leading web portal and directory. Through partnerships and continuous innovation in services, Sohu turned into the premier destination for Chinese Internet users and advertisers. But the company incurred significant net losses since its inception. To move towards profitability it changed the business strategy from on-line advertising to selling services such as on-line games, dating services, e-marketing, e-subscriptions and e-commerce, targeting individual consumers and other value-added services.

Pedagogical Objective

- To highlight the evolution of Sohu, and the growth strategies it followed to address the challenges in the existing and emerging web services business.

Industry	Internet Search and Navigation Services
Reference No.	GRS0079
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sohu; Sina; Internet; China IT industry; Paid searches; Charles Zhang; Internet statistics; Growth strategy; On-line games; Internet advertising; e-Commerce; NetEase; Web portals; Yahoo; Google.

Royal Caribbean Cruises Limited: The Growth Strategies

Despite unforeseen events like the September 11 terrorist attack, SARS (Severe Acute Respiratory Syndrome) outbreak and the Iraq war, the world's second-largest cruise line, Royal Caribbean, recorded total revenues of $4.6 billion in the year ended 31st December 2004. With a fleet of 29 ships, the company catered to 160 destinations across the world. The increasing demand in the cruise industry forced Royal Caribbean to further expand its passenger capacity amidst the challenges of rising oil prices and a debt burden of $5.8 billion.

Pedagogical Objective

- To discuss the growth and expansion strategies adopted by Royal Caribbean against the backdrop of some major problems and challenges faced by the company.

Industry	Travel Agencies and Services
Reference No.	GRS0078
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Royal Caribbean Cruises Limited; Cruise industry; Royal Caribbean International; Celebrity cruise; Carnival; Royal Caribbean fleet size; North American cruise market; Travel industry; Royal Caribbean cruise fares; Passenger growth in cruise industry; Richard Fain; Growth strategy; Royal Caribbean expansion plans; Major cruise lines.

Gambling Industry in USA: The Growth Strategies

After its new-found respectability and the government's interest in deregulating this tightly controlled business, gambling has become one of the most flourishing industries in the US. It grew from less than $40 billion in 1993 to $73 billion in 2003, 32.4% of the total global gambling revenue for that year. By 2004, 46 states in the US had some form of legalised gambling and it is expected that on-line gambling alone would generate revenues of $7.6 billion by 2005.

Pedagogical Objectives

- To highlight the evolution and growth of the gambling industry in the US
- To discuss the challenges faced by it due to market saturation and the US tax structure.

Industry	Gambling, Resorts and Casinos
Reference No.	GRS0077
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Gambling industry; Growth strategies; Consolidation; MGM (Metro-Goldwyn-Mayer) Mirage; Harrah's Entertainment; Internet gambling; Lotteries; Pari-mutuel wagering; Casinos; Mergers and acquisitions; National Gambling Impact Study Commission (NGISC); Cashless slot machines; Globalisation; American Gaming Association; Entertainment industry.

Total: The French Oil Giant's Growth Strategies

Total is the third-largest oil company in Europe and is ranked 25th in the FT (*Financial Times*) Global 500. The company has become the fourth-largest, publicly traded, oil and gas integrated company in the world. However, in 2002, the company's former and existing executives were charged with a corruption scandal (alleged to have taken place in the 1990s). Meanwhile, the other problems for Total were reduced demand, a weaker US dollar, and the falling output of the company. Total tried to overcome its problems through its negotiations with other oil companies, an increase of production due to major new discoveries, and by lowering its costs.

Pedagogical Objectives

- To discuss the troubles faced by Total in the early 21st century
- To discuss the growth strategies and challenges Total faces to beat its competitors.

Industry	Oil and Gas
Reference No.	GRS0076
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Total; TotalFina; TotalFinaElf; Growth strategy; Oil and gas industry; Hydrocarbon; Upstream; Downstream; Chemical business; Exxon Mobil; OPEC (Organisation of Petroleum Exporting Countries); Petroleum products.

The Growth Strategies of South Korean Real-Time News Site, OhmyNews: The Challenges

OhmyNews, a South Korean real-time news website, operates on the new concept of 'citizen journalism' (any ordinary citizen can contribute news). Since its inception in February 2000, the number of 'citizen reporters' has grown from 700 to 36,000 and its readership has grown to more than one million a day. Through its innovative concept it has grown to become the eighth most influential media organisation in South Korea and has started making profits. As part of its growth plans, OhmyNews has ventured globally and decided to make its revolutionary concept successful around the world.

Pedagogical Objectives

- To discuss the growth strategies followed by OhmyNews
- To discuss the challenges it faces in its attempt to grow as an influential medium at the international level.

Industry	Real time Internet News Portal
Reference No.	GRS0075
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

OhmyNews; South Korea; Real time Internet news portal; Citizen journalism; Oh Yeon-Ho; Growth strategy; OhmyNews International; Conservative newspapers; Citizen reporters; Two-way journalism; Comprehensive news portal; Korea Press Foundation; News guerillas; Competitive strategies; Readers' Voice.

SINA: The Yahoo of China?

SINA is a leading Internet portal for all Chinese-speaking communities around the world. With usage of the Internet booming, China seems set to overtake the US as the country with the largest on-line audience. SINA's aim is to capitalise on the opportunities presented by the Chinese Internet market and one day become the Yahoo of China.

Pedagogical Objectives

- To discuss the growth strategies employed by SINA to become a leading Chinese Internet portal
- To highlight the combative strategies employed by SINA against its competitors, Sohu and NetEase.

Industry	Content Providers
Reference No.	GRS0074
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

SINA; Chinese Internet portal; Sohu.com; Wang Zhidong; NetEase; Growth strategy; Stone Rich Sight Information Technology Company; China; Internet messaging services; e-Commerce services; Comprehensive portal; Joint ventures; On-line advertising; Competitive strategies; e-mail services.

AMD's Growth Strategies

Since its inception, AMD (Advanced Micro Devices) always focused on producing low-priced versions of Intel chips through reverse engineering. However by 2004, it completely changed its strategy and emerged as a major innovator of a 64-bit processor, Opteron, which helped it to gain a strong foothold in the processor market. In 2004 the company recorded revenues of $5 billion.

Pedagogical Objectives

- To highlight the growth achieved by AMD through its 'customer-centric innovation' philosophy
- To discuss the strategies adopted by AMD to become an innovator from an imitator.

Industry	Microprocessors, Micro Controllers and Digital Signal Processing
Reference No.	GRS0073
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Advanced Micro Devices (AMD); Growth strategies; Chipmaker; Microprocessors; Flash memory devices; 64-bit processors; AMD Opteron; AMD Athlon; Customer-centric innovation; Licensed second source manufacturer; Connected business model; Mergers and acquisitions; Intel; Technological collaboration; Innovations.

NCsoft: The World's Largest Independent Online Game Company's Growth Strategy

NCsoft, the world's largest independent on-line game company, was established in 1997. Under the leadership of CEO (Chief Executive Officer) and president, Tack Jin Kim, NCsoft's premier product 'Lineage' became an instant hit among on-line gamers around the world. NCsoft continued to publish new games and modify old ones to suit worldwide consumer tastes and preferences. It entered foreign markets through acquisitions and partnerships with well-established domestic companies. But, as NCsoft sought to continue its expansion spree around the world, a face-off with US giant Microsoft and Japan's Sony seemed likely.

Pedagogical Objectives

- To discuss the growth strategies adopted by NCsoft to capitalise on the lucrative on-line games market
- To highlight the various opportunities and challenges that NCsoft might face in the future.

Industry	Entertainment and Games Software
Reference No.	GRS0072
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Japanese handset makers; 3G (third generation) technology; Saturation in Japanese mobile phone market; Dominance of network operators in Japan; Japan's mobile phone market; Advanced features in Japanese handsets; Wideband code division multiple access; Sony Ericsson; Roll out of 3G services in China.

Japanese Handset Makers: Exploring New Growth Opportunities

Since the beginning of the 21st century, the Japanese handset makers experienced a slump in their sales in the domestic market. The factors attributed to the fall were: (1) a fall in new subscriber growth (market penetration was approaching 60%) (2) The impact of 3G (third generation) services was unclear and (3) the Japanese handset market was nearing saturation. To offset the declining sales, Japanese handset makers initiated steps to explore opportunities outside their domestic market. They felt that the advanced technologies of their handsets would help in attracting customers in foreign countries. By all accounts, Japanese handset makers could capitalise on their expertise in 3G technologies with its advent in European countries and China.

Pedagogical Objectives

- To analyse the factors that contributed to the slowdown in the growth of the Japanese handset market
- To discuss the efforts initiated by the Japanese handset makers to make a foray into the foreign markets
- To discuss the challenges faced by Japanese handset makers ahead in emerging as strong contenders in the global handset market.

Industry	Wireless Telephone Handsets
Reference No.	GRS0071
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Japanese handset makers; 3G (third generation) technology; Saturation in Japanese mobile phone market; Dominance of network operators in Japan; Japan's mobile phone market; Advanced features in Japanese handsets; Wideband code division multiple access; Sony Ericsson; Roll out of 3G services in China.

Growth Strategies of BRIC Economies

In 2004, countries in Latin America, Asia and Europe experienced their fastest GDP (Gross Domestic Product) growth rates since the 1970s. Favourable external factors such as reduced global interest rates, high demand from the US and the depreciation of the US dollar against the respective currencies facilitated this growth. Brazil, Russia, India and China collectively called the BRIC economies, started featuring along with the G-6 nations in terms of the purchasing power parity (PPP), due to their high GDP. It was also estimated that the BRIC's would outpace the G-6 nations by 2040 and emerge as the global economic powerhouses in the future.

Pedagogical Objectives

- To highlight the economic growth strategies of the BRIC countries
- To discuss the growing importance of BRIC countries in the global economy.

Industry	Not Applicable
Reference No.	GRS0070
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Growth of emerging economies; The BRIC (Brazil, Russia, India and China) economies; Brazil's real plan; Brazil's inflation-targeting regime; Russia's structural reforms; Economic reforms of India; China's economic development; Growth imperatives for the BRIC economies; Hindrances in growth of the BRIC economies; Transparency International; Human Development Index; G-6 nations (US, Japan, Germany, France, Italy and Britain).

Citibank in Asia

By 2004, Citibank was the leading financial services provider and one of the top 10 consumer brands in Asia. Since the late 1990s, the consumer business of Citigroup, the parent company of Citibank, recorded a compound annual growth rate of 20% in Asia. A steady economic growth in Asia coupled with the absence of a Pan-Asian financial services group offered crucial opportunities to the financial mega-brand in this region.

Pedagogical Objective

- To discuss the opportunities and challenges faced by the global bank in the competitive Asian market.

Industry	Banking
Reference No.	GRS0069
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Citibank NA; Asian financial crises; Bank consolidation in Asia; Household financial assets; Consumer banking; Household credit; On-line banking; Credit cards; Citigold; Suvidha scheme; Travelers Group; Competitors for Citibank in Asia; Segmentation of the Asian bank customers.

PC Industry's Next One Billion Customers: Exploring the Growth Avenues

The global PC industry was looking for new avenues for growth as its traditional markets matured. Penetration levels in the US PC market as well as other European nations were as high as 60%. The industry behemoths like Dell, Microsoft, IBM and Hewlett-Packard believed that developing countries like Brazil, India, China and Russia were the next 'one billion market'.

While the companies were tapping the unmet needs and were adapting themselves to the market requirements, several challenges stood in their way to success. The poverty levels, the rigid laws and the language diversity were, among others, the problems for these multinationals.

Pedagogical Objective

- To highlight the PC industry's growth strategies in the traditional markets and its entry into emerging markets.

Industry	PC Software and Hardware
Reference No.	GRS0068
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

PC industry; Emerging markets; Dell in China; Hewlett-Packard in emerging markets; PC in rural India; PC market in US; Hewlett-Packard in South Africa; BRIC economies and PC industry; Market expansion; Growth strategies; South Korea broadband; On-line gaming in South Korea; Dell's SmartPC; Software piracy in developing countries

Hershey Foods Corporation: The North American Snack-Food Maker's Growth Strategies

Hershey Foods Corporation, the largest North American snack food maker's origin dates back to the 19th century. Since then, the company has concentrated on producing a wide variety of chocolates to suit the customers' taste. Hershey's strategy encompasses extension of its product line that provides the company a distinct advantage over its competitors like Mars and Nestle. In addition, Hershey's focus on acquisitions of well-known brands, discontinuing weak product lines, apart from appropriate marketing of its products enabled the company to achieve net sales of $4,172.551 million in 2003.

Pedagogical Objective

- To discuss the strategies adopted by Hershey to grow in the competitive US snack food industry.

Industry	Candy & Confections
Reference No.	GRS0067
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hershey Foods Corporation; Milton Hershey; Hershey's brands; US snack food market; Hershey's product lines; Hershey's acquisitions; Hershey's Kisses; Hershey's sales growth; Hershey's competitors.

Giorgio Armani's Growth Strategies

Since its inception in 1975, the Giorgio Armani Group, the Italian fashion house, known for its 'power suits' in the 1980s and its clients in Hollywood, has been reporting continuous profit growth. By 2003, the apparel and luxury goods manufacturer and retailer had its presence in 34 countries across the globe with brands like Giorgio Armani, Armani collezioni, Emporio Armani, Armani Jeans, Armani Exchange, Armani Junior and Armani Casa.

Pedagogical Objective

- To discuss the strategies adopted by the fashion house to expand and diversify in the global fashion industry.

Industry	Apparels
Reference No.	GRS0066
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Giorgio Armani SpA; Giorgio Armani Corporation; Emporio Armani; Power suit; The most famous glamour house; American Gigolo and Richard Gere; Strategic alliances; Acquisitions; L'Oreal; Armani brands; Hollywood; Competitors for Giorgio Armani.

BHP Billiton: The Australian Mining Company's Growth Strategies

In 2001, BHP, an Australian 'natural resources company' and Billiton, a British mining company, merged to form the world's largest mining company – the BHP Billiton Group. Since its formation, the group has been focusing on global expansions, leveraging on BHP's expertise in natural resources and Billiton's vast experience in the mining industry. By June 2004, the group had a market capitalisation of US$54 billion.

Pedagogical Objectives

- To discuss the global growth strategies of the BHP Billiton Group
- To discuss the company's plans for sustaining its leadership in the worldwide mining industry.

Industry	Metals and Mining
Reference No.	GRS0065
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

BHP Billiton; Global mining market; Aluminium refineries in South Africa; Coal mines in Australia; Chinese appetite for steel; Iron ore mines in Australia; Bauxite mines in Indonesia.

Nokia in China: The Growth Strategies

Since 1985, Nokia had been fighting hard to establish a strong presence in the Chinese cellphone market that had grown significantly during the 1990s. Despite investing heavily in research and development and manufacturing facilities, Nokia had been facing tough competition not only from foreign companies like Motorola and Samsung but also from domestic players like TCL and Ningbo Bird. The market share of domestic players had increased from a mere 5% in 2000 to 56% in 2003.

Pedagogical Objective

- To discuss the growth strategies being adopted by Nokia to gain a strong foothold in the highly competitive yet growing cellphone market of China.

Industry	Wireless Telephone Handsets
Reference No.	GRS0064
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Nokia in China; Nokia (China) Investment Co. Limited; Nokia entry strategy in China; China mobile phone market; China cellular market; Domestic and foreign cellphone players in China; Xingwang Industrial Park; Nokia cell phone models in China; Nokia investment in China; Nokia GSM (Global System for Mobile Communications) phones in China

Hennes & Mauritz (H&M): The Growth Strategies

From a single store selling womenswear in 1947 to over 900 stores in 2003, the Swedish fashion retailer H&M had come a long way. By then, the company with operations in 20 countries and a turnover of SKR57 billion had become the largest discount retailer in Europe, selling clothes for women, men, teenagers, and children, besides accessories for men and women, and cosmetics. It also started concept stores to serve its customer segments better.

Pedagogical Objectives

- To discuss the strategies adopted by H&M to become Europe's largest discount fashion retailer
- To discuss the market entry strategies of the company for the US market.

Industry	Apparel and Accessories Retail
Reference No.	GRS0063
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

New market entry strategy; Store location; Customer segmentation; Discount fashion retailer; US fashion retailing industry; Galne Gunnar stores; European fashion retailing industry; Concept stores; Departmental stores; Store size.

STAR TV in India: The Growth Strategies

From its nearly obscure status in India in 1991, STAR (Satellite Television Asia Region) TV has reached a dominant position, reaching 90% of the 40 million Indian homes having cable and satellite connections by 2004. With a sizeable portfolio of news, entertainment and sports channels, both in English and Hindi, it secured a 62% share in viewership and a 50% share of the total advertising revenues of the Indian television market.

Pedagogical Objective

- To discuss the growth strategies of STAR TV that has made it the leader in the highly competitive television market in India.

Industry	Entertainment
Reference No.	GRS0062
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

News Corporation; Cable television business in India; STAR (Satellite Television Asia Region) TVs advertising revenues in India; STAR TV's viewership share in India; STAR TV's initial years in India; STAR channels in India; MTV (Music Television) India; Channel [V]; STAR's growth plans in India; Media competition in India; Direct-to-home (DTH) satellite television distribution system; STAR TV's market share in India.

FreemantleMedia's Pop Idol: The Growth Strategies

The Idol series, the international format of Pop Idol, a UK-based national talent search for the best solo singer, is jointly handled by FreemantleMedia and 19 Group. The Idol series has got the maximum number of nominations amongst all reality TV shows in the Emmy awards and has a total audience of 110 million across the globe.

Pedagogical Objective

- To discuss the growth strategies of Pop Idol, which is leveraging on its experience as a content provider to international television media industry.

Industry	Television Production and Distribution
Reference No.	GRS0061
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Pop Idol; American Idol; FreemantleMedia; RTL Group; Reality shows on the television; Idol series; The format of idol series; Statistics of the idol series; Acquisitions of Pearson Television; The statistics of American Idol.

Constellation Energy: The Growth Strategies

Constellation Energy Group Inc. is a national supplier and service provider of electricity and natural gas in the US. It ranks 203 amongst the Fortune 500 companies. By 2004, it had become the biggest power trader in the US.

Pedagogical Objective

- To discuss the growth strategies of Constellation which is leveraging on its experience as a competitive energy marketer since its incorporation in 1999.

Industry	Energy Trading and Marketing
Reference No.	GRS0060
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Utility companies in the US; Power trading companies in the US; Constellation Nuclear LLC; Business segments of Constellation Energy Group; Expansion strategies of Constellation Energy Group; The Energy market in the US; Wisconsin Energy Corporation; Constellation Group's strategic alliances; The generating facilities of Constellation Energy Group Inc.; Financials of Constellation Energy Group Inc; Business wise revenues of Constellation Energy Group Inc.; The energy value chain for Constellation Energy Group Inc.; Companies of Constellation Enterprise; Future contracts of Constellation Energy Group Inc.

Carlson Wagonlit Travel: The Growth Strategies

Started in 1994, Carlson Wagonlit Travel specialises in travel management, primarily focusing on managing business travel for corporate clients worldwide. Its competency lies in the optimisation of corporate travel budgets by designing and implementing customised travel management programmes. With annual sales of $11.5 billion in 2003, Carlson Wagonlit had become the second-largest travel agency in the world after American Express.

Pedagogical Objective

- To discuss Carlson Wagonlit's aggressive global growth strategies based on acquisitions and joint ventures, which made it the second-largest travel agency in the world.

Industry	Travel agencies and Services
Reference No.	GRS0059
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global travel agency business; Customised travel management programmes; Accor group; Japan Travel Bureau; Top ten travel agencies in the world; Prominent customers of Carlson Wagonlit Travel; Major acquisitions and Joint Ventures (JV) of Carlson Wagonlit Travel; History of Carlson Wagonlit Travel; Carlson Wagonlit Travel's growth in the Asia-Pacific; Maritz Corporate Travel; Groupe Protravel.

British Telecom: Driving Growth through Broadband

Since 2001, British Telecom Plc. (BT), the UK's leading telecommunications carrier, has been struggling to reduce its high debt levels. Unlike its competitors, it has no presence in the mobile telephony market. CEO Ben Verwaayen discovered that broadband internet services could be the company's growth-driver. Apart from moving towards 100% broadband coverage for every community in the UK by 2005, BT is betting on three ambitious broadband initiatives to bring in greater revenues – 21st Century Network, BT Communicator and Project Bluephone.

Pedagogical Objectives

- To discuss BT's turnaround between 2001 and 2004 from a telecom service provider to a dominant player in broadband Internet services
- To discuss BT's future plans to drive broadband penetration and create products and services that would help enable its customers in utilising broadband
- To discuss the company's shifting revenue model and the regulatory issues it currently faces.

Industry	Telecommunications
Reference No.	GRS0058
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

British Telecom Plc. (BT); Ben Verwaayen; Broadband; Project bluephone; UKs broadband penetration; BT Communicator; Vodafone; Ofcom; Oftel; 21st Century Network; Sir Christopher Bland; BT Wholesale; BT Retail.

Louis Vuitton: The Making of a Star Brand

Louis Vuitton (LV), the trendsetter in manufacturing high-quality expensive leather accessories and cases, is the most profitable luxury brand in the world. After Marc Jacobs took over as the Creative Director of LV in 1997, its brand image underwent a complete transformation. By 2004, LV was bringing in 60% of LVMH's US$2.47 billion operating profits and was much ahead of its competitors like Gucci, Richmont and Prada.

Pedagogical Objective

- To discuss the strategies that Louis Vuitton adopted to upscale its image and metamorphise itself into a star brand.

Industry	Apparels
Reference No.	GRS0057
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Louis Vuitton (LV); LVMH (Moet Hennessy-Louis Vuitton); Star brand; Branding strategy; Brand development; Luxury brand; Marc Jacobs; Innovations in the material used by Louis Vuitton; LVMH sales in 2003; LVMH sales by Business Group.

Heineken in Russia: The Growth Strategies

In the 1990s, the Netherlands-based beer producer, Heineken was operating in 170 countries across the globe. The rapid growth of the Russian beer market since the mid-1990s prompted Heineken to establish its presence in Russia. In 2001, Russia became the fifth-largest beer market in the world and in 2002, Heineken forayed into Russia by acquiring the fourth largest Russian beer company, Bravo International. Despite the ban on beer advertisements imposed by the Russian government in 2004, Russia's strong growth potential encouraged Heineken to make further investments in Russia by setting up a beer brewery in the Urals.

Pedagogical Objectives

- To discuss the market entry strategies of Heineken in Russia
- To discuss the company's plans to establish itself as a leading player in the highly competitive beer market of Russia.

Industry	Brewers
Reference No.	GRS0056
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

The global beer industry; The Russian beer industry; Ban on advertisements in Russia; Potential growth of the Russian beer industry; Heineken's expansion strategies in Russia; Major players in the Russian beer market; Bravo International Inc; Heineken's acquisitions in Russia.

Whirlpool's Global Expansion Strategies

Whirlpool is the leading manufacturer of major household appliances in the world. In the 1980s, the company, a market leader in the US expanded its presence to Europe, Asia and Latin America. The company has relied on globally integrated activities, customer focus and constant innovation to aid growth. But the company's Asian operations faced numerous hurdles including a preference for local brands and price competition.

Pedagogical Objectives

- To discuss Whirlpool's global expansion strategies
- To discuss the problems faced by the company in Asia
- To discuss the opportunities and challenges that Whirlpool is likely to face in the future.

Industry	Consumer Durables and Appliances
Reference No.	GRS0055
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Whirlpool's global expansion strategies; Home appliance industry; Innovation; Growth strategy; Price competition; Mature market; Customer focus; Electrolux AB; Kenmore; David Whitwam; Jeff Fettig; Consumer durables; Branding strategy.

USA's Banking Industry's Growth Strategies: CitiGroup's Unconventional Wisdom

CitiGroup pioneered big mergers and acquisitions in the US banking industry, and led the first round of big consolidations resulting in the formation of financial conglomerates. Transformational mergers occurred in the industry marking the beginning of an integrated approach for market expansion. After a halt in the mergers, the trend resurfaced with the big merger of Bank of America and Fleet Boston. However, this time CitiGroup stayed away from big mergers. Charles Prince, who took over as the new CEO, focused on growth strategy through acquisitions of small regional banks.

Pedagogical Objectives

- To discuss the CitiGroup's contrarian approach, of pursuing slower growth through small- scale acquisitions
- To discuss the growth strategies of US banking firms and the possible threat to CitiGroup's position in the light of big mergers in the country.

Industry	Banking and Financial Services
Reference No.	GRS0054
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US retail banking industry; Merger and acquisitions; Financial conglomerates; Financial supermarkets; Integrated selling; Cross-selling; Transformational mergers; Glass Steagall Act; Sandy Weill; Gramm-Leach-Bliley; Conflict of interests; Economies of scale; Economies of scope; Riegle-Neal Act; CitiGroup.

Samsung in India: The Growth Strategies

Samsung India Electronics Limited (SIEL) is a 100% subsidiary of Samsung Electronics Company Limited (SEC). SIEL, a hi-tech manufacturer and marketer of consumer electronics and home appliances, entered the Indian market in 1992. By 2004, SIEL was one of the leading providers of consumer electronics and aimed at becoming the leading player in the Indian home appliances and the information technology market.

Pedagogical Objective

- To discuss the strategies adopted by the Korean electronics major for its entry and subsequent expansion in the competitive Indian market.

Industry	Consumer Electronics
Reference No.	GRS0053
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Samsung India Electronics Limited (SIEL); Samsung Electronics Company Limited; Samsung India Software Operations (SISO); Millennium digital campaign; Samsung Electronics India Information and Telecommunications Company (SEIIT); Samsung's timeline in India; Entry of Samsung into India; Common business strategies of Korean companies in India; Samsung sponsoring Indian sports; A competitive landscape for Samsung in India.

Ranbaxy Laboratories: The Winning Chemistry

In February 2004, Indian pharmaceutical major Ranbaxy Laboratories had achieved the unique distinction of crossing the billion-dollar mark in annual sales. The company was now in the implementation phase of its 'vision garuda' that aimed to make the company achieve US$5 billion in annual sales by 2012. Ranbaxy's strategy was to be prepared for the International Patent Law (IPL) regime to be implemented from January 2005, by a combination of increased spending in basic research, generic drugs and global expansion.

Pedagogical Objectives

- To discuss the competitive scenario of the Indian pharmaceutical industry
- To discuss how Ranbaxy is positioning itself for the future.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0052
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ranbaxy Laboratories Limited; Growth strategy; The Indian pharmaceutical industry; International Patent Law; General Agreement on Trade and Tariffs (GATT); Dr. Parvinder Singh; Trade related aspects of intellectual property rights (TRIPS); Generic drugs; Product patents; process patents; Mergers and acquisitions; Research and development; Blockbuster drugs; Reverse engineering; Global expansion strategy.

Canon: Fujio Mitarai's "Excellent Global Corporation Plan"

The world's leading maker of copiers and printers, Canon Inc., reinvented itself from an unwieldy conglomerate burdened with money-losing subsidiaries into a globally focused 21st century company. Fujio Mitarai, who took over as the President in 1995 when the company was faced with a difficult operating environment, was given the credit for bringing back the lost glory of the company. His first initiative was to promote the 'excellent global corporation plan'. The plan was divided into two phases: Phase (I) (1996-2000) and Phase (II) (2001-2005). Phase (I) of the business plan emphasised on improving the company's financial situation by cutting costs, taking care of profitability of the entire Canon Group, and creating more competitive products. Phase (II) of the 'excellent global corporation plan' aimed at expanding the company globally and shifting to overseas production.

Pedagogical Objectives

- To discuss the initiatives taken up by Fujio Mitarai under the 'excellent global corporation plan' to bring back the lost glory of Canon Inc.
- To discuss the future plans of Fujio Mitarai for the further growth of the company.

Industry	Printing and Imaging Equipment
Reference No.	GRS0051
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Canon; Fujio Mitarai; Excellent global corporation plan; Canon under Fujio Mitarai; Consolidated accounting system; Management reform committee; Profit-first policy; Cell production system; Just-in-time system; Xerox; Phase (I) excellent global corporation plan; Phase (II) excellent global corporation plan; Research and development; Kyosei; Management strategy committee.

Bharat Petroleum: Way Forward

In 2004, Bharat Petroleum Corporation Ltd. (BPCL), was one of the leading state-controlled oil retailing companies in India. The case talks about the evolution of the oil industry, its structure, its changing regulatory environment, the resulting competitive scenario and its implication for BPCL. With the partial liberalisation of the industry and the entry of private players, state-owned downstream marketers were forced to focus on marketing in order to protect their customer base.

Pedagogical Objectives

- To discuss the strengths of BPCL as an oil marketer over the years, and the initiatives taken by the company in the wake of changes in the business environment
- To discuss the challenges faced by BPCL
- To discuss BPCL's foray into the upstream sector of exploration and production consequent to the deregulation, and the crude supply scenario
- To discuss the following points: (1) the growth motives of companies in a regulated and a deregulated environment; (2) oil industry economics and the pros and cons of vertical integration in an industry such as oil and gas; (3) analyse the changes in the oil industry structure due to deregulation and how it affects new and established companies; (4) SWOT (strengths, weaknesses, opportunities and threats) analysis of BPCL; and (5) analyse the rationale behind BPCL's foray into the exploration and production sector.

Industry	Oil, Gas and Energy
Reference No.	GRS0050
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bharat Petroleum; Oil industry in India; Upstream sector; Downstream sector; Regulatory environment; Reorganisation; Petroleum industry value chain; Energy sector; Competition.

American Express: Charging into the Credit Card Industry

The 154-year-old American Express Company (AmEx), is all poised to shake the US credit card market by taking on the two card giants – Visa and MasterCard – head-on. AmEx is planning to leverage on the antitrust ruling against the two giants for barring other banks from issuing the credit cards of other companies. It hopes that the US apex court will uphold the ruling and create competition for the first time in the US credit card market, which for a long time has been a duopoly.

Pedagogical Objective

- To discuss the strategies of AmEx to launch its own credit card in direct competition with Visa and MasterCard and the possible outcomes of this initiative.

Industry	Banking and Financial Services
Reference No.	GRS0049
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Credit card business in the US; Visa International; MasterCard Incorporated; Diner's Club; Charged cards' BankAmericard; Antitrust lawsuit against Visa and MasterCard; Kenneth I Chenault; Major credit card companies in the US.

Telecom Italia Mobile: Making Profits in a Mature Market

Telecom Italia Mobile (TIM) was the largest mobile operator in Italy – a mature market with mobile phone penetration levels exceeding 90%. Despite intense competition, the company was one of the most profitable mobile phone companies in Europe. It sustained its revenue growth in the saturated market through constant innovation and aggressive marketing strategies.

Pedagogical Objectives

- To discuss the competitive scenario in the telecom industry in Italy and TIM's leadership role in introducing new and innovative services to its customer
- To discuss TIM's future growth opportunities and the challenges it faces in Italy, brought about by the introduction of 3G (third generation) services and the advent of a new player.

Industry	Telecommunication Services
Reference No.	GRS0048
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Telecom Italia Mobile (TIM); Innovation as growth strategy; Competitive growth strategy; Italian mobile market; Il Telefonino; Global System for Mobile Communication (GSM); Vodafone Omnitel; Wind Telecommunicazioni Spa; 2G (second generation); 3G (third generation); Short Messaging Service (SMS); EDGE (enhanced data rates for global evolution); Freemove alliance; Multimedia Messaging Service (MMS); Marco De Benedetti; Mature markets; Customer Relationship Management

Singtel's Growth Strategies

Incorporated in 1992, Singapore Telecommunications Limited (SingTel) has become Asia's largest multi-market mobile operator providing services ranging from national telephony to corporate voice services. By May 2004, SingTel, had a market capitalisation of $24 billion with investments in over 20 countries.

Pedagogical Objective

- To discuss the growth and expansion strategies adopted by SingTel since its inception while remaining focused on its domestic market.

Industry	Telecommunication Services
Reference No.	GRS0047
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

SingTel Group; Temasek Holdings Ltd; Liberalisation of Singapore telecommunication industry; Cable & Wireless Optus; Telecommunication in South East Asia; SingTel's growth strategies; SingTel's domestic market; Regional acquisitions of SingTel; Managed Hosting Services (MHS); SingTel's global presence; SingTel's portfolio of services; Subsidiaries and affiliates of SingTel Group; SingTel's service network; SingTel's group structure; SingTel's international network.

Growth Strategies of Salesforce.com

Salesforce.com was founded in 1999 by the former Oracle Vice President Marc. The company provides its Customer Relationship Management (CRM) service to businesses of all sizes and industries globally, which is used for generating sales leads, maintaining customer information and tracking customer interactions. With its services, which can be accessed through PCs, cellular phones and personal digital assistants, Salesforce.com aims to replace enterprise software packages with outsourced services. The company, which has emerged as a market leader in hosted CRM has seen its annual revenue increase from $5.4 million in 2001 to $96 million in 2003.

Pedagogical Objective

- To discuss the pioneering business model and the aggressive growth strategies of Salesforce.com that enabled it to be a company to reckon with.

Industry	Customer Relationship Management (CRM), Marketing and Sales Software
Reference No.	GRS0046
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Customer Relationship Management (CRM); Global CRM solution service providers; Global hosted CRM applications market; Business model of Salesforce; Marc Benioff; Application Service Provider (ASP) model; Siebel; PeopleSoft; Sforce 2.0; CRM applications from Salesforce.com; Prominent customers of Salesforce.com.

Emirates: The Ambitions and Challenges

Emirates, established in 1985 in Dubai, is one of the fastest growing airlines in the world. Despite terrorism in the Middle East countries, SARS (Severe Acute Respiratory Syndrome) and the Iraq war, Emirates has increased its passenger count and revenues significantly. As of 2004, it was the fifth-highest profitable company in the world. Apart from reinforcing Dubai's position as an international aviation hub, Emirates is rapidly expanding in America and Europe to overtake its competitors like Singapore Airlines and Qatar Airways.

Pedagogical Objective

- To discuss the growth plans of Emirates to become one of the leading airlines in the world and gain a sustainable competitive edge over its rivals.

Industry	Airlines
Reference No.	GRS0045
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Airlines industry of the world; Emirates in Dubai; 'Open skies approach' of Dubai; Dubai as an aviation hub; Qatar Airways; Locational disadvantages of Emirates; Competition of Emirates; Growth strategies of Emirates; Dubai International Airport; 'Dubai Airport cares'; The fleet of Emirates; Routes of Emirates; Foray of Emirates in China.

Datang International Power Generation: China's Energy Giant's Growth Strategies

Datang International Power Generation Company (Datang), formerly Beijing Datang Power Generation Corporation, is one of China's independent power producers, which is involved in the construction of power plants, repairing power equipment and the sale of electricity. Between 1997 and 2003, it raised its installation capacity from 3,150 megawatts to 7,370 megawatts.

Pedagogical Objective

- To discuss the growth strategies of Datang amidst rising coal prices, uncertain tariff reforms and a burgeoning power demand in China.

Industry	Independent Power Production
Reference No.	GRS0044
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Independent Power Producers (IPP) of China; Power demand in China; Power generation in China; Chinese energy companies; State Electricity Regulatory Commission (SERC); Ownership structure of Dangtang; Zhai Ruoyu; Business strategy of Dangtang; Dantang's expansion plan between 1996 and 2002; Expansion strategy of Dantang; Cost control strategy of Dangtang; Policies adopted by Chinese government to boost power supply and demand; Reforms in Chinese power industry

AT&T: Gambling on its Growth Strategies

In July 2004, American Telephone and Telegraph Company (AT&T) pulled out from its traditional business of providing local and long distance communication to its consumers. It decided to shift its focus to corporate customers. The decision was one of the many steps taken by the telecommunication giant to regain the status of being the number one in the US communication industry.

Pedagogical Objectives

- To discuss the various strategies adopted by AT&T from 1984 to 2004
- To discuss AT&T's future growth challenges.

Industry	Telecommunications Services
Reference No.	GRS0043
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

American Telephone and Telegraph Company (AT&T); Regional bell operating companies; Restructuring strategy; National Cash Register Company; Mergers and acquisitions; Alliances and joint ventures; Growth strategy; Cingular; Voice over Internet protocol services; David V Dorman; Wi-fi technology; Telecommunications industry; AT&T DigitalOne; Lucent Technologies.

Alcoa: The US Aluminum Giant's Growth Strategies

Alcoa, the largest aluminium producer in the world, accounts for 70% of the US and 17% of the world's total primary aluminium production. Since the early 1990s, the company has witnessed a higher-than-the-industry average growth rate. Alcoa has also forayed into the Latin American and the African markets while downsizing its operations in North America – its traditional stronghold.

Pedagogical Objective

- To discuss the global growth strategies of Alcoa through acquisitions and effective cost management.

Industry	Metals and Mining
Reference No.	GRS0042
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Alcoa; Aluminium production; Mining; Vertical integration; Alumina; Bauxite; Paul O'Neil; Alain Belda; Alcoa business systems; Alcoa in China; Alcoa in Latin America; Alcoa in Russia.

Toyota's Expansion Strategies in Europe

Toyota Motor Corporation, the leading Japanese auto manufacturer is expanding its presence in the European market. It is increasing its production facilities in the continent and is manufacturing customised models like Yaris and Avensis. With its much renowned manufacturing and management processes, the company was able to strengthen its base in the European market. With a successful presence in Europe, Toyota will be able to compensate for the losses incurred in its domestic market and reduce its dependence on its US business.

Pedagogical Objectives

- To discuss the growth strategies of Toyota in Europe in the wake of currency fluctuations and new market needs
- To discuss the history of the company in Europe
- To discuss the localisation strategies of Toyota, and its manufacturing and product innovations, which are in tune with the needs of the market.

Industry	Automobile
Reference No.	GRS0041
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Toyota's European expansion; Customisation; Quality control; Localisation; Currency fluctuations; European auto market; Selection of manufacturing locations; Just-in-time; Toyota production system; Technological innovations; Lean manufacturing; Cost cutting strategies.

Costco Warehousing Corporation: Strategies for Growth

In 2003, Costco was the largest wholesale club operator in the US, ahead of Sam's Club (Wal-Mart) and BJ's. Costco had earned a distinct identity for offering a wide variety of products at deep discount prices. The company was able to undercut its competition in terms of price, by setting up warehouse style stores without any deluxe fixtures, sourcing products directly from the manufacturers, and selling in bulk.

Pedagogical Objectives

- To discuss the growth of Costco, and how various strategies were employed by the company to create a competitive advantage in the market
- To discuss the nature of competition that Costco faces and what innovative ideas it came up with to counter them
- To discuss the factors that needs to be considered when expanding into international markets.

Industry	Warehouse Clubs and Superstores
Reference No.	GRS0040
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wholesale club operation in the US; Supermarkets in the US; Discount stores in the US; Items sold in Costco; Warehouse club industry in the US; Ancillary industries of warehouse clubs in the US; The growth of Costco; Membership at Costco; Operating expenses at Costco; Merchandising strategy at Costco; Growth strategy of Costco; Competitors of Costco; Sam's Clubs; Wal-Mart.

PKN Orlen: Polish Energy Giant's Growth Strategies

Poland's largest oil refining and fuel retailing company, PKN (Polski Koncern Naftowy) ORLEN has grown rapidly since its establishment in 1999. With the aim of becoming a major oil company in Europe, the company has forayed into foreign markets through acquisitions of companies like Unipetrol and the retail business of British Petroleum.

Pedagogical Objective

- To discuss the growth strategies of PKN ORLEN in Western and Central Europe's energy markets through a 'value based management project'.

Industry	Oil and Gas Refining and Marketing
Reference No.	GRS0039
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

PKN (Polski Koncern Naftowy) ORLEN; Unipetrol; Petrochemia Plock SA; Centrala Produktow Naftowych SA; Nafta Polska; FLOTA Polska; VITAY loyalty card scheme; Profit improvement programme; Value based management; Basell Europe Holdings BV; MOL; BP Plc. (British Petroleum); Energy companies in Europe; Acquisition of energy companies in Europe; Petroleum retailing in Europe.

PayPal's Growth Strategies

Started in 1999, PayPal Incorporated has revolutionised financial services through its on-line Person-to-Person (P2P) money transfer service. By 2004, PayPal had become the largest on-line P2P payment service provider with operations in 38 countries and an account holder base of 45 million.

Pedagogical Objective

- To discuss the growth strategies of PayPal and its unique business model that is based on the concept of 'viral marketing'.

Industry	Electronic Payment Systems
Reference No.	GRS0038
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

On-line money transfer; Person-to-Person (P2P) payment service provider; Viral marketing; PayPal's business model; Business models of on-line payment companies; Palm Pilots; Types of accounts offered by PayPal; Frauds at PayPal; PayPal's acquisition of eBay; PayPals money market account; Billpoint; Federal Trade Commission.

Finmeccanica: The Italian Helicopter Manufacturers' Growth Strategies

Finmeccanica, the Italian integrated solutions provider to aerospace and defence sectors, has come a long way since the inception of its helicopter division in 1994. Strategic collaborations, joint ventures and acquisitions in Europe and North America, the biggest helicopter markets in the world, have made the group a leader in the global helicopter market.

Pedagogical Objective

- To discuss the strategies adopted by Finmeccanica to become the world's second-largest helicopter manufacturer within a short span of 10 years.

Industry	Aerospace and Defence
Reference No.	GRS0037
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Finmeccanica; AgustaWestland; Military aircraft manufacturers in Europe; Global helicopter manufacturers; Helicopter markets in the world; Agusta's centres of excellence; Helicopter brands; AgustaWestlandBell; Strategic alliances of Finmeccanica; Finmeccanica expanding its market in the Far East; Products of AgustaWestland; Customers of AgustaWestland; Competitors of Finmeccanica; Lockheed-Martin

Asian Paints India Ltd.: The Global Strategies

Asian Paints India Ltd. has been the market leader in the Indian paint industry for over three decades. Since its establishment in 1942, the Indian paint giant has been making considerable efforts towards becoming a global powerhouse. As a result of a series of acquisitions beginning 2002, the company has made its way into the list of the world's top ten decorative paint companies. As of May 2004 the company operates in five continents across the world.

Pedagogical Objectives

- To discuss the factors that drove Asian Paints to target international markets
- To discuss the strategies adopted by Asian Paints India Ltd. to become a successful multinational
- To discuss how the company, through its strong supply chain initiatives and technology backup, has been able to consolidate its international businesses.

Industry	Paint
Reference No.	GRS0036
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Asian Paints; Acquisitions in emerging markets; Ashwin Dani; Colour World; Integration of acquired companies; Supply chain management; Global expansions; Berger International.

SABMiller's Inorganic Growth Strategies

In the early 21st century, the beer industry experienced aggressive consolidation due to a series of mergers and acquisitions between the big breweries. To strengthen its position in the fast consolidating industry, South African Breweries (SAB) acquired Miller brewing company, thereby forming the world's second largest beer company – SABMiller. Instead of establishing its own brands, SAB had a history of acquiring companies and transforming them according to its own model. With the formation of SABMiller, the competition in the US heated up between itself and Anheuser-Busch, which controlled more than half of the US beer market. The battle intensified when Anheuser-Busch entered the Chinese market, where SABMiller already had a presence.

Pedagogical Objectives

- To discuss the growth strategies of SABMiller and how the company consolidated the acquired companies to attain leadership position in most of the markets that it entered
- To discuss the entry of SABMiller into China, the second-biggest market after the US, and its competitive strategies vis-à-vis Anheuser-Busch.

Industry	Brewers
Reference No.	GRS0035
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

SABMiller; South African Breweries; Anheuser-Busch; Interbrew; Harbin; Competition in China's beer industry; Mergers and acquisitions; Heineken; Pilsner Urquell; Consolidation in beer industry; Miller Lite; Budweiser.

Growth Strategies of e.Biscom

With its vision to create a new generation of telecommunication networks that can put anyone and everyone in high-quality interactive video contact with anyone else or with any content on-demand, the Italian company today has become the world's most technologically advanced player in telecommunications, Internet and on-line media. However, the path towards this success has not always been smooth.

Pedagogical Objective

- To discuss the strategies adopted by e.Biscom to become the second-largest telecommunications provider in Italy within a short span of five years.

Industry	Fixed-line Voice Services Providers
Reference No.	GRS0034
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

e.Biscom SpA; FastWeb; Telecom Itailia; Telecom infrastructure in Italy; Video on-demand (video Internet); Asymmetric digital subscriber line technology; Broadband telecommunication; Subsidiaries of e.Biscom; Top telecom companies in Italy; Group structure of e.Biscom; FastWeb television service; e.Biscom operations in Germany.

MphasiS BFL: The Indian IT Services Company Growing through BPO

Two negatives make a positive. This indelible axiom in mathematics seems to hold good even for businesses. MphasiS BFL stands as a testimony to this fact. The companies MphasiS and BFL Software Limited were facing troubled times with the former lacking credentials as a reliable software service provider and the latter, though with credentials, lacking the marketing muscle. The combined company launched itself on a differentiated service platform – integrated solutions – combining its IT services and Business Process Outsourcing (BPO) expertise. With its BPO wing, 'MsourcE' growing strong, MphasiS' initiative for an integrated model seems to have reaped the full benefits of MsourcE's operations.

Pedagogical Objective

- To discuss the growth achieved by MphasiS BFL through an integrated solutions approach which brought together its IT and BPO expertise.

Industry	Computer Software, Consulting and IT Services
Reference No.	GRS0033
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

MphasiS BFL; Jaithirth (Jerry) Rao; National Association of Software and Services Companies (NASSCOM); SEI CMM level 4; MsourcE; Integrated software solutions; Virtual tax room; Wipro Spectramind; Infosys Progeon; Indian IT services companies.

Wells Fargo's Cross Selling Strategies

Wells Fargo, established in 1852, is one of the US' largest financial services companies. Subsequent to a merger with Norwest Corporation of Minnesota, Wells Fargo's product portfolio was broadened offering a scope for cross selling.

Pedagogical Objectives

- To discuss the efficacy of Wells Fargo's cross selling strategies
- To discuss the benefits and pitfalls of pursuing such a strategy.

Industry	Banking and Financial Services
Reference No.	GRS0032
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wells Fargo's cross selling strategies; Gramm-Leach-Bliley Act; Mergers and acquisitions; Norwest Corporation; Going for gr-eight; Distribution channels; Banking and financial services; Wholesale banking group; Investment banking; Treasury management; Strategy; Community banking; Home buyer's package; Wells Fargo packs; Business service packages.

Transnet: South Africa's Transport Monopoly

For a decade, South Africa's Transnet enjoyed absolute monopoly over the country's transportation sector. Complacency on the part of Transnet's management led to an increase in competition. Meanwhile, the company was heading towards a deep financial crisis. The new CEO, Maria Ramos, who strongly believed that one couldn't have a better tomorrow if one was thinking about yesterday all the time, considered various options to revive the company.

Pedagogical Objectives

- To discuss the problems faced by large monopolies like Transnet
- To analyse the causes of the near financial crisis at Transnet and the probable revival measures.

Industry	Transport
Reference No.	GRS0031
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Transnet Limited; South African transport monopoly; African National Congress; Business strategy; Parastatals; public corporations; Maria Ramos; Competition landscape of South Africa's transport industry; Turnaround strategy; South African railways; airways; road transport; harbour; Privatisation; National Ports Authority; Portnet; Spoornet; Propnet; Transtel; Transwerk; South African ports operations; Petronet; Metrorail; Freightdynamics; Business environment in South Africa.

Essel Propack: From Indian to Transnational

With a 30% share of the 12.8 billion units global tubes market, India-based Essel Propack is the world's largest laminated tubes manufacturer. Its lamitubes are used to package toothpastes, cosmetics and pharmaceuticals made by FMCG (Fast Moving Consumer Goods) majors like P&G (Procter & Gamble) and Unilever. Essel's international expansion was given a thrust by two factors – the handing over of the management in 1995 to a professional management team led by Cyrus Bagwadia, and its acquisition of Switzerland's Propack AG.

Pedagogical Objectives

- To discuss some of the critical factors that contributed to Essel's rapid growth in the past and the company's plans for the future
- To discuss the challenges and problems faced by a small domestic player when it goes international
- To discuss the issues involved in making international mergers work in the face of cultural and technological differences.

Industry	Packaging
Reference No.	GRS0030
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Essel Propack; Subhash Chandra; Ashok Goel; Lamitubes; Overseas acquisitions; Cyrus Bagwadia; Pechiney; Danville; P&G (Procter & Gamble) packaging; Co-extruded tubes.

IBM's Growth Strategies in India

When the homegrown IT vendors were thinking global, IBM India chose to think local for its growth in the country. It offered its three successful business product lines, 'strategic outsourcing', 'linux', and 'technology on-demand' to the targeted customers, such as the state governments and the Small and Medium-sized Enterprises (SMEs). An outsourcing deal with Bharti Televentures and acquisition of Daksh eServices proved IBM India's continued commitment towards the Indian market and its steady progress towards its targeted $1 billion in revenue.

Pedagogical Objective

- To discuss the focussed growth strategy of IBM in India through its e-governance and SME initiatives.

Industry	Information Technology Services
Reference No.	GRS0029
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

IBM; India; IBM India; IBM India research laboratory; Strategic outsourcing; Linux; Technology on-demand; Small and Medium-sized Enterprises (SMEs); IBM Global Financing Division; e-governance; 'SAN made simple'; IBM express; India smart centre.

Chinadotcom's Growth Strategies

Chinadotcom, which was started in the late 1990s, had been the pioneer in China's Internet business. It was the first Chinese portal to be listed on Nasdaq. However, with the global slowdown of the Internet industry in 2001, Chinadotcom's revenues declined rapidly. This prompted the company to shift its focus from being an Internet portal to software development and outsourcing businesses. In 2003, Chinadotcom clocked a profit of $16 million against a loss of $18 million in the previous year.

Pedagogical Objective

- To discuss how Chinadotcom successfully transformed itself from a web portal to an enterprise software provider and mobile applications company.

Industry	Information Technology Services
Reference No.	GRS0028
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Internet business in China; The dotcom bubble burst; Enterprise software providers in China; Mobile applications companies in China; Enterprise Resources Planning (ERP); Customer Relationship Management (CRM); Supply Chain Management (SCM); Growth of Chinese software companies; Hi-tech manufacturing sector in China; Major portals in China before the dotcom burst; Survival tactics of major Chinese portals in late 1990s; Acquisitions of Chinadotcom.

Growth Strategies of Ranbaxy

Ranbaxy Laboratories Limited, India's largest pharmaceutical company, reached the $1 billion mark in global sales – a target that it had set for itself in 1993. Ranbaxy is among the top ten generics companies in the world with a strong presence in bulk drugs and branded formulations.

Pedagogical Objectives

- To discuss the growth strategies of Ranbaxy that catapulted it to a prominent position on the global pharmaceutical map
- To discuss the company's initiative to sustain its leadership in the light of the product patents being recognised from 2005 onwards according to the World Trade Organisation regulations.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0027
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ranbaxy Laboratories Limited; Global generics market; Active pharmaceutical ingredients; Ranbaxy Nigeria Limited; Abbreviated New Drug Application (ANDA); Novel Drug Delivery System (NDDS); New Drug Discovery Research (NDDR); Controlled drug release technology; Proprietary prescription products; Product patents in India after 2005; Indian Patents Act 1970; Branded generics market; National Institute of Pharmaceutical Education and Research (India); Once-a-day cirpofloxacin; General Agreement on Tariffs and Trade (GATT)

Growth Strategies of China Southern Airlines

In 2001, China Southern Airlines (CSA) became the fifth-largest airline in Asia and twenty-first in the world. CSA, which was started under the direct supervision of the Civil Aviation Administration of China, along with its subsidiaries, became the largest airline in China in 2003, carrying 20 million passengers.

Pedagogical Objective

- To discuss how the corporate strategies of CSA helped it to conquer new heights in the domestic and international aviation business despite numerous challenges since the late 1990s.

Industry	Airlines
Reference No.	GRS0026
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

China southern Airlines group (CSA Group); Baiyun International Airport; Pearl River Delta region; Southern Airlines Group (SA Group); Civil Aviation Administration of China (CAAC); China Southern Air Holding Company (CSAHC); Commercial airlines in China; Restructuring of the Chinese airline industry; Subsidiaries of CSA; Civil Aviation in China; Global civil aviation industry; Air Transport world magazine; Growth of the Chinese civil aviation industry; China's entry into the World Trade Organisation (WTO); Aerospace Industry Awards.

Esquel's Vertical Integration

The Esquel Group, based at Hong Kong, has been a cotton textile and apparel manufacturer since 1978. In an industry, where its competitors increasingly rely on outsourcing and specialisation, the company does everything in-house, like cotton farming, spinning, weaving, dyeing, knitting and distribution. Vertical integration of its activities provided Esquel with more control over the quality of its products, reduced lead times and enabled it to attract high profile names in the fashion and garment industry.

Pedagogical Objectives

- To discuss the possible merits and demerits that could be derived from vertical integration
- To discuss the opportunities and challenges that textile and clothing manufacturers in the developing countries might face if textile quotas are eliminated.

Industry	Apparel
Reference No.	GRS0025
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Esquel's vertical integration; Backward and forward integration; Low-cost advantage; Electronic data interchange; Long staple cotton; spinning mills; Supply chain management; China's textile industry; Distribution and logistics; Multifibre agreement; Merchandising; sweatshops; General Agreement on Tariffs and Trade (GATT); Istanbul declaration on elimination of quotas; Textile quotas; Marjorie Yang; Nike; Tommy Hilfiger; Marks and Spencer; Hugo Boss.

Bose Corporation: Riding the Sound Wave

Founded in 1964 by Amar Gopal Bose, Bose Corporation was the market leader in high-end audio equipment. Focusing on innovation and excellence in quality, the firm was able to come up with products that commanded a premium. For a long time, Bose had enjoyed customer loyalty and trust in this niche segment in which they operated. However, in recent years the company has been facing a number of challenges to maintain its position in the market.

Pedagogical Objectives

- To discuss the company's philosophy of single-minded focus on research and better products
- To discuss how over the years, technological excellence and patents obtained have been a driving force behind Bose corporation's success
- To discuss whether Bose can retain its position in the market by still focusing on technology or does it have to change its approach to focus more on marketing than research.

Industry	Audio Equipment
Reference No.	GRS0024
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Amar Gopal Bose; High-end audio equipment; Premium prices; New technologies through research; Bose vs Harman; Research focus; Marketing focus.

Haier: Developing a Global Brand

Haier started its operations in China in 1984 as a refrigerator manufacturer and by 1991, it was a popular brand in China with various products in its kitty. It soon forayed into the production of other domestic appliances like microwave ovens, washing machines and air conditioners. In the early 1990s, the company started exporting its products to the American, European and Japanese markets. To create its own brand in the foreign markets, Haier established overseas manufacturing units and also started employing the local people. By 2002, Haier had become the fifth-largest manufacturer of consumer appliances in the world and the largest in the global refrigerator business.

Pedagogical Objective

- To discuss Haier's efforts to build a global brand and dispel the myth that Chinese products are generally of low-quality and that Chinese companies earn market share only through cheap products.

Industry	Home Appliances
Reference No.	GRS0023
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Haier; Total quality control; Merloni; Sanyo; SAMPO; Samsung; Mitsubishi; Menghetti Spa; General Electric (GE); Whirlpool; Wal-Mart; Sears; Zhang Ruimin; World Brand Laboratory; Haier Europe.

La-Z-Boy: Changing Style

Since 2003, La-Z-Boy, the American icon of comfort furniture, best known for its recliners, is witnessing a stagnant growth. The growth of the upholstery segment has become stagnant and the casegoods segment is reporting declining sales. Besides the US recession, the company has been facing tough competition from its global competitors, and finding it difficult to keep up with the consumer preferences of its younger generation customers. To stay tuned with the changing times, the company decided to launch a new product range with competitive pricing and designs.

Pedagogical Objective

- To discuss the product modernisation strategy adopted by La-Z-Boy to enhance its growth and gain sustainable competitive advantage over its competitors.

Industry	Home Furniture
Reference No.	GRS0022
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

La-Z-Boy; Todd Oldham; Recliners; Casegoods; Upholstery segment; Floral City Furniture; Edward M Knabush (Edward) and Edwin J Shoemaker; Kurt L Darrow; La-Z-Boy Furniture Galleries; La-Z-Boy Residential; Oasis; Cocooning chairs; Arc; Snap sofa; Hi-lo matic.

Bharat Forge: MNC in the Making

Bharat Forge is a leading Indian forgings manufacturer that supplies axles, forgings, and other auto components to global original equipment manufacturers. It started in 1961 and became the second largest forgings manufacturer in the world by 2003 with the acquisition of Carl Dan Peddinghaus, a German forging major. In 2003, the company was chosen by Ford Motor Company and General Motors to supply components for their 'global passenger car programme'. Having undergone comprehensive financial restructuring over a five-year period, between 1998 and 2002, the company has been steadily expanding its business interests in Europe, North America, and China.

Pedagogical Objective

- To discuss Bharat Forge's operations and the strategies adopted by the company to emerge as a cost-effective, globally competitive player with an established quality process.

Industry	Automobile
Reference No.	GRS0021
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Indian automotive industry; Original equipment manufacturers; Cost competitive; Bharat Forge Limited; Auto component industry; Debt restructuring exercise; Mergers and acquisitions; Passenger car market; Steel forgings; Business strategy; Diversification; Kalyani Utilities Private Limited; Crankshafts; Auto ancillaries; Outsourcing hub.

Irkut's Expansion Strategy

With the collapse of the erstwhile Soviet Union in 1991, IRKUT Corporation (IRKUT), which was established in the 1930s to manufacture military aircrafts in Russia was witnessing formidable problems. IRKUT was privatised in 1992 and with the decline of defence expenditure of the Russian government, the company decided to focus on manufacturing commercial aircrafts. To raise the necessary funds required for its new venture, IRKUT decided to launch its Initial Public Offering (IPO) by the end of March 2004, the first ever IPO in the defence industry of Russia.

Pedagogical Objective

- To discuss the expansion strategies adopted by IRKUT to transform itself from a state controlled military aircraft manufacturer to a profitable commercial producer.

Industry	Aircraft Manufacturing
Reference No.	GRS0020
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

IRKUT Corporation; Irkutsk Aviation Plant; Alexey Fedorov; Su-30 and Su-27; Irkutsk Aviation Industrial Association; Kaskol Group; Multipurpose unmanned aerial system; Multirole transport airplane; BE-200; United Aircraft Manufacturing Holding; Yakovlev; Hawkins and Powers Aviation; Yak-130; European Aeronautics Defence and Space Company; Rolls Royce.

Huawei Technologies: Growth Strategies

The height of a tree depends on the depth of the roots. Huawei Technologies, having established itself on its home turf China, decided to go global. Though competing on price helped Huawei in developing countries, the game seemed different in the developed countries.

Pedagogical Objective

- To discuss Huawei's strong hold on the Chinese market and its subsequent entry into the Asian, European, African and American markets.

Industry	Telecommunications Equipment
Reference No.	GRS0019
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Huawei Technologies; China; Telecommunications equipment; Peoples Liberation Army; Huawei in Asia; Huawei in Africa; Berlikomm; Bashkir Electronic Telephone Association (BETO); IBM; Going global; Code Division Multiple Access (CDMA); Cisco; 3G; TELLIN WIN system; Global System for mobile communication (GSM).

AmorePacific: Creating Global Brands

By 2003, due to the limited growth potential of its domestic market, AmorePacific, the largest cosmetic manufacturer of South Korea, was banking heavily on its expansion in the international markets. After establishing itself in the huge Chinese market, the company planned to enter the highly competitive French market with its perfume brand 'Lolita Lempicka'. The success of Lolita Lempicka in France gave the company enough impetus to enter into the lucrative markets of Europe and the US.

Pedagogical Objective

- To discuss the innovative strategy implemented by AmorePacific to establish its brand in the global cosmetic industry.

Industry	Personal Care Products
Reference No.	GRS0018
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

AmorePacific; Lolita Lempicka; Pacific Chemical Industries Corporation; AMORE; Mamonde; Laneige; Lope; SulWhaSoo; Castelbajac; Fast and focus strategy; Kyung Bae Seo; AmorePacific mega brands; AmorePacific Cosmetics Shenyang Co. Ltd.; Pacific Europe; Pacific Research and Development Centre

AirAsia: Growth Strategies

Even eagles need a push. Tony Fernandez breathed new life into the loss making AirAsia converting it into a profitable low cost carrier of Malaysia. Starting its operations as a no-frills airline in 2002, AirAsia took off to new heights, encompassing domestic and international routes.

Pedagogical Objective

- To discuss the strategies followed by AirAsia to achieve an impressive growth within a short span of time.

Industry	Airlines
Reference No.	GRS0017
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

AirAsia; Low cost carriers; No-frills airlines; Tony Fernandez; DRB-Hicom; TuneAir Sdn Bhd; Boeing 737-300; GE Engineering Services; Singapore Airlines; Kuala Lumpur International Airport; SMS; Geneva optimum airline performance software; Shin Corp; Sing Tel; Changi Airport.

The Tata Group: Going Global

Among the most respected Indian business conglomerates, the Tata Group represents the pride and excellence of Indian industry. Established in 1868 as a textile mill, the Tata Group has the distinction of founding the first steel mill, first luxury hotel and the first airlines service in India. Ever since its founding, the group was successfully managed by the heirs of the Tata family. However, in spite of the group's 100-year history and a strong turnover of INR 52,000 crore in 2003, the group had a limited global presence. Particularly, the present chairman, Ratan Tata's dream of transforming the group into a global powerhouse was seen by many as far-fetched.

Pedagogical Objectives

- To discuss the Tata Group's efforts to make its individual businesses globally competitive
- To analyse the success of the Tata Group's globalisation endeavours in the light of competition from foreign companies.

Industry	Not Applicable
Reference No.	GRS0016
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Tata Group; Tata Motors; Tisco; Tata Consultancy Services (TCS); Tata tea; Tetley; Indian hotels; Ratan Tata; Globalisation; MG Rover; Daewoo Commercial Vehicle Company; Tata enterprise; Tata power; Tata chemicals; Taj.

Sun Pharmaceuticals in 2004

Indian pharmaceutical companies, with their generic drugs have proved their capabilities in the world's largest and most lucrative markets – the US and Europe. These companies with their strong reverse engineering skills have gained a foothold in these key markets. Indian top-tier companies such as Dr. Reddy's, Ranbaxy, Cipla, Wockhardt and Sun Pharmaceutical Industries Ltd., (SPIL) were the leading players in these markets. SPIL was one of the leading companies in the Indian pharmaceutical industry. It was also the first Indian pharmaceutical company to focus and sell drugs that treated life style segments. It reached a leadership position in each of the therapeutic areas it operated in. The company had used both organic and inorganic growth strategies to grow domestically and internationally.

Pedagogical Objectives

- To discuss the growth strategies that SPIL adopted to become one of the leading pharmaceutical companies in India
- To understand how SPIL wanted to reposition itself in the post 2005 product patent regime.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0015
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sun Pharmaceuticals India Limited; Growth strategies; Dr Reddy's Laboratories Limited; Ranbaxy Laboratories; Indian pharmaceutical industry; Research and development; Generics business; Sun Pharma Advanced Research Center; Mergers and acquisitions; Cipla Limited; United States Food and Drug Administration; United Kingdom Medicines Control Agency; Australia Therapeutic Goods Administration; Caraco Pharmaceutical Laboratories Limited; New chemical entities.

Shanghai Baosteel Group Corporation

Shanghai Baosteel Group Corporation or Baosteel was set up by the Chinese government near the Shanghai port in 1978, when Deng Xiaoping initiated the transformation of the Chinese economy from a rigid centrally planned economy to a market-oriented economy. Besides iron and steel, the group also forayed into trade, finance, information, engineering technology, transport, chemicals, real estate and services. Baosteel had 45 wholly owned subsidiaries with its markets spread over Brazil, France, Germany, Hong Kong, Japan, Russia, Singapore, South Africa and the US. By 1999, Baosteel had become China's largest steel manufacturer. With China's accession to the World Trade Organisation (WTO) in 2001 and the subsequent opening up of the Chinese steel industry to foreign players, Baosteel had to face tough competition in the domestic as well as foreign markets. Despite competition, by 2003, Baosteel increased its production capacity to 20 million tons with total employee strength of 100,000. However, Baosteel was soon witnessing several problems like increased shipping rates and rises in the price of iron ore in China, due to excess demand and growing domestic competition.

Pedagogical Objectives

- To analyse the challenges faced by a typical government-owned organisation like Baosteel, when a closed economy like China is opened to foreign players
- To discuss the competitive strategies of Baosteel in the light of changes in the business environment.

Industry	Steel
Reference No.	GRS0014
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Shanghai; Baosteel; Nippon; Arcelor; Global steel industry; China; Nucor; Companhia Vale do Rio Doce (CVRD); Rio Tinto; Posco; Shougang Group; Gerdau; Iron; Dofasco; Mitsui OSK Lines Ltd. (MOL).

Pacific Andes International (Holdings) Limited: Growth Strategies

Pacific Andes International Holdings Limited (Pacific Andes), which started in 1986 with an aim to become a fully integrated company in the global seafood and vegetable business, achieved considerable growth within a short span of its inception. The company's headquarters were in Hong Kong and the People's Republic of China (PRC) was its major customer. Despite hurdles like the Asian financial crisis in 1997, a ban by the western countries on imports of food products of animal origin from China and global economic slowdown, Pacific Andes surged forward successfully to end fiscal 2003 at HK$2,141 million with a net profit of HK$73.3 million. It also planned to expand in other developing countries to increase its global market share and gain sustainable competitive advantage through synergy.

Pedagogical Objective

- To discuss the growth strategies of Pacific Andes despite several hurdles and its plans to increase its global market share.

Industry	Frozen and Canned Food
Reference No.	GRS0013
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Pacific Andes International Holdings Limited; Growth strategies of Pacific Andes; National Fish and Seafood Inc.; Matlaw's frozen seafood; Processed fish and vegetable products; Market analysis of Pacific Andes; Pelican food; Just in time; Alaskan Pollock; Central Science Laboratory; Hazard Analysis and Critical Control Point (HACCP); Logistics Hong Kong initiative; Seafood in China; China International Fisheries Hong Kong Limited; X.400 mail system.

Chinadotcom after the Dotcom Bust

Chinadotcom is a Chinese/Pan Asian Internet company. After the dotcom bust in 2000, it made progress in its strategic re-positioning and continued to push its evolution towards a broader base of higher margin products and services. Chinadotcom viewed China as a promising base for lower-cost development of software products for distribution, implementation and integration by its own operations across its markets internationally.

Pedagogical Objective

- To understand the survival strategy of Chinadotcom during the dotcom crash and the repositioning strategies that the company adopted following the crash.

Industry	Computer Software
Reference No.	GRS0012
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Chinadotcom; Restructuring strategy; Dotcom bust; Mergers and acquisitions; America On-line (AOL); Chinadotcom Corporation; Xinhua News Agency; Asia Internet industry; Internet service provider; Software development; Praxa Limited; Three-dimensional business model; Business outsoucing; e-business strategies and solutions; Taiwan; China and Hong Kong.

Merck in 2003

In 1990s, Merck had a double-digit profit growth rate. Since 2001 its growth fell to single-digit as competitors merged and forged ahead. Analysts have predicted an earnings growth rate of just 2% for Merck against 8% to 10% for the industry between 2001 and 2006. In the face of a weak R&D pipeline and the loss of patent protection of several key products, Merck's pipeline for new drugs is poor when compared with its other counterparts. In this scenario will the company consider merging with other companies to improve its R&D pipeline, save costs and boost growth and thereby win the trust of its investors?

Pedagogical Objectives

- To highlight Merck's future R&D prospects
- To discuss the strategic options for the company to regain its lost momentum.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0011
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Merck & Co. Inc.; Research and development; Blockbusters; United States pharmaceutical industry; GlaxoSmithKline Novartis Pfizer Inc; Vioxx Cozaar Hyzaar; Big pharma companies; Mergers and acquisitions; New molecular entities; United States Food and Drug Administration; New drug application; Generic competition; Schering-Plough; Zocor Zetia.

Novartis: From Barriers to Blockbusters

The 1996 merger of Sandoz Ltd. and Ciba-Geigy Ltd. to form Novartis AG, kicked off a new era in the history of the global pharmaceutical industry. The merger made Novartis Europe's largest and the world's second largest pharmaceutical company. However, Novartis' initial plans to focus on genetic engineering and agribusiness backfired in 1998 owing to negative results from its R&D testing. As a result, the company then shifted its focus to health care – a more lucrative market. But Novartis could not gain a foothold in the US – the largest drug market – due to weak marketing and sales force. After Daniel Vasella, CEO of Novartis, revamped the company to give it a new organisational structure and direction, the company came to be seen as one among the big five pharmaceutical companies.

Pedagogical Objectives

- To understand Novartis' growth strategies over the years and how the company overcame hurdles in its way
- To understand the organisational changes that Daniel Vasella brought in to place the company in the pharmaceutical industry's big league.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0010
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Novartis; Daniel Vasella; Gleevec or Glivec; Sandoz; Ciba-Geigy; Genetic engineering; Focus on health care; Reorganisation at Novartis; Life sciences strategy; Direct to customer marketing; US drug market; Troubled agribusiness.

J&J: Growth Strategies in the 21st Century

In the late 1990s, Johnson & Johnson (J&J), well-known mainly for its consumer products like Johnson's baby products, started focusing more on its pharmaceutical and medical devices segments. J&J grew rapidly in these two segments, enhancing its product portfolio through mergers and acquisitions. By the turn of the 21st century, J&J had over 200 operating subsidiaries spread over 54 countries. Though the sales figures for 2003 looked impressive at $41,862 million, investors sensed a tough future for the company as the company did not have a new product to offer till 2006.

Pedagogical Objectives

- To discuss J&J's inorganic growth in the 21st century
- To analyse J&J's initiatives to tide over the impending difficulties and understand how J&J geared up to streamline its drug development activities and generated funds through cost-cutting measures.

Industry	Pharmaceuticals Manufacturers
Reference No.	GRS0009
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Johnson&Johnson; Johnson's baby powder; Centocor; Monoclonal Anitbody Technology (Mab); Cypher Sirolimus-eluting stents; Endgames curve; Natrecor; Stents; Procrit; Tylenol; McNeil Laboratories; Alza Corporation; Scios Incorporated; Cordis Corporation; Pentrax.

Growth Strategies of Best Buy

Best Buy was founded by Richard M. Schulze as an audio retail store in 1966 and later on moved into consumer electronics. Best Buy's vision was to 'make life fun and easy' for its customers by providing comprehensive solutions to their entertainment and technology needs. In its 37-years of existence, the company faced numerous challenges but managed to bounce back from every difficult situation. Throughout, the corner stone of the company's strategy had been its various 'Concept Stores', merchandising mix and technology initiatives that improved the shopping experience for its customers and differentiated the company from its main competitor, Circuit City. In 2003, Best Buy was the No.1 retailer of consumer electronics in the US and was ranked 91st on the Fortune 500 list with revenues of $20.9 billion.

Pedagogical Objectives

- To highlight the growth of Best Buy since its inception in 1966
- To discuss how Best Buy had successfully leveraged on its differentiating strategies to become the No.1 consumer electronics retailer in the US.

Industry	Consumer Electronics Retail
Reference No.	GRS0008
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Best Buy; Electronics retailing in the US; Consumer electronics and appliances; Circuit City; Sears; Digital electronics; Andersen Consulting; Entertainment software; Data mining; Data warehousing; Concept stores of Best Buy; Rhapsody; Brad Anderson; Richard Schulze; Superstores.

Royal Numico and Jan Bennink

By 2003, Royal Numico had its presence in more than 100 countries after successfully managing its baby food and clinical nutrition business for over a century. Throughout its history, its strategy included acquisitions of related companies to achieve a profitable international growth. To further leverage its nutritional supplements business, the company forayed into a new segment, vitamins, in 1997. Although the company achieved increased sales and profit, in 2002 it witnessed losses in its nutritional supplements business. Jan Bennink, the new chief executive officer, has embarked upon a massive restructuring plan to improve the company's performance.

Pedagogical Objectives

- To discuss the reasons behind the losses in the nutritional supplements business of Royal Numico
- To discuss Jan Bennink's strategies to improve Royal Numico's performance.

Industry	Canned and Frozen Foods
Reference No.	GRS0007
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Royal Numico; Jan Bennink; Nutricia NV; Hans van der Wielen; Baby food business of Numico; Clinical nutrition of Numico; Vitamins; General Nutrition Company (GNC); Ephedra; Acquisitions of Numico; Divestment strategy of Numico; Vitamex; Rexall Sundown; Unicity; Enrich International.

AngloGold's Growth Strategies

AngloGold Limited (AngloGold), with its headquarters at Johannesburg, South Africa, was formed in 1998 through the consolidation of the African gold mines of Anglo American Plc. In 2000, AngloGold forayed into marketing of its gold products like jewellery, by starting its on-line portal, GoldAvenue. Throughout its short history, AngloGold's rapid growth has been characterised by mergers and acquisitions. With its announcement to merge with the Ghana-based Ashanti Goldfields Company Ltd in 2003, AngloGold is poised to become number one in the global gold mining industry.

Pedagogical Objective

- To discuss the growth strategies of AngloGold and how it plans to become the largest gold mining company in the world.

Industry	Metals and Mining
Reference No.	GRS0006
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

AngloGold; Anglo American Corporation; Sir Ernest Oppenheimer; Minorco; Bobby Godsell; Mining value chain; GoldAvenue; OroAfrica; Acacia Resources; Normandy; Newmont; Ashanti goldfields; De Beers; Obuasi; Vaal Reefs.

Amazon.Com: From Books to Outsourcing Services

From the era of the Internet boom, when it was hailed as the ambassador of the New Economy, to the final shakeout, Amazon has come a long way. Many people had predicted its collapse, but today, several big retailers are seeking its expertise in e-commerce.

Pedagogical Objectives

- To discuss the growth strategies of Amazon from the days of book retailing to emerging as a service provider to retailers
- To discuss whether Amazon should shed its core business of retailing and emerge as a pure service provider.

Industry	On-line Retailing
Reference No.	GRS0005
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

On-line book retailing; Amazon.com; Jeff Bezos; Amazon outsourcing services; Diversification of Amazon; Amazon's associate programmes; Web services; Barnes & Noble; Borders.com; ZShops; Amazon distribution centres; Toys 'R' Us; Amazon's profits; One-click system.

Woolworths' Growth Strategies

Woolworths supermarket, started in Sydney in 1924, emerged as Australia's number 1 food retailer by early 1990s. The company survived a scare when its unprofitable ventures almost led to bankruptcy. Its innovative initiatives that emphasised better shopping experience and low prices helped the company to tide over the crisis and become a Fortune 500 company.

Pedagogical Objectives

- To understand Woolworths' growth strategies that helped it to transform from being a 'follower that was system driven and not customer driven' in the 1980s to a 'company that others try to emulate'
- To discuss Woolworths' supply chain initiatives and the novel services, which reduced operating costs, and made shopping at Woolworths more convenient and exciting to its customers.

Industry	Not Applicable
Reference No.	GRS0004
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Woolworths' cost control strategies; Big W stores; 'The fresh food people' initiative; Coles Myer; MetCash; Ezy banking; Project refresh; Electronic data interchange at Woolworths; Woolworths' supply chain management; Homeshop.com; Greengrocer.com; Worldwide retail exchange; Roger Corbett; Aldi in Australia; Petrol retailing at Woolworths.

Growth Strategies of Banyan Tree

As most of his family were running businesses that were getting hit by low cost competitors from other Asian countries, Ho Kwon Ping (Ho) decided to venture into tropical luxury resorts to create a brand for himself. He started Banyan Tree, with a solitary hotel resort in 1995 in Thailand. It was the first to introduce the concepts of pool villas and tropical spas to the world. Banyan Tree soon expanded into a luxury-resort chain with its hotels, resorts, spas and retailing galleries spread over Singapore, Bangkok, Shanghai, Bangalore, Sydney and Seychelles. With its diversified operations, Banyan Tree became the only Asian company to feature in the book 'Uncommon Practices' published by 'Financial Times Prentice Hall' along with other world famous corporates like Virgin, Harley-Davidson, Manchester United and others. It was also named the 'Best Asia-Pacific Resort Hotel' for the second time in the 'Business Traveller Asia-Pacific Awards'.

Pedagogical Objectives

- To highlight the growth of Banyan Tree
- To discuss how Banyan Tree was able to differentiate its hotels and resorts from its competitors by leveraging on its theme of Asian resorts.

Industry	Hospitality
Reference No.	GRS0003
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Banyan Tree; Pool villas; Spas; Ho Kwon Ping; Uncommon practices; Wah Chang Group; Conde Nast Traveller; Tropical garden spas; Retailing galleries; Angsana; Colours of Angsana; Tropical luxury resorts; Business Traveller Asia-Pacific Awards; Asian hospitality industry; Eastern therapies.

AIG: Strengthening its Asian Links

AIG, the world's leading insurance and financial services group, has always been bullish about its Asian operations. Although it entered from Asia in the late 1920s, various adverse socio-political factors interrupted its Asian operations from time to time. Since the late 1960s, AIG, under its Chairman Maurice R Greenberg, has been making efforts to become a major player in the three most promising insurance markets in Asia-China, Japan and India.

Pedagogical Objective

- To discuss the strategies adopted by AIG to become a major player in the Asian insurance industry.

Industry	Banking and Financial Services
Reference No.	GRS0002
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

AIG; AIG in Asia; History of AIG; AIG's links with Asia; Insurance market in China; Insurance market in Japan; Insurance market in India; Current regulations for insurance industry in China; Current regulations for insurance industry in Japan; Major players in Indian insurance market; Financial statements of AIG; Insurance premium as percentage of GDP (Gross Domestic Product) in China; Critical success factors for insurance in China; Critical success factors for insurance in Japan; Critical success factors for insurance in India.

Sam Adams' Repositioning Strategies

Sam Adams was the popular craft beer brewed by the Boston Beer Company. The company commanded leadership in the segment and was seen as the native drink by the beer-loving Americans. The success of Sam Adams not only changed the perceptions of Americans, who considered native craft-beer as unsophisticated, but also posed a threat to reigning imported beers. However, after 1997 the brand could not consolidate its presence, as explained by its oscillating sales, which were hovering around the $200 million mark. Analysts opined that Sam Adams had failed in its appeal to the young Americans.

Pedagogical Objective

- To discuss the efforts of chairman C. Jim Koch to reposition Sam Adams as a beer brand relevant to the newer generation.

Industry	Brewers
Reference No.	GRS0001
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Boston Beer Company; Sam Adams; C Jim Koch; Craft beer; Craft beer segment in the US; Imported beer; Beers in the US; Repositioning; Light beer; Strong beer; Promotion strategies; Advertisements; Competitors; Heineken; Corona.