



*Case Map for*  
**Hoskisson, Ireland & Hitt**  
**Competing for Advantage, 1<sup>st</sup> Edition**  
 (Cengage Learning, ©2004)

<b>1. Introduction to Strategic Management</b>		
	<b>Setting</b>	<b>Description</b>
<p><b>Ice-Fili</b>  <i>Michael G. Rukstad; Sasha Mattu; Asya Petinova</i>  <b>Product#:</b> 703516</p>	<p><b>Setting:</b>                      Russia; Food industry; \$25 million revenues; 2002</p>	<p>Designed as an overview of all aspects of the strategy process: industry analysis, positioning, dynamics and sustainability, and scope issues of corporate strategy, including vertical integration, horizontal diversification, and location issues. Ice-Fili is the largest ice cream producer in Russia in 2002, but is facing strong competition from Nestle despite its success over other multinational competitors. Contains detailed exhibits, allowing deeper analyses. Teaching Purpose: To introduce students to strategy.</p> <p><b>Subjects Covered:</b> Business policy, Competition, Competitive strategy, Corporate strategy, Emerging markets, Five forces, Food processing industry, General management, Industry analysis, Manufacturing industry, Russia, Strategy formulation.</p>
<p><b>Wal-Mart Stores, Inc.</b>  <i>Stephen P. Bradley, Pankaj Ghemawat, Sharon Foley</i>  <b>Pub. Date:</b> September 18, 2003  <b>Product#:</b> 9-794-024</p>	<p><b>Setting:</b>                      United States; Retail industry; large; \$68 billion revenues; 440,000 employees; 1994</p>	<p><b>Description:</b>                      Focuses on the evolution of Wal-Mart's remarkably successful discount operations and describes the company's more recent attempts to diversify into other businesses. The company has entered the warehouse club industry with its Sam's Clubs and the grocery business with its Supercenters, a combination supermarket and discount store. Wal-Mart experienced a drop in the value of its stock price in early 1993, which it still has not made up. Wal-Mart has advantages over its competitors in areas such as distribution, information technology, and merchandising, to name a few.</p> <p><b>Subjects Covered:</b>                      Competition, Discount department stores, Industry structure, Strategy formulation, Strategy implementation.</p>
<p><b>Bally Total Fitness</b>  <i>John R. Wells, Elizabeth A. Raabe</i>  <b>Pub. Date:</b> November 14, 2005  <b>Product#:</b> 9-706-450</p>	<p><b>Setting:</b>                      United States; Fitness industry; \$954 million revenues; 22,200 employees; 2003-2004</p>	<p>A modest health and tennis club in 1962, Bally Total Fitness had grown to become one of the major firms in the \$14 billion U.S. health club industry in 2004. Throughout its history, Bally had faced its share of challenges as it rose to become a leading health club operator. The last couple of years had proven particularly difficult, however: Bally's stock price had collapsed, it restated earnings in 2003 to the chagrin of stockholders, and the U.S. Securities and Exchange Commission began investigating the company's accounting procedures. Also, Bally faced significant competition from the likes of privately owned 24 Hour Fitness, which had \$1 billion in sales in 2003. In 2004, under the direction of CEO Paul Toback, the company streamlined advertising efforts--targeting untapped segments of the population--cut costs, and modified the firm's internal controls. Management's focus remained on increasing membership and maximizing revenue per member. Would Toback's efforts get the company's price back up, inspire stockholder confidence in Bally, and resist a rumored takeover, enabling Bally to remain a major player in the industry? A rewritten version of earlier cases.</p> <p><b>Subjects Covered:</b>                      Accounting, Competitive strategy, Five forces, Health, Industry analysis, Industry structure, Profits, Service organizations.</p>
<p><b>Computer Reservation Systems : An Industry of Its Own</b>  <i>Ali F. Farhoomand, Andrew Lee</i>  <b>Pub. Date:</b> January 01, 2000  <b>Product#:</b> HKU055</p>	<p><b>Setting:</b>                      Global; Airline industry; 1998</p>	<p>Computer Reservation Systems (CRS) vendors have enjoyed an indispensable role in the travel industry--75% to 80% of all airline bookings are made by travel agents using CRSs. But by mid-1998, their solid position in the industry is being threatened by two forces: the Web Sites run by airlines that are capable of accepting bookings directly from customers, and a new CRS, supported by travel agencies around the world, called Genesis. It is scheduled to go on trial in fourth quarter of 1998 and for launch in 1999.</p> <p><b>Subjects Covered:</b>                      Corporate strategy, Electronic commerce, Five forces, Travel.</p>
<b>2. Strategic Leadership</b>		
	<b>Setting</b>	<b>Description</b>
<p><b>Bennie Wiley at The Partnership, Inc.</b></p>	<p>Boston, MA; United States; 5</p>	<p>Benaree Wiley, an African American, female HBS graduate (class of 1972), was appointed CEO and president in 1991 of The Partnership, a Boston-</p>

<p><b>Publication Date:</b> Oct 24, 2005 <b>Revision Date:</b> Jan 6, 2006 <b>Availability:</b> In Stock <b>Author(s):</b> Laura Morgan Roberts, Victoria W. Winston <b>Type:</b> Case (Field) <b>Product Number:</b> 9-406-012 <b>Length:</b> 16p</p>	<p>employees; 2005</p>	<p>based nonprofit dedicated to developing leadership potential in professionals of color and in increasing their representation in area businesses and institutions. The organization suffered from a lack of unity among the board, an unclear mission, and financial challenges, including debt in excess of \$100,000. Starting with only an administrative assistant, Wiley built the organization from the ground up, using her ability to develop and nurture relationships as the basis for growth. In December 2004, Wiley announced her impending retirement, leaving the organization with the strategic challenge of moving its programs and services to a level of greater impact (beyond the Boston community), without the leadership of its heralded CEO. Can also be used with: Beverly Edgehill at The Partnership, Inc. (9-406-013) 5p Laura Morgan Roberts, Victoria W. Winston</p>
<p><b>Bill Belichick and the Cleveland Browns</b> <b>Publication Date:</b> Aug 10, 2005 <b>Availability:</b> In Stock <b>Author(s):</b> John R. Wells, Travis Haglock <b>Type:</b> Case (Library) <b>Product Number:</b> 9-706-415 <b>Length:</b> 11p</p>	<p>Cleveland, OH; Sports industry; \$100 million revenues; 200 employees; 1995</p>	<p>Genius? That is not what they were calling Bill Belichick in Cleveland. Why? Four losing seasons in five years. Fans hurled trash and insults. The media resented him. Ownership abandoned him. Players quit on him. Very different from the three Super Bowls in five years Belichick would win with the New England Patriots a few years later. Different players? Different ownership? Different management styles? Different strategies? Different coach? Find out. What happened when the Browns hired a man who began studying football strategy at the age of six? A man with a degree in economics who almost became an MBA candidate before accepting a job in football that paid \$25 a week. A man who was long recognized as one of the best assistant coaches in the NFL. Learn how Belichick managed the players, the coaches, the owner, the media, etc.</p>
<p><b>3. The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis</b></p>		
<p><b>The Pharmaceutical Industry: Challenges in the New Century</b> <i>Stephen P. Bradley; James B. Weber</i> ©2003 (revision 2004) 32 pages <b>Product#:</b> 703489</p>	<p><b>Setting:</b></p>	<p>Provides a broad overview of the numerous internal and external forces that were driving change in the global pharmaceutical industry in 2003. These forces—including downward price pressures, political and social pressures, increased development costs, new technologies, new and different competitors, consolidation, and threats to its basic business models—were changing the way drugs were discovered, developed, manufactured, tested, regulated, marketed, sold, and purchased. A rewritten version of an earlier case.</p> <p><b>Subjects Covered:</b> Business &amp; government, Competitive strategy, General management, Global Research Group, Industry analysis, Industry structure, Management of change, Manufacturing industry, Organizational behavior &amp; leadership, Pharmaceuticals industry.</p>
<p><b>Yahoo!: Business on Internet Time</b> <i>Jan W. Rivkin, Jay Giroto</i> <b>Pub. Date:</b> July 10, 1999 <b>Product#:</b> 9-700-013</p>	<p><b>Setting:</b> Internet &amp; online services industries; \$30 billion market value; 900 employees; 1999</p>	<p><b>Description:</b> In the wake of major competitive moves, CEO Tim Koogle and his senior team at Yahoo!, an Internet portal, must decide whether and how to adjust their strategy. Following deals between AOL and Netscape, Excite and @Home, Infoseek and Disney, and Snap and NBS, Yahoo! faces the prospect of being the last portal without a significant partner. Students must grapple with the benefits and costs of integration in the rapidly changing world of the Internet. Special emphasis is given to the interactions among Yahoo!'s functions and the effects of those interactions on firm flexibility.</p> <p><b>Subjects Covered:</b> Competition, Internet, Search engines, Strategy formulation.</p>
<p><b>Documentum, Inc.</b> <i>Rajiv Lal, Sean Lanagan</i> <b>Pub. Date:</b> September 18, 2001 <b>Product#:</b> 9-502-026</p>	<p><b>Setting:</b> Silicon Valley; Software industry; start-up; \$2 million revenues; 20 employees; 1993</p>	<p><b>Description:</b> Describes Jeff Miller's attempt to implement Geoffrey Moore's crossing the chasm ideas at enterprise software vendor, Documentum.</p> <p><b>Subjects Covered:</b> Entrepreneurial management, Information technology, Market selection, Marketing strategy, New product marketing, Sales strategy, Software.</p>
<p><b>Digital Angel</b> <i>Youngme Moon, Kerry Herman</i> <b>Pub. Date:</b> November 09, 2001 <b>Product#:</b> 9-502-021</p>	<p><b>Setting:</b> Palm Beach, FL; 2001</p>	<p><b>Description:</b> Digital Angel is considering the appropriate marketing plan for the launch of its new locator device. The device, a watch and pager worn in combination, provides GPS location information and monitors heart rate and body temperature via body sensors. Parents of young children and caregivers of Alzheimer's patients are the initial target markets for the device, but at least 26 potential markets have been identified for the product. Building a brand and generating positive word of mouth are central to the marketing plan decision. But the technology also raises concerns over privacy issues, and the benefits of the product are complex and challenging to communicate.</p>

		<b>Subjects Covered:</b> Advertising strategy, Consumer marketing, Innovation, Marketing planning, New product marketing, Product development, Product introduction, Technology.
<b>4. . The Internal Organization: Resources, Capabilities, and Core Competencies</b>		
	<b>Setting</b>	<b>Description</b>
<b>XM Satellite Radio (A)</b> David B. Godes, Elie Ofek 25 pages ©2003 (Update 2004) <b>Product#:</b> 9 504009	<b>Setting:</b> Radio; 2002	<p>XM Satellite Radio is a radically new way to listen to radio. Management must develop a marketing strategy to launch the firm and the category. A crucial aspect of the strategy is to determine which of two business models the company will pursue. Should it focus predominantly on charging customers a monthly subscription fee or on selling advertising time to advertisers? This decision is closely related to target market selection and to the choice of optimal price points for subscription fees and radio receivers. Market research commissioned by XM provides rich insights into these issues. In addition, XM management needs to figure out how to establish partnerships with the leading electronics manufacturers. A consideration of its market share and channel presence are essential to XM's ultimate success in integrating satellite radio into home and car audio systems. As it formulates its plan, XM needs to take into account the competitive landscape, primarily comprised of broadcast radio (AM and FM) that has been in existence for many years and is offered for free, as well as a second satellite radio provider (Sirius).</p> <p><b>Subjects Covered:</b> Broadcasting industry, Business models, Communications industry, Competition, Competitive strategy, Corporate strategy, Decision making, Entertainment industry, General management, Managerial skills, Managers, Marketing strategy, Pricing, Product introduction, Product life cycle, Product management, Service industry, Services, Technology.</p>
<b>Starbucks</b> Mary M. Crossan; Ariff Kachra ©1998, 28 pages <b>Product#:</b> 98M006		<p>Starbucks is faced with the issue of how it should leverage its core competencies against various opportunities for growth, including introducing its coffee in McDonalds, pursuing further expansion of its retail operations, and leveraging the brand into other product areas. The case is written so that students need to first identify where Starbucks' competencies lie along the value chain, and then assess how well those competencies can be leveraged across the various alternatives. Also provides an opportunity for students to assess what is driving growth in this company. Starbucks has a tremendous appetite for cash since all its stores are corporate, and investors are betting that it will be able to continue its phenomenal growth so it needs to walk a fine line between leveraging its brand to achieve growth and not eroding it in the process.</p> <p><b>Subjects Covered:</b> Brands, Competitive strategy, Core competency, Corporate strategy, Entrepreneurship, Fast food industry, Growth strategy, Industry analysis, Marketing strategy, Product management, Service industry.</p>
<b>5. Business-Level Strategy</b>		
	<b>Setting</b>	<b>Description</b>
<b>Cola Wars Continue: Coke vs. Pepsi in the Twenty-First Century</b> David B. Yoffie; Yusi Wang ©2004, 24 pages <b>Product#:</b> 702442	<b>Setting:</b> United States; Global; Beverage industry; Fortune 500; 2000	<p>Examines the industry structure and competitive strategy of Coca-cola and Pepsi over 100 years of rivalry. New challenges of the 21st century included boosting flagging domestic cola sales and finding new revenue streams. Both firms also began to modify their bottling, pricing, and brand strategies. They looked to emerging international markets to fuel growth and broaden their brand portfolios to include noncarbonated beverages like tea, juice, sports drinks, and bottled water. For over a century, Coca-Cola and Pepsi-Cola had vied for the "throat share" of the world's beverage market. The most intense battles of the cola wars were fought over the \$60 billion industry in the United States, where the average American consumes 53 gallons of carbonated soft drinks (CSD) per year. In a "carefully waged competitive struggle," from 1975 to 1995 both Coke and Pepsi had achieved average annual growth of around 10% as both U.S. and worldwide CSD consumption consistently rose. This cozy situation was threatened in the late 1990s, however, when U.S. CSD consumption dropped for two consecutive years and worldwide shipments slowed for both Coke and Pepsi. The case considers whether Coke's and Pepsi's era of sustained growth and profitability was coming to a close or whether this apparent slowdown was just another blip in the course of a century of enviable performance. A rewritten version of an earlier case by Michael E. Porter and David B. Yoffie.</p> <p><b>Subjects Covered:</b> Beverages, Competition, Competitive strategy, Corporate strategy, Food processing industry, Global business, Industry</p>

		analysis, Industry structure, International business
<b>Apple Computer—2002</b> <i>David B. Yoffie, Yusi Wang</i> <b>Product Number:</b> 9-702-469	<b>Setting:</b> Global; Personal computer industry; Fortune 500; \$5.4 billion revenues; 9,600 employees; 1977-2002	<b>Description:</b> In 1980, Apple was the leader of the personal computer industry, but by 2002 it had suffered heavy losses at the hands of the Wintel camp. This case examines Apple's strategic moves as the PC industry evolves in the 21st century and poses the question: Can Steve Jobs make Apple "insanely great" again? <b>Subjects Covered:</b> Competitive advantage, Corporate strategy, Industry analysis, Strategy formulation.
<b>Apple Computer, 2005</b> <i>David B. Yoffie, Barbara J. Mack</i> <b>Product Number:</b> 9-705-469	<b>Setting:</b> United States; Computer industry; Consumer electronics; \$8.2 billion revenues; 11,695 employees; 2004-2005	<b>Description:</b> Apple has reaped the benefits of its innovative music player, the iPod. However, its PC and server business continue to hold small market share relative to the worldwide computer market over the past few years. Will the iPod lure new users to the Mac? Will Apple be able to produce another cutting-edge device quickly? <b>Subjects Covered:</b> Computer systems, Innovation.
<b>6. Competitive Rivalry and Competitive Dynamics</b>		
	<b>Setting</b>	<b>Description</b>
<b>Competitive Dynamics in Home Video Games (J): The Next Generation Nintendo</b> <b>Publication Date:</b> Jun 13, 2001 <b>Availability:</b> In Stock <b>Author(s):</b> Peter J. Coughlan <b>Type:</b> Case (Library) <b>Product Number:</b> 9-701-100 <b>Length:</b> 2p	Japan; Videogame; 1994	Nintendo must make some important decisions related to the launch and design of the successor to its 16-bit Super NES console. A rewritten version of an earlier case. This is part of a case series examining the competitive dynamics in the home video game industry from 1970 into the new millennium. May be used with Competitive Dynamics in Home Video Games (A): The Age of Atari (9-701-091) 11p Peter J. Coughlan, Debbie Freier and Competitive Dynamics in Home Video Games (B): Nintendo Power (9-701-092) 9p Peter J. Coughlan and Competitive Dynamics in Home Video Games (C): The Sega Genesis (9-701-093) 2p Peter J. Coughlan and Competitive Dynamics in Home Video Games (D): The Nintendo Super NES (9-701-094) 2p Peter J. Coughlan, and Competitive Dynamics in Home Video Games (E): The Rise of 3DO and 32-Bit Gaming (9-701-095) 2p Peter J. Coughlan, and Competitive Dynamics in Home Video Games (F): The Fall of 3DO (9-701-096) 2p Peter J. Coughlan, Debbie Freier, and The Golden Age of Home Video Games: From the Reign of Atari to the Rise of Nintendo (9-704-487) 15p Peter J. Coughlan
<b>Intel Corp.--1968-2003</b> <b>Publication Date:</b> Nov 21, 2002 <b>Revision Date:</b> Nov 22, 2005 <b>Availability:</b> In Stock <b>Author(s):</b> Ramon Casadesus-Masanell, David B. Yoffie, Sasha Mattu <b>Type:</b> Case (Field) <b>Product Number:</b> 9-703-427 <b>Length:</b> 25p <b>Teaching Note</b>	Global; Semiconductor industry; \$30 billion revenues; 83,400 employees; 1968-2002	Describes three stages in Intel's history: the initial success and then collapse in DRAMs and EPROMs, its transition to and dominance in microprocessors, and its move to become the main supplier of the building blocks for the Internet economy. Allows a rich discussion of industry structure and transformation in DRAMs and microprocessors, creation of competitive advantage and value capture, and sustainability.
<b>7. Corporate-Level Strategy</b>		
	<b>Setting</b>	<b>Description</b>
<b>Newell Rubbermaid: Strategy in Transition</b> <i>Cynthia A. Montgomery, Rhonda Kaufman, Carole A. Winkler</i> <b>Pub. Date:</b> March 23, 2004 <b>Product Number:</b> 9-704-491	<b>Setting:</b> United States; Personal care products; Household product industry; \$7.75 billion revenues; 47,000 employees; 2001-2003	<b>Description:</b> Describes the transformation of a company's corporate-level strategy. Begins by laying out the strategy that brought the Newell Co. stunning success for nearly three decades. The highly integrated, internally consistent strategy was tailored for manufacturing and selling a particular genre of products to a particular kind of customer. In the mid-1990s, Newell encountered some shifts in its competitive environment and a subtle erosion in profits. In 1999, the \$3.5 billion company paid a 49% premium to acquire the \$2.5 billion Rubbermaid Co., in part for its product development process and strong consumer brands. After the acquisition, the profits of the combined enterprise deteriorated at an accelerated rate and the CEO was replaced. In less than a year, a fundamentally new strategy was announced, profits improved, and both Wall Street and major retailers were encouraged. Some setbacks followed, leading to reduced earnings and revised expectations. Exposes students to the pains and struggles of changing a deeply ingrained and long-lived strategy. Also forces them to confront the question of whether the new strategy is the right one and the markers one should seek to prove the case. <b>Subjects Covered:</b> Acquisitions, Competition, Corporate strategy, Mergers, Mergers &

		Acquisitions, Strategic planning, Strategy formulation, Strategy implementation.
8. Acquisition and Restructuring Strategies		
	Setting	Description
<p><b>Newell Co.: Corporate Strategy</b>  <i>Cynthia A. Montgomery; Elizabeth J. Gordon</i>  ©1999 22 pages (updated)  <b>Product#:</b> 799139</p>		<p>In 1998, Newell Co., a manufacturer of low-tech, high-volume consumer goods, acquired Calphalon Corp., a high-end cookware company, and Rubbermaid, a \$2 billion manufacturer of consumer and commercial plastic products. The case focuses on Newell's strategy and its elaboration throughout the organization, as well as the importance of selecting appropriate acquisitions to grow the company. Do Calphalon and Rubbermaid fit with the company's long-term strategy of growth through acquisition and superior service to volume customers? A rewritten version of an earlier case..</p> <p><b>Subjects Covered:</b> Acquisitions, Competitive strategy, Consumer goods, Consumer products industry, Corporate strategy, Diversification, Entrepreneurship, Growth strategy, Household products, Manufacturing industry, Mergers &amp; acquisitions, Strategic planning.</p>
<p><b>Allianz (A1): An Insurer Acquiring a Bank?</b>  <i>Joseph L. Bower, Marc L. Bertoneche, Anders Sjoman, Sonja E. Hout</i>  <b>Pub. Date:</b> August 16, 2004  <b>Product Number:</b> 9-305-013</p>	<p><b>Setting:</b>  Germany; Financial services; 37 billion euros revenues; 2000-2001</p>	<p><b>Description:</b>  The deal of the year in 2002, was the acquisition of Dresdner Bank by Allianz. Written from the perspectives of Allianz's CEO, Henning Schulte-Noelle, before and after the deal and a regional manager implementing the concept of a full-line financial service provider. Presents the original question facing Schulte-Noelle: "Should Allianz acquire Dresdner?"</p> <p><b>Subjects Covered:</b>  Acquisitions, Banking, Financial services, Implementation, Insurance, Strategic planning.</p>
<p><b>Cooper Industries' Corporate Strategy (A)</b>  <i>David J. Collis; Toby Stuart</i>  1991 (Update 1995) 26 pages  <b>Product#:</b> 391095</p>		<p>Describes the development of a successful corporate strategy based on the acquisition and subsequent consolidation of low-technology manufacturing companies. Starting with a company history and discussion of current business segments, the case goes on to detail the innovation of corporate headquarters in strategy formulation and operations. Highlights the synergistic possibilities in alike acquisitions and addresses the issue of long-term value creation in acquisition-oriented firms. Emphasis is placed on the systems and procedures installed to implement the corporate strategy.</p> <p><b>Subjects Covered:</b> Acquisitions, Competition, Competitive strategy, Corporate strategy, Finance, Mergers, Mergers &amp; acquisitions, Strategic planning, Strategy formulation, Strategy implementation.</p>
9. International Strategy		
	Setting	Description
<p><b>Lincoln Electric: Venturing Abroad</b>  <i>Christopher A. Bartlett, Jamie O'Connell</i>  <b>Pub. Date:</b> January 14, 1998  <b>Product Number:</b> 9-398-095</p>	<p><b>Setting:</b>  Asia; Europe; United States; Welding; \$1.1 billion revenues; 6,300 employees; 1988-1997</p>	<p><b>Description:</b>  Lincoln Electric, a 100-year-old manufacturer of welding equipment and consumables based in Cleveland, Ohio, motivates its U.S. employees through a culture of cooperation between management and labor and an unusual compensation system based on piecework and a large bonus based on individual contribution to the company's performance. Despite opening a few international sales and production ventures in Canada, Australia, and France, Lincoln remained focused on manufacturing in the United States until 1988. At that time, the company's new CEO expanded manufacturing through acquisitions and greenfields in 11 new countries, attempting to transfer its unique management philosophy to each. However, Lincoln was unable to replicate its highly productive system abroad. Operational problems led to a major restructuring in the early 1990s, supervised by Anthony Massaro, a newcomer to the company. In 1996, Massaro was named CEO and set about expanding the company's manufacturing base through a new strategy. The case concludes in Asia, where Lincoln's regional president is trying to decide whether and how to establish a manufacturing presence in Indonesia, and in particular whether to try to transfer Lincoln's unique incentive-driven management system.</p> <p><b>Subjects Covered:</b>  Incentives, International business, International operations, Manufacturing, Multinational corporations, Strategy implementation.</p>
<p><b>P&amp;G Japan: The SK-II Globalization Project</b>  Christopher A. Bartlett  ©2004, 24 pages  <b>Product#:</b> 303003</p>	<p><b>Setting:</b>  Japan; United States; Consumer products; \$38 billion revenues; 110,000 employees; 1999</p>	<p>Traces changes in P&amp;G's international strategy and structure, culminating in Organization 2005, a reorganization that places strategic emphasis on product innovation rather than geographic expansion and shifts power from local subsidiary to global business management. In the context of these changes introduced by Durk Jager, P&amp;G's new CEO, Paolo de Cesare is transferred to Japan, where he takes over the recently turned-around beauty care business. Within the familiar Max Factor portfolio he inherits SK-II, a fast-growing, highly profitable skin care product developed in Japan. Priced at over \$100 a bottle, this is not a typical P&amp;G product, but its successful introduction in Taiwan and Hong Kong has de Cesare</p>

		<p>thinking the brand has global potential. As the case closes, he is questioning whether he should take a proposal to the beauty care global business unit to expand into Mainland China and/or Europe</p> <p><b>Subjects Covered:</b> Asia, Consumer products industry, Corporate strategy, Cosmetics, General management, Global business, Globalization, Innovation, Innovation &amp; entrepreneurship, International business, International management, International marketing, Japan, Manufacturing industry, Marketing, Multinational corporations, Operations management, Organization, Organizational structure, Product development, , Strategy implementation, Subsidiaries.</p>
<p><b>Atlas Electrica: International Strategy</b> <i>Michael E. Porter, Arturo Condo</i> <b>Pub. Date:</b> November 07, 2003 <b>Product#:</b> 704435</p>	<p><b>Setting:</b> Appliance industry; \$43 million revenues; 850 employees; 2000</p>	<p><b>Description:</b> Atlas must decide whether to acquire La Indeca, increasing its Central American presence, or to focus on larger Latin American markets where higher growth is possible. In the year 2000, Jorge Rodriguez was in charge of Atlas Electrica, the largest home appliance firm in Central America. Although it had almost doubled its sales in the 1990s, by the end of the decade Atlas was experiencing a declining market share in its home region and facing increasing competition from outside the region, especially from Mexican and Korean multinationals. At the time, Atlas' main competitor in Central America, El Salvador-based Indeca, was up for sale. Atlas Electrica, based in Costa Rica, served more than a dozen Latin American countries. Since its establishment in 1961, it had served Central American markets with different types of home appliances, later focusing on white-goods for middle-income segments of Central American consumers. In the mid-1990s, through a strategic alliance with Sweden's AG Electrolux, Atlas had expanded to Latin American markets beyond Central America.</p> <p><b>Subjects Covered:</b> Alliances, Competitive advantage, Developing countries, Emerging markets, Globalization.</p>
<p><b>Philips versus Matsushita: A New Century, a New Round</b> <i>Christopher A. Bartlett</i> <b>Pub. Date:</b> September 21, 2001 <b>Product Number:</b> 9-302-049</p>	<p><b>Setting:</b> Global; Europe; Japan; Electronics industry; large; \$40 billion-\$60 billion revenues; 270,000 employees; 1970-2001</p>	<p><b>Description:</b> Describes the development of the international strategies and organizations of two major competitors in the global consumer electronics industry. The history of both companies is traced and their changing strategic postures and organizational capabilities are documented. Particular attention is given to the major restructuring each company is forced to undertake as its competitive position is eroded. A rewritten version of an earlier case.</p> <p><b>Subjects Covered:</b> Competition, Electronics, International operations, Multinational corporations, Organizational change, Organizational structure, Strategy implementation.</p>
<b>10. Cooperative Strategy</b>	<b>Setting</b>	<b>Description</b>
<p><b>Millennium Pharmaceuticals, Inc. (A)</b> <i>Stefan Thomke; Ashok Nimgade</i> <b>Pub. Date:</b> December 21, 1999 <b>Product#:</b> 600038</p>		<p>Focuses on Millennium's strategy to grow and revolutionize drug development through the use of new technologies such as genomics. Describes how Millennium Pharmaceuticals—a fast-growing biotechnology firm in Cambridge, MA—has used strategic alliances to finance the development of technology platforms based on the latest breakthroughs in genomics. As the firm considers developing pharmaceutical drugs itself, they face a number of challenges: 1) Can they revolutionize drug development by making it more predictable, faster, and less costly? 2) How should they select their alliances such that they move closer to becoming a pharmaceutical firm and still attract the funding needed for their strategy? 3) How can they continue to grow rapidly and attract and retain some of the best minds in the pharmaceutical industry?</p> <p><b>Subjects Covered:</b> Alliances, Biotechnology, Competitive strategy, Corporate strategy, Employee retention, Entrepreneurship, Financing, Innovation &amp; entrepreneurship, Marketing, Operations management, Pharmaceuticals, , Product development, Product life cycle, Strategy implementation.</p>
<p><b>Migros</b> <i>Forest L. Reinhardt, Vincent Dessain, Anders Sjoman</i> <b>Pub. Date:</b> December 14, 2005 <b>Product Number:</b> 9-706-028</p>	<p><b>Setting:</b> Switzerland; Agribusiness; Food industry; Retail industry; \$4.2 billion Swiss francs revenues; 9,700 employees; 2005</p>	<p><b>Description:</b> In October 2005, Urs Riedener, head of marketing at Swiss retailer Migros, is contemplating the company's competitive position. Primarily a retailer for foods and near-foods products, the cooperative Migros, with close to 600 retail outlets in Switzerland (but only four outside its domestic market), is facing stiffer competition, both from existing competitors (such as Coop) and new arrivals (such as hard discounters Lidi and Aldi). Riedener and Migros management have so far always had faith in Migros' position in the marketplace, built around its governance structure (the customers were also the owners, creating a close link between the retailer and the market) and its emphasis on never selling harmful products. Socially, ecologically, and ethically produced products was a key aspect of</p>

		<p>Migros' product offering. Riedner knows that Migros benefited from a unique position--and he wants to make sure that Migros defends it from both new and old competitors.</p> <p><b>Subjects Covered:</b> Agribusiness, Competitive advantage, Competitive environment, Cooperatives, Corporate governance, Environmental protection, Food, International business, Product differentiation, Social enterprise, Strategy, Supply chain.</p>
<p><b>Starbucks and Conservation International</b> <i>James E. Austin, Cate Reavis</i> <b>Pub. Date:</b> April 01, 2003 <b>Product Number:</b> 9-303-055</p>	<p><b>Setting:</b> Global; Coffee; 2002</p>	<p><b>Description:</b> Starbucks, the world's leading specialty coffee company, developed a strategic alliance with Conservation International, a major international environmental nonprofit organization. The purpose of the alliance was to promote coffee-growing practices of small farms that would protect endangered habitats. The collaboration emerged from the company's corporate social responsibility policies and its coffee procurement strategy. The initial project was in the southern Mexican state of Chiapas and resulted in the incorporation of shade-grown coffee into the Starbucks product line, providing an attractive alternative market for the farmer cooperatives at a time when coffee producers were in economic crisis due to plummeting world prices. Simultaneously, the company had to deal with growing pressures from nonprofit organizations in the Fair Trade movement, demanding higher prices for farmers. Starbucks was reviewing the future of its alliance with Conservation International and its new coffee procurement guidelines aimed at promoting environmentally, socially, and economically sustainable coffee production. The nature of the industry puts the case in the global context from both the supply and demand sides.</p> <p><b>Subjects Covered:</b> Agribusiness, Beverages, Corporate responsibility, Social enterprise, Strategic alliances.</p>
<p><b>11. Corporate Governance</b></p>		
	<b>Setting</b>	<b>Description</b>
<p><b>Vivendi: Revitalizing a French Conglomerate (A)</b> Cynthia A. Montgomery, John M. Turner ©1998 (Update 2003) 21 pages <b>Product#:</b> 799019</p>		<p>Examines corporate strategy for a diversified firm in the French business context. Issues include corporate governance, vision, and the management of unrelated diversification. After the company's first loss ever, the Vivendi board elected a new chairman who completed a financial restructuring and articulated a new corporate strategy. His actions were in part determined by the French business environment, which does not easily permit staff reductions, and by the increasing importance of foreign investors in France.</p> <p><b>Subjects Covered:</b> Business conditions, Competitive strategy, Conglomerates, Corporate culture, Corporate governance, Corporate strategy, Diversification, Economic conditions, Europe, France, General management, Leadership, Manufacturing industry, Organizational structure, Service industry, Vision</p>
<p><b>The Case for Contingent Governance</b> <i>Paul Strebel</i> <b>Product Number:</b> 9-SMR-127</p>		<p><b>Description:</b> Many corporate boards adopt a one-size-fits-all approach to governance. Instead, they should consider that their primary role must shift depending on various conditions, both internal and external. Boards have four main functions--auditing, supervising, coaching, and steering--each with a different perspective and behavior. The roles reflect two main differences in board culture. The first type of board concerns itself mainly with shareholder interests or shareholder plus other stakeholder interests. The focus is on externalities. The second type of board either monitors executives' activities or gets actively involved in the conduct of the organization. Here the focus is on handling ineffective management. The basic role types are not mutually exclusive; instead they reflect different board cultures that result from different emphases on decision making and resource allocation. During any time period, a board must determine what its dominant role should be, given the current conditions.</p> <p><b>Subjects Covered:</b> Corporate culture, Corporate governance, Corporate strategy, Leadership, Organizational behavior, Shareholders relations.</p>
<p><b>The Board of Directors at the Coca-Cola Co.</b> <i>Jay W. Lorsch, Rakesh Khurana, Sonya Sanchez</i> <b>Pub. Date:</b> August 11, 2003 <b>Product Number:</b> 9-404-039</p>	<p><b>Setting:</b> Atlanta, GA; Soft drink industry; \$20 billion revenues; 2002-2003</p>	<p><b>Description:</b> Provides a history of the board of directors of the Coca-Cola Co. through 2003. Describes the evolution in the board's membership, practices, and structure and the role it played in the company's governance. Questions are raised about the relationship between the board and top management, especially how the board is carrying out its responsibilities in the 21st century.</p> <p><b>Subjects Covered:</b> Beverages, Corporate governance.</p>
<p><b>Philips vs. Matsushita: A New Century, a New Round</b></p>		<p>Describes the development of the international strategies and organizations of two major competitors in the global consumer electronics</p>

<p>Christopher A. Bartlett ©2003, 20 pages <b>Product#:</b> 302049</p>		<p>industry. The history of both companies is traced and their changing strategic postures and organizational capabilities are documented. Particular attention is given to the major restructuring each company is forced to undertake as its competitive position is eroded. A rewritten version of an earlier case.</p> <p><b>Subjects Covered:</b> Competition, Competitive strategy, Corporate strategy, Electronics, Globalization, High technology, International business, International operations, Manufacturing industry, Multinational corporations, Organization, Organizational change, Organizational structure, Strategy implementation.</p>
<p><b>Massport (A): The Aftermath of 9/11</b> <i>Michael A. Roberto, Erika M. Ferlins</i> <b>Product#:</b> 304081</p>	<p><b>Setting:</b> Boston, MA; Transportation industry; \$180 million revenues; 1,000 employees; 2001-2004</p>	<p><b>Description:</b> This case looks at the turnaround at the Massachusetts Port Authority after the 9/11 terrorist attacks. It begins with the situation during the immediate aftermath of 9/11 and then describes how the new CEO restructures the public agency to operate much more like a business organization.</p> <p><b>Subjects Covered:</b> Business government relations, Change management, Corporate culture, Leadership, Organizational design, Organizational structure, Public sector, Security, Transportation.</p>
<p><b>12. Strategic Entrepreneurship</b></p>		
	<p><b>Setting</b></p>	<p><b>Description</b></p>
<p><b>Charles Schwab in 2002</b> <i>Lynda M. Applegate; F. Warren McFarlan; Jamie Ladge</i> ©2002, 29 pages <b>Product#:</b> 803070</p>	<p><b>Setting:</b> United States; Financial services; \$2 billion revenues; 2002</p>	<p>Details the evolution of the Charles Schwab business model, from its founding in 1975 to October 2002. The protagonist, David Pottruck, is faced with re-inventing the firm as a full-service brokerage at a time of tremendous industry instability as the industry reels from the effects of deregulation, consolidation, global economic downturn, and investor lack of confidence. Teaching Purpose: To illustrate the process of building businesses and evolving business models.</p> <p><b>Subjects Covered:</b> Business models, Competitive strategy, Electronic commerce, Entrepreneurship, Financial services, Growth strategy, Information age, Leadership, New economy, Organizational behavior, Service industry, Technology.</p>
<p><b>Ivar Kreuger and the Swedish Match Empire</b> <i>Geoffrey G. Jones, Ingrid Vargas</i> <b>Pub. Date:</b> November 04, 2003 <b>Product#:</b> 804078</p>	<p><b>Setting:</b> Sweden; Petroleum industry; 1900-1937</p>	<p><b>Description:</b> Taught in Evolution of Global Business. Globalization and corporate fraud are the central themes of this case on the international growth of Swedish Match in the interwar years. Between 1913 and 1932, Ivar Kreuger, known as the "Swedish Match King," built a small, family-owned match business into a \$600 million global match empire. Despite the economic and political disruptions of the interwar period, Swedish Match owned manufacturing operations in 36 countries, had monopolies in 16 countries, and controlled 40% of the world's match production. Kreuger companies lent over \$300 million dollars to governments in Europe, Latin America, and Asia in exchange for national match monopolies. Relying on international capital markets to finance acquisitions and monopoly deals, by 1929 the stocks and bonds of Kreuger companies were the most widely held securities in the United States and the world. After Kreuger's 1932 suicide, forensic auditors discovered that Kreuger had operated a giant pyramid scheme. His accounts were ridden with fictitious assets, the truth hidden in a maze of over 400 subsidiary companies. Swedish Match's deficits exceeded Sweden's national debt.</p> <p><b>Subjects Covered:</b> Business government relations, Business history, Cartels, Entrepreneurship, Ethics, Fraud, Globalization, International business, Multinational corporations.</p>