

NEW FOR FALL 2010

Teaching Materials

NEWSLETTER



Inside the Participant-Centered Learning Seminar Program

"BECAUSE CASE TEACHING is very much a mixture of art and skill, much of the case teacher's development is through trial and error, experience, and a realistic review of past experience. This self-learning, however, can be effectively supplemented by observing other teachers, by being coached, and by discussing approaches and techniques with other devoted instructors."

—from *Hints for Case Teaching*, by Professor Benson P. Shapiro



Professor Bill Bruns reconstructs the all-important "board plan" at a recent Art & Craft of Discussion Leadership seminar

PARTICIPANT-CENTERED LEARNING forms the basis of learning at Harvard Business School as well as at many other universities around the world. Case studies provide an immersion experience, bringing students as close as possible to real business situations. Judgment and experience, practiced in the classroom via the case method, lie at the core of future managerial success.

As Professor Shapiro suggests in *Hints for Case Teaching*, the value of learning from other instructors' methods and experiences cannot be overstated.

Early adopters of the case method learned from Harvard Business School classroom legend Chris Christensen:

"In the classroom, Christensen was a true artist, like the conductor of a symphony orchestra, as he posed questions to students, listened carefully to their replies, and then responded—all within the rapid give-and-take context of an energetic and rigorous discussion. The process involved much more than subject matter. It was an education in analysis and good judgment. Outside of class, he was dedicated to an immense amount of preparation and to making himself available for extra help

continued on next page

IN THIS ISSUE

- 01 INSIDE THE PARTICIPANT-CENTERED LEARNING SEMINAR PROGRAM
- 03 TEACHING WITH SIMULATIONS
- 06 NEW BRIEF CASES
- 07 NEW CASES, ARTICLES & BOOKS
 - 07 Accounting
 - 08 Business & Government
 - 09 Business Ethics
 - 10 Entrepreneurship
 - 11 Finance
 - 11 General Management
 - 13 Human Resources Management
 - 14 Management of Information Systems
 - 15 Marketing
 - 16 Negotiations
 - 17 Operations Management
 - 18 Organizational Behavior
 - 19 Service Management
 - 20 Social Enterprise
 - 21 Strategy
- 23 CONTACT INFORMATION
- BC SPECIAL STUDENT PRICING

SIGN UP FOR ONLINE DELIVERY OF THIS NEWSLETTER:
hbsp.harvard.edu

continued from page 1

and counsel.” (Excerpted from the Christensen Center for Teaching & Learning at Harvard Business School web site.)

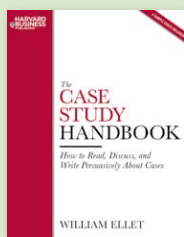
For over ten years, Harvard Business Publishing has continued Christensen’s efforts by offering the Art & Craft of Discussion Leadership, a seminar designed to bring teachers together to learn from and inspire one another. The late Louis “By” Barnes facilitated the program for many years. Currently, HBS Professors Emeriti Jim Heskett, Bill Bruns, and Dorothy Leonard share facilitation duties. Sessions are conducted twice per semester on the HBS campus and regional sessions are run periodically at host schools in the U.S. and abroad.

Many instructors new to the participant-centered learning method are surprised at how much preparation is involved in leading a case discussion. Others who have been using participant-centered learning methods for some time wonder if they have been doing it “right” all these years. Faculty who attend a seminar are committed to improved learning outcomes for their students. They share many common classroom challenges that they would like to better understand and overcome.

The Teaching Post is an online forum where seminar participants and interested educators can continue to exchange ideas and insights on how they use participant-centered learning in the classroom. Seminar facilitators offer advice, guidance, and tips.

Before a recent seminar, attendees shared what they hoped to learn from the seminar:

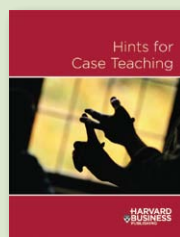
RESOURCES ON PARTICIPANT-CENTERED LEARNING



The Case Study Handbook

For students, it provides a new approach to analyzing, discussing, and writing about cases. Also available in individual chapters.

Product #1584-PBK-ENG



Hints for Case Teaching

Contains helpful tips for conducting a case class.

Product #585012



Learning by the Case Method

For students new to case learning.

Product #376241

Recommended Online Resource

Christensen Center for Teaching & Learning at Harvard Business School
hbs.edu/teachingandlearningcenter

- Increasingly, we are using blended learning ... and I believe case studies are an effective way of maximizing face-to-face learning and building rapport between participants.
- I want to learn how to teach cases in economics courses.
- I am particularly interested in adapting case study discussions toward lower-level learner courses.
- I want to gain more insight into leading discussions for large classes.

The program is typically broken into five sections—establishing and reshaping the learning contract, questioning, listening, and responding, the teacher/student relationship, designing the teaching plan, and practicing the skill. Attendees are assigned a number of cases in advance of the program so that they may experience the method

in action and participate in facilitated discussions. New instructors leave the program having gained confidence in using the basic skills needed to lead case discussions, while seasoned teachers gain higher levels of proficiency.

For more information on the Art & Craft of Discussion Leadership, including upcoming dates and locations, please visit casemethod.hbsp.harvard.edu.

To join the conversation on participant-centered learning, visit The Teaching Post at teachingpost.hbsp.harvard.edu

> LEARN MORE ABOUT THE ART & CRAFT OF DISCUSSION LEADERSHIP SEMINAR ON OUR WEB SITE: casemethod.hbsp.harvard.edu

Teaching with Simulations

OVER THE YEARS, participant-centered learning has adapted to new forms and technologies. One of the most recent is the online simulation, a learning experience that requires students to make critical decisions, often with incomplete information or against time pressures—just as they will in the real world. Harvard Business Publishing asked a group of simulation authors about creating and teaching with simulations.

PARTICIPANTS:

Robert D. Austin

COPENHAGEN BUSINESS SCHOOL
Project Management: Scope,
Resources, Schedule

Ramon Casadesus-Masanell

HARVARD BUSINESS SCHOOL
Strategy: Competitive Dynamics
and Wintel

Amy C. Edmondson

HARVARD BUSINESS SCHOOL
Leadership and Team: Everest

Ricardo Ernst

GEORGETOWN UNIVERSITY
Operations Management: Benihana

Timothy A. Luehrman

HARVARD BUSINESS SCHOOL
Finance: M&A in Wine Country
Finance: Blackstone/Celanese

Michael A. Roberto

BRYANT UNIVERSITY
Leadership and Team: Everest

Willy C. Shih

HARVARD BUSINESS SCHOOL
Strategic Innovation: Back Bay Battery

What made you decide to author a simulation?

PROF. ERNST: I wanted a tool to explain the interrelation of multiple variables that went beyond analytical (and sometimes tedious) models. The learning could be fun, and the available tools allowed me to develop a “friendly” tool.

PROF. AUSTIN: I’m always looking for strategies to get students more engaged. I’ve been a case method teacher for my entire career, and that’s very engaged learning, but the sim complements

that approach nicely. When I teach project management, I usually combine different approaches, including the sim, cases, and lectures. Varying the approaches keeps it more interesting for me too. As a former manager, I’m always trying to make classroom learning more real, and working on a sim seemed to be a way to do that.

PROF. SHIH: As I look back on my years in industry, some of the lasting lessons I learned came from some very expensive mistakes. I also found that some of my most compelling and memorable lessons came from experiential learning in the form of simulations or group exercises that cemented powerful lessons in my mind (that I use to this day). And those lessons didn’t cost nearly as much as the big mistakes! Just as flight simulators allow pilots to learn without actually putting life and limb at risk, students who use our simulation can get fired (virtually) if they fall short on performance. For the high achievers in our classes who use the simulation, getting fired is a new (and memorable) way of cementing a lesson.

What does a simulation do for student learning that other methods don’t?

PROF. AUSTIN: Students get very engaged, even competitive. I like to play up some of the fun aspects by doing things like walking around while people are playing and writing down some of the

THE TEACHING POST

Join the Conversation

HOW DO YOU
MOTIVATE
STUDENTS TO
PREPARE?

CAN YOU USE
CASES IN AN
ECONOMICS
COURSE?

HOW DO
INSTRUCTORS
PROVIDE
FEEDBACK
TO STUDENTS?



teachingpost.hbsp.harvard.edu

“I have had overwhelming positive reaction from both MBA students as well as executives who have participated during various leadership development programs.” —Michael A. Roberto, Bryant University

things I overhear. I then report back some of those during a debrief or discussion. The thrill of victory, the agony of defeat, it's all there in the student comments. Reading those back to them gets a laugh, dramatizes what happened, and is a great way to make learning fun.

PROF. SHIH: While case method teaching is a wonderful way to examine theories or frameworks statically, simulations give students a temporal dimension, an opportunity to experience outcomes that change based on their inputs over time. Students get the tacit experience from making mistakes, learning from those mistakes, and then refining their decision making.

PROF. ROBERTO: I believe strongly in active learning—where students don't just sit passively listening to the “sage on the stage” but instead work on problems and issues with their classmates. Simulations present one of the most dynamic forms of active learning. Students benefit because not only do they have to make a series of challenging decisions, but then they receive immediate feedback on those choices.

How do students react to using sims?

PROF. LUEHRMAN: Students respond enthusiastically. No matter how much work it is—and some sims require a lot—they take it on willingly. In addition to the intellectual stimulation, simulations also create a social dynamic that students enjoy and appreciate.

They are not simply more engaged with the problem at hand but also more engaged with fellow students.

PROF. ROBERTO: I have had overwhelming positive reaction from both MBA students as well as executives who have participated during leadership development programs. The competitive juices always flow and that makes for a highly motivated group of learners. Every faculty member loves when motivation levels soar that high. Then the students love hearing about how others behaved in the simulation. They enjoy the comparison and contrast.

PROF. EDMONDSON: Besides the fun and engagement factor? At first, there's some anxiety. How should I get started? Then they get confident, even cocky. And that's when they start learning from their mistakes.

What has surprised you the most about using simulations in class?

PROF. SHIH: I was surprised at the diversity of strategies that students employed in our sim and the wide range of outcomes. As a consequence, the class debriefs during which the students explained their logic and strategies were extremely rich. I was also surprised (and pleased) with how seriously students took the sim. Given the opportunity, some played it five, six, as many as ten or more times.

PROF. ROBERTO: The biggest surprise is that we tend to get tremendous

amounts of learning even when the results are markedly different in various runs of the simulation. In addition, I always seem to hear new approaches to tackling the simulation. It seems that there are endless ways for teams to organize themselves to make decisions in the simulations that I've used.

PROF. CASADESUS-MASANELL: The level of energy in the class requires very little effort from me. Also the variability from class to class and that students can surprise me—students bring in skills that they may not have demonstrated in case discussions so I get to know their abilities better.

What has been your biggest challenge in using simulations, and how have you overcome it?

PROF. LUEHRMAN: The biggest challenge has been integrating the simulation experience with the rest of the course. I don't want the simulation to be or feel isolated from other material, yet it is inevitably a very different sort of experience. The solution is careful, deliberate planning and a search for links between the ideas and insights that come out of the sim with those that are covered elsewhere in the course.

PROF. ROBERTO: The biggest challenge is preparation. You have to be prepared for a wide array of scenarios. What will I do if the results look like x, y, or z? How will my questions to the class differ? In addition, I always find it challenging to have a rich discussion comparing and contrasting various teams without making the poor performers feel especially discouraged. We want to compare because that drives learning but we don't want to make people feel as though we are singling them out in a disparaging way.

> TO READ THE COMPLETE CONVERSATION, VISIT OUR WEB SITE: hbsp.harvard.edu

PROF. CASADESUS-MASANELL: The biggest challenge, to be honest, is learning how to administer the sim. But it's a onetime thing. Once you know how to do it, it's very easy.

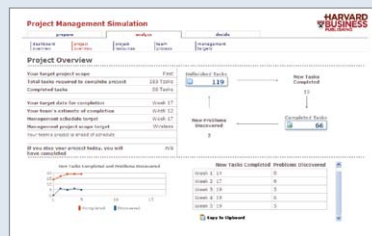
To faculty who haven't used a sim, what would you say to convince them to try?

PROF. AUSTIN: I'd say, "Just wait until you hear the students' discussion after they've used the simulation." It's exhilarating, really, the issues the sim gives them access to. This is a really important point: the educational power is in the debrief. A sim is not the same thing as an online course. Rather, it's a way to get students talking about what you need to teach them.

PROF. CASADESUS-MASANELL: Well, I'd just tell them that although a sim looks simple and just like fun, it isn't—they're learning more directly than in other forms. Also, I invite faculty to come and watch—that can make a really big difference and I sometimes tape my class debriefs and share them with my colleagues. Also, while it's initially a time commitment to learn how to run a sim, once you've done it, it's easy to run and you don't have to prepare again. And, in class, the experience is different every time.

PROF. EDMONDSON: The students love it. It's hard to get them to stop talking about it; they tend to keep bringing it back into the discussion, even weeks later. They have fun doing it and debriefing it. The simulation is engaging, they laugh, they're surprised. And it's memorable. The learning sticks.

New online simulations



Marketing: Managing Segments and Customers

Authored by:
Das Narayandas,
Harvard Business School
Product #3341

Operations Management: Process Analytics

Authored by:
Roy D. Shapiro,
Harvard Business School
Frances X. Frei,
Harvard Business School
Product #3291

Project Management: Scope, Resources, Schedule

Authored by:
Robert D. Austin,
Copenhagen Business School
Product #3356

Strategy: Competitive Dynamics and Wintel

Authored by:
Ramon Casadesus-Masanell,
Harvard Business School
Product #710802

Simulations in development



Change Management: Power and Influence

Authored by:
William Q. Judge,
Old Dominion University
Linda A. Hill,
Harvard Business School

Finance: Capital Budgeting

Authored by:
Timothy A. Luehrman,
Harvard Business School

> FOR A COMPLETE LIST OF SIMULATIONS, VISIT OUR WEB SITE: hbsp.harvard.edu

New Brief Cases

BRIEF CASES outline compelling business dilemmas that illustrate core learning objectives. Each case is five to eight pages long plus exhibits and is supported with a Teaching Note. Some Brief Cases also include online tools and accompanying spreadsheets.

ACCOUNTING

Jimmy Fu and Moog, Inc.: Understanding Shareholders' Equity Craig Chapman

Jimmy Fu is interviewing for a job at Moog, Inc., a worldwide designer, manufacturer, and integrator of motion and fluid controls and systems. The vesting and termination language for the stock plan leads Jimmy to investigate the Shareholders' Equity section of the Moog balance sheet, and he finds more activity than he expects.

Product #4203 • Teaching Note #4204

FINANCE

New Heritage Doll Company Timothy A. Luehrman, Joel Heilprin, Heide Abelli

The New Heritage Doll Company, a midsized, privately owned domestic firm, is evaluating two investment alternatives. The case explores basic issues in capital budgeting and requires students to analyze financial information from competing capital budgeting projects and choose a single investment project.

Product #4212 • Teaching Note #4213

Groupe Ariel S.S.: Parity Conditions and Cross-Border Valuation

Timothy A. Luehrman, James Quinn

Groupe Ariel evaluates a proposal from its Mexican subsidiary to purchase and install cost-saving equipment at a manufacturing facility. Ariel corporate policy requires a discounted cash flow and an estimate for the net present value for capital expenditures in foreign markets. A major challenge of the case is which currency to use, the euro or the peso.

Product #4194 • Teaching Note #4195

Jones Electrical Distribution

Thomas R. Piper, Jeffrey DeVolder

Despite several years of rapid sales growth and good profits, Jones Electrical Distribution experiences short-term cash shortages. The company is unable to take discounts on accounts payable and increasingly relies on loans from the bank to cover expenses. The company's owner weighs the options for managing sales growth against additional financing needs.

Product #4179 • Teaching Note #4180

Hansson Private Label, Inc.: Evaluating an Investment in Expansion

Erik Stafford, Joel L. Heilprin,
Jeffrey DeVolder

A manufacturer of private-label personal care products must decide whether to fund an unprecedented expansion of manufacturing capacity. This case requires students to complete a fundamental analysis of the project, including the development of cash flow projections and net present value calculations.

Product #4021 • Teaching Note #4024

GENERAL MANAGEMENT

Clayton Industries: Peter Arnell, Country Manager for Italy Christopher A. Bartlett, Benjamin H. Barlow

In Italy, the new country manager of a U.S.-based HVAC company is under pressure to solve a range of problems that thwart the home office's strategic plans. His options are constrained by a depressed economy, difficult union relations, rising materials prices, and nationalistic buying preferences.

Product #4199 • Teaching Note #4200

Applied Research Technologies, Inc.: Global Innovation's Challenges Christopher A. Bartlett, Heather Beckham

Students analyze the decisions and the leadership styles of both a unit manager and a division VP of ART, Inc., an organization whose culture of innovation has spawned many successful brands—but this same culture might also be putting one division and its leader at risk.

Product #4168 • Teaching Note #4169

MARKETING

Alpen Bank: Launching the Credit Card in Romania

V. Kasturi Rangan, Sunru Yong

Alpen Bank considers whether to launch a credit card business in Romania. The firm rejected the idea several years earlier because of poor economic conditions in Romania. However, the country is emerging from a recession and incomes are rising along with disposable income. Students decide whether to launch the new business and how to acquire new customers.

Product #4559 • Teaching Note #4563

Classic Knitwear

John Quelch, Patti Girardi

Classic Knitwear manufactures casual apparel, either unbranded or under private label. To improve margins, the company considers partnering with Guardian, well known in its target market, outdoor enthusiasts. Students must complete break-even analysis and estimate product demand based on data presented in the case.

Product #4217 • Teaching Note #4218

Flare Fragrances Company, Inc.: Analyzing Growth Opportunities

John A. Quelch, Lisa D. Donovan

Flare Fragrances experiences a decline in annual sales growth and considers introducing a new line of perfume or expanding distribution. Students study a wide range of factors including brand management, consumer demographics, product positioning, and pricing.

Product #4550 • Teaching Note #4551

Metabical: Pricing, Packaging, and Demand Forecasting Recommendations for a New Weight-Loss Drug

John A. Quelch, Heather Beckham

A pharmaceutical company develops a new weight-loss drug called Metabical. The senior marketing manager explores three different pricing models and considers the effects on profitability before making a final recommendation.

Product #4183 • Teaching Note #4184

Soren Chemical: Why Is the New Pool Product Sinking?

V. Kasturi Rangan, Sunru Yong

Soren Chemical launches a new water clarifier for residential swimming pools called Coracle and is surprised by poor sales. The marketing manager suspects the go-to-market strategy may be flawed but can she diagnose the problem before the end of the selling season?

Product #4188 • Teaching Note #4190

> TO SEE THE COMPLETE COLLECTION OF BRIEF CASES, VISIT OUR WEB SITE: briefcases.hbsp.harvard.edu

TruEarth Healthy Foods: Market Research for a New Product Introduction

V. Kasturi Rangan, Sunru Yong

TruEarth Healthy Foods wants to build on its successful introduction of fresh whole-grain pasta by introducing a similar product concept for pizza. Students analyze the data and decide whether to bring the new product to market.

Product #4065 • Teaching Note #4066

ORGANIZATIONAL BEHAVIOR

RL Wolfe: Implementing Self-Directed Teams

David A. Garvin, Elizabeth Collins

Plastic pipe manufacturer RL Wolfe introduces the concept of self-directed teams (SDTs) to its Corpus Christi plant in 2004. By 2007, Corpus Christi is outperforming the firm's other plants, and the production director wonders whether the other plants might be persuaded to accept the SDT approach.

Product #4063 • Teaching Note #4064

OPERATIONS MANAGEMENT

FoldRite Portable Furniture

Steven Wheelwright, Afarin Bellisario

FoldRite has spent three years developing stylish, environmentally friendly products while improving manufacturing quality and efficiency. The firm's production manager must create a plan that addresses high demand, controls manufacturing and inventory costs, and mitigates risk.

Product #4555 • Teaching Note #4556

SERVICE MANAGEMENT

Playa Dorada Tennis Club: Expansion Strategy

Earl Sasser, Brent Kazan

Playa Dorada Beach & Resort in Boca Raton, Florida faces a growing seasonal demand for tennis services. The number of guests is expected to double in the next few years and tennis court space is limited. The director of tennis operations analyzes court capacity and pricing structure as he considers plans for expansion.

Product #4221 • Teaching Note #4222

NEWLY RELEASED

CASES ARTICLES BOOKS

ACCOUNTING

FinePrint Company (Abridged)

Luann J. Lynch

Darden School of Business Case

Product #UV1772 (4 pages)

Teaching Note #UV1773

John Johnson, owner of FinePrint Company, is presented with two opportunities—he can accept a one-time special printing order or outsource some of his printing to another company. In making his decision, he must consider the relevance of certain costs, the behavior of those costs, and the extent to which he has capacity constraints. This case is a short, simple introduction to the basics of costs and decision making, exposing students to cost behavior, including variable and fixed costs, the concepts of contribution margin and breakeven, the relevance of costs to decision-making, opportunity costs, and the impact of capacity constraints on decision-making.

The Future of Financial Reporting

Karthik Ramanna

Harvard Business School Multimedia Case

Product #110701 (90 minutes)

Teaching Note #110006

Students review topical audio and video from various sources, including Securities

and Exchange Commission (SEC) footage and interviews with others, including Bob Pozen (past head of Fidelity and chairman of the SEC's advisory committee on financial reporting). After reviewing the case materials, students are asked to put themselves in the shoes of Pozen and make actionable recommendations on the future of fair value accounting and principles-based accounting.

Learning Objective: The primary teaching objective is to encourage students to step back from the specific principles covered in financial reporting and to think about the broader context in which those principles operate.

IFRS in China

Karthik Ramanna

Harvard Business School Case

Product #110037 (16 pages)

Teaching Note #110039

In 2005, China announces plans to “converge with” but not completely adopt International Financial Reporting Standards (IFRS). China also begins to lobby for changes to specific IFRS provisions, such as for related party disclosures by state-owned firms that will bring them more in line with Chinese interests. China's accounting system has already undergone significant reforms during the two decades when its

APPLY FOR EDUCATOR ACCESS ON OUR WEB SITE

Faculty authorized on our web site receive:

- Educator copies of cases, articles, book chapters, and role plays
- Preview access to online courses and simulations
- Teaching Notes
- Course planning tools
- Special pricing for students

These benefits are available to teaching faculty at academic institutions.
APPLY NOW at educatoraccess.hbsp.harvard.edu

ACCOUNTING

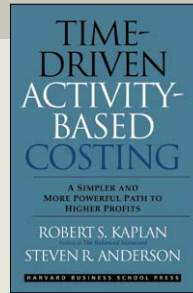
Time-Driven Activity-Based Costing A Simpler and More Powerful Path to Higher Profits

Robert S. Kaplan, Steven R. Anderson

Demonstrates how to implement time-driven activity-based costing to directly estimate the resource demands imposed by each business transaction, product, or customer. Also shows how to link strategic planning to operational budgeting and how to support continuous improvement activities such as lean management and benchmarking.

AVAILABLE IN CHAPTERS

Product #1711 • ISBN 978-1-4221-0171-1 • Hardcover • 320 pages • \$45.00



economy grew to become the fourth largest in the world. However, enforcement of accounting standards remains weak, the financial system is relatively immature, and large state-owned firms still dominate many sectors of the economy.

Learning Objective: Students gain an understanding of the influence of economic and political factors on developing accounting standards as they examine China's decision to move toward IFRS.

Physicians for You, LLC: Estimating Asset-Related Expenses

Mark E. Haskins

Darden School of Business Case

Product #UV1776 (6 pages)

Teaching Note #UV1777

A new medical practice is about to be launched and seeks investors. As one of the doctors puts the final touches on a pro forma income statement, he must make several estimates that are required or allowed under generally accepted accounting principles to finalize the projected first-year earnings figure. Students explore the variability in earnings, make estimates for several common financial statement asset-related expense items, consider depreciable asset lives and residual values, estimate uncollectible accounts receivable, and consider temporary versus permanent losses on marketable equity security investments.

Learning Objective: This case presents data for crafting alternative pro forma net income figures according to various potential estimates posed in the case. All how-to instructional information needed by students is presented within the narrative of the case.

SIPEF: Biological Assets at Fair Value Under IAS 41

Edward J. Riedl

Harvard Business School Case

Product #110026 (15 pages)

Teaching Note #110061

This case examines fair value accounting under IAS 41 for a European-listed agricultural firm. Students identify the firm's core operations, distinguishing the IFRS treatment for three distinct assets—land, agricultural assets that reside on the land, and inventory harvested from the land. They also analyze key reporting decisions relating to the agricultural assets, which create frictions so that market value and book value do not converge despite the application of fair value for the majority of the firm's assets. The case also highlights how fair value accounting affects key valuation inputs such as earnings and the implications for abnormal earnings-based valuation.

TD Canada Trust (Abridged)

Dennis Campbell

Harvard Business School Case

Product #110049 (28 pages)

In 2000, Canada's fifth-largest commercial bank, Toronto-Dominion Bank (TD Bank), undertakes a merger with a relatively small trust company, Canada Trust, which is known for exceptional customer service. TD Bank makes several public announcements promising to maintain Canada Trust's high customer service standards. EVP Chris Armstrong starts a systematic analysis of the drivers of customer satisfaction and branch network profitability and, based on the results, must decide how to change

TD Canada Trust's branch compensation and performance reporting systems to consistently and profitably deliver the promised "comfortable banking" experience.

BUSINESS & GOVERNMENT

The Business Environment of Nigeria

Bruce McKern, Philip Meza, Ekinadese Osayande, Lyn Denend

Stanford Graduate School of Business Case
Product #IB90 (26 pages)

The Federal Republic of Nigeria is the most populous country in Africa. With land area roughly twice the size of California, Nigeria is rich in natural resources, especially oil. However, the country seems to have mineral wealth in equal measure to its economic, social, and political troubles. For decades, the country has grappled with tumultuous military rule, religious and ethnic unrest, as well as a highly unequal allocation of resources. Nevertheless, recent reforms and developments in key sectors have boosted economic growth and spurred a sense of optimism for the country's future. Can Nigeria sustain this momentum, overcome its key challenges, and create a business environment that will allow it to compete on an international level?

International Lobbying and the Dow Chemical Company (A)

Arthur A. Daemrich

Harvard Business School Case

Product #710027 (32 pages)

Supplement #710028

In the fall of 2006, a major new law regulating chemicals in the European Union appears to be nearing acceptance. REACH (the Registration, Evaluation, Authorization, and Restriction of Chemicals) will create a new European Chemicals Agency, requiring companies to submit testing data on existing and new compounds, and restricting the manufacture of hazardous substances. The CEO of the Dow Chemical Company must decide whether the company should directly approach the decision makers and lobby for Dow's interests. The case summarizes Dow's history, competitive dynamics in the sector,

and regulation of the chemical industry. It also describes the REACH legislative process and various approaches to lobbying used by chemical companies, trade groups, and environmental NGOs.

Real Blue? Viagra and Intellectual Property Rights Law in China

Regina Abrami

Harvard Business School Case
Product #910409 (25 pages)

On July 5, 2004, Pfizer's China team receives disappointing news—China's patent review board has just invalidated the company's existing patent on one of its most successful drugs, Viagra. Pfizer files an appeal to overturn the patent review board's decision and sues a Guangdong-based pharmaceutical company for its use of the phrase "Wei Ge" in the marketing of a different erectile dysfunction drug. In its suit, Pfizer asserts that "Wei Ge" is a "well-known trademark" of Viagra in China. Pfizer also sues for trademark violations related to the design and color of the drug. Appearing as a rhomboid-shaped blue pill, it is nearly identical to Viagra's design and color. With two pending lawsuits related to intellectual property rights in China, Pfizer wonders if it can prosper in a country whose legal system is just developing.

BUSINESS ETHICS

Freedom Technology Services

Edward D. Hess

Darden School of Business Case
Product #UV2041 (3 pages)

When the CFO of a small start-up is discovered embezzling company money to fund her gambling addiction, the CEO faces an unusual dilemma—the CFO's husband is the company's largest customer. Should the CEO prosecute or keep the secret and protect the CFO and her husband, who is unaware of both the addiction and the embezzlement? How should the CEO decide what's right morally and what's right for the company?

Learning Objective: Students gain understanding of the impact on the business's market reputation, its culture, and its revenue if the entrepreneur chooses to prosecute the CFO for fraud as compared

to settling the matter out of court quietly. Students also explore which stakeholder interests are relevant in this case and how to prioritize them.

Google in China

John A. Quelch

Harvard Business School Case
Product #510071 (11 pages)
Supplement #510110
Teaching Note #510073

In January 2010, Google threatens in a public statement to stop censoring its search results on its google.cn web site, as required by Chinese authorities. Google had previously decided that despite Chinese limits on free speech, the company would engage in China while making it clear when a search result had been omitted. Google's core principle of "Don't be evil" is in conflict with censoring search results—but China is the second-largest retail market worldwide, with profound revenue potential. Should Google exit China or attempt a compromise with the Chinese government?

Learning Objective: To discuss whether or not to exit a multinational market in response to a crisis in relations with the host government.

A Letter from Prison

Eugene Soltes

Harvard Business School Case
Product #110045 (16 pages)
Teaching Note #110059

Stephen Richards, the former global head of sales at Computer Associates, Inc., is serving a seven-year prison sentence for financial fraud. In the case, Richards responds to a number of questions about managerial responsibility and the manipulation of financial performance in a letter written to a graduate student.

Worldcom Inc.: What Went Wrong?

Kamala Gollakota, Vipin Gupta

Ivey School of Business Case
Product #905M43 (13 pages)
Teaching Note #805M43

Accounting fraud issues have taken center stage whenever there is a discussion about the bankruptcy of Worldcom. However, Worldcom's performance was in turmoil before the fraud issues surfaced. This case explores the fundamental strategic, management, and industry forces that

created a culture that overlooked—and even encouraged—the fraudulent behavior that led to the company's bankruptcy. The primary subject matter of this case concerns management of mergers and acquisitions in a turbulent environment. Secondary issues include strategic, organizational, and competitive factors that can push companies to breach the boundaries of ethics and accountability in an attempt to remain afloat.

The Bottom-Line Benefits of Ethics Code Commitment

K. Matthew Gilley, Chris Robertson, Tim Mazur

Business Horizons Article
Product #BH366 (7 pages)

Recent corporate scandals demonstrate that an exclusive focus on financial performance can be detrimental to overall value creation and a firm's reputation. An "Ethics Code Commitment"—when championed by top management—affects organizational stakeholders, increases their psychological and/or financial commitment to the organization, and strengthens a firm's corporate culture. This article develops a model that highlights the importance of linking ethics to strategy. When developed and implemented correctly, an Ethics Code Commitment can become an important source of competitive advantage via the effects it has on relationships between a firm and key stakeholders.

When the CEO Is Ill: Keeping Quiet or Going Public?

Alexa A. Perryman, Frank C. Butler, John A. Martin, Gerald R. Ferris

Business Horizons Article
Product #BH365 (9 pages)

CEOs represent the pinnacle of leadership in organizations. Although they may rely on other top managers for input regarding operational decisions and long-term planning, the outcomes of strategic initiatives rest solely on a CEO's shoulders. In recent years, CEO health concerns have made headlines for such well-known companies as McDonald's, Clorox, Pilgrim's Pride, and Apple. This article explores the ramifications of disclosure and nondisclosure of serious CEO health issues and their potential impact on public opinion, value for shareholders, and succession planning.

ENTREPRENEURSHIP

Cordia Harrington: The Rise of the Bun Lady

Edward D. Hess, Gosia Glinksa

Darden School of Business Case
Product #UV2043 (12 pages)

Cordia Harrington is an entrepreneur and former McDonald's franchisee who, guided by the motto "No Is Not an Option," transforms her business into the world's fastest automated bakery. In order to attract and retain a skilled workforce, her company provides the best benefits the company can buy and pays for the training its staff needs to succeed on the job, which, coupled with a policy to promote from within, increases employee loyalty. By 2008, Harrington is ready to take the next step and "build bakeries around the world for McDonald's."

Learning Objective: Students examine the need for policies and procedures during the growth of a business and tackle questions of growth and risk.

Curt Schilling's Next Pitch

Noam Wasserman

Harvard Business School Case
Product #810053 (29 pages)

As his major league pitching career starts to wind down in 2006, baseball all-star Curt Schilling decides to become an entrepreneur and founds an online gaming venture, 38 Studios. During the firm's first two years, he builds a team of 70 people, including an executive team of business and industry veterans, and learns key lessons about the challenges faced by entrepreneurs. Schilling

self-funds the venture initially and when he finds it hard to raise outside money he puts a substantial percentage of his net worth into the company. Now he is facing a critical acquisition decision that could either double his problems or help solve them.

An Entrepreneur's Journey: Simi Nwogugu

John A. Davis

Harvard Business School Multimedia Case
Product #810701 (68 minutes)
Teaching Note #810006

This multimedia case follows Simi Nwogugu from childhood in Lagos, Nigeria, to Wall Street, through marriage and motherhood, and to the founding and building of a business that addresses issues of motherhood in the corporate world. Nwogugu's latest personal and business challenge is an upcoming move back to Nigeria with her two young sons to accommodate her husband's career change. The case is intended to facilitate a discussion of how to handle the complexities of a full and fast-paced life and how entrepreneurship "fits" in that scheme. In particular, it explores issues faced by professional women as well as by all individuals building lives and businesses across geographies and cultures.

Sheila Mason & Craig Shepherd (Abridged)

Michael J. Roberts

Harvard Business School Case
Product #810114 (12 pages)
Teaching Note #810118

Mason and Shepherd are in the process of starting a company together. Each has signed

an employment agreement with their current employers that could affect their ability to bring customers or employees into the new venture. The case focuses on how individuals should prepare before leaving an employer and how legal agreements may influence a budding business. In addition, the case includes insights into dealing with venture capitalists, nondisclosure agreements, and how to select and work with a lawyer.

Silkor Laser Medical Center

Jessica Jackley, Gart Saloner

Stanford Graduate School of Business Case
Product #E353 (26 pages)

This case study captures the history of Silkor, a Lebanese laser medical center started by the brother-and-sister team of Oscar and Lara Tarakjian and focuses on the company's expansion issues. A key challenge is related to growth—the founders wonder how they are going to leverage their strong brand while expanding and extending their product line. They are also concerned that expansion could dilute product quality and the entrepreneurial spirit that characterizes Silkor's corporate culture.

Tennant Company

Toby Stuart, Lynda M. Applegate

Harvard Business School Case
Product #810040 (27 pages)

Tennant Company has developed an environmentally friendly cleaning technology. Historically, Tennant has been a producer of floor and carpet washing machines for industrial and commercial markets—and it's clear that the new technology has applications far beyond these core markets. In mid-2009, the company sets up a new venture to develop the technology's promise. In 2010, this venture is wholly owned by Tennant and run by a Tennant manager. The case examines the decisions the CEO and new venture head must make to best structure and position the venture to succeed.

Learning Objective: Students gain exposure to the questions and challenges that a successful and established organization must confront when it pursues a major entrepreneurial opportunity outside of its core business.

ENTREPRENEURSHIP

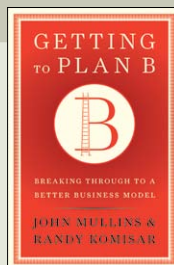
Getting to Plan B

Breaking Through to a Better Business Model

John Mullins, Randy Komisar

New businesses are fraught with uncertainty. To succeed, managers must change the plan in real time as the inevitable challenges arise. Provides a rigorous process for stress testing "Plan A" and determining how to alter it so a business makes money, solves customers' needs, and endures.

AVAILABLE IN CHAPTERS
Product #2669 • ISBN 978-1-4221-2669-1 • Hardcover • 272 pages • \$29.95



Franchisor Strategy and Firm Performance: Making the Most of Strategic Resource Investments

William E. Gillis, James Combs

Business Horizons Article
Product #BH357 (9 pages)

A key decision for entrepreneurs in many retail and service firms is whether to use franchising. If the decision is made to franchise, there are two choices: become a “chain builder,” using a blend of company and franchised outlets, or apply a “turnkey” strategy, selling business opportunities without owning any outlets. Franchisors who use the chain-building strategy must strike a balance between standardization and innovation by building resources that foster trust and encourage knowledge sharing with franchisees. For turnkeys, the critical strategic resource is a reliance on a set of operational routines.

FINANCE

Dow Chemical's Bid for the Privatization of PBB in Argentina

Mihir A. Desai

Harvard Business School Case
Product #204021 (30 pages)
Supplement #204710
Teaching Note #206040

What price should Dow Chemical bid for PBB, a petrochemical complex that is being privatized by the Argentine government? To answer this question, students consider the role of country risk, the underlying currency exposure of the business, and how to value an investment opportunity that has several stages. Given that it is a privatization, students must also examine the political dynamics involved, the incentives of local managers, and the bidding process of a privatization. The case provides detailed cash flows and discount rate information, allowing students to conduct a thorough valuation for an emerging markets project.

Miracle Life Inc.

Lauren H. Cohen, Christopher Malloy

Harvard Business School Case
Product #210039 (7 pages)
Teaching Note #210069

Miracle Life is a network marketing firm (also known as a multi-level marketing firm) that depends on a large distributor base of individuals to sell its products. Miracle Life gives explicit incentives for individual distributors to both sell its products and sign up other distributors. The case gives students the opportunity to take the basic framework of Discounted Cash Flow (DCF) analysis and apply it to two unique perspectives of an identical problem. The students will then use this DCF approach to rationalize observed stock prices, connecting the two and further reconciling how a company's future plan for growth and the plausibility of this plan have implications jointly for DCF and stock prices.

Noble Group

C. Fritz Foley

Harvard Business School Case
Product #210021 (23 pages)
Teaching Note #210030

Richard S. Elman, founder and CEO of Noble Group Ltd., a global commodities trading company based in Hong Kong, must raise capital to support the firm's working capital and investment needs. In evaluating how Elman should raise capital, students must consider issues relating to the payment terms and financing arrangements used in world trade, as well as the risk management and operating decisions of a trade intermediary. Illustrates the role of trade finance in facilitating the business and mitigating the risk of global supply chain management.

Saginaw Parts Co. and the General Motors Corp. Credit Default Swap

William E. Fruhan

Harvard Business School Case
Product #210056 (2 pages)
Teaching Note #210057

This short case demonstrates how to unbundle the cost of credit extensions from product prices by observing the price of a credit default swap. It also explores how credit default swaps work and how trade creditors are treated under U.S. bankruptcy law. Finally, it provides a brief overview of the bankruptcy of General Motors Corp.

Learning Objective: Helps students understand how the pricing of a credit default swap can signal the seriousness

of credit risk in everyday commercial transactions, how credit default swaps can be used to “insure” an account receivable from an important customer, how the acceptance of credit risk in commercial transactions represents added cost (or, equivalently, a price reduction) for a firm's products, and how U.S. bankruptcy law and practice can treat different types of unsecured creditors quite differently.

VF Corp.: Acquiring the Iconic Skateboard Footwear Brand Vans

Basil A. Kalymon, Jordan Mitchell

Ivey School of Business Case
Product #906N08 (24 pages)
Teaching Note #806N08

The chief financial officer of VF Outdoor Americas—a division of the world's largest apparel company, VF Corporation—must decide on the financial viability of purchasing the Vans skateboard lifestyle brand. In his decision, the CFO needs to consider what VF should pay for Vans and develop a proposal that proves to the parent company that the acquisition will increase earnings per share.

GENERAL MANAGEMENT

The EC Rains on Oracle/Sun

Lena G. Goldberg

Harvard Business School Case
Product #310086 (26 pages)

Oracle's proposed acquisition of Sun is on a fast track until the European Commission's (EC's) antitrust concerns about open-source MySQL ignite a transatlantic war of words, delaying the deal. Sun's performance suffers and its customers are approached by competitors while regulatory objections are debated and tensions rise between U.S. and EC regulators. The case explores antitrust regulation of multinational mergers with emphasis on the premerger notification process in the European Union and the U.S. examines coordination of merger review in multinational mergers, analyzes legal standards, and covers developing and communicating commitments to remove impediments to closing transactions.

Jive Software

Mark A. Stevens, Mark Leslie,
Claire Magat Raffaelli

Stanford Graduate School of Business Case
Product #E360 (21 pages)
Teaching Note #E360TN

The case opens with Dave Hersh, CEO of Jive Software, calling an all-hands meeting. After a record revenue year in 2007, Jive has expanded its sales force too quickly and missed its third quarter goals for 2008. Hersh is forced to conduct a massive lay-off, during which 20 percent of the workforce is let go. The company is facing increasing competitive pressure and a difficult economic environment, as well as a venture partner that is growing frustrated.

Learning Objective: This case focuses on the challenges and key issues associated with the creation and management of a professional sales organization and explores the pros and cons of various coverage, territory, and quota models.

Mozilla: Scaling Through a Community of Volunteers

Hayagreeva Rao, Robert I. Sutton,
David W. Hoyt

Stanford Graduate School of Business Case
Product #HR35 (30 pages)

Mozilla launches its Firefox web browser in November 2004, when Microsoft's Internet Explorer has a market share of over 90 percent, and is giving its browser away. Five years later, Firefox has a 25 percent share, and more than 300 million people are using the browser. Firefox and other Mozilla products are open source programs. A small Mozilla staff works with tens of thousands of volunteers to develop, test, debug, and promote its software. This case

study discusses ways that Mozilla develops and cultivates its community of volunteers, motivates them, and channels their passion.

Learning Objective: This case explores issues of organizations that leverage staff activity with the use of volunteers. Such organizations have limited control over volunteers who can participate—or not—or change their level of participation at will. As a result, management of these companies requires a different approach than in firms that utilize solely paid staff.

Pandora Radio: Fire Unprofitable Customers?

Willy Shih

Harvard Business School Case
Product #610077 (13 pages)
Teaching Note #610078

Pandora Radio is at a crossroads. The company's CEO has just been told by an important investor to get rid of his unprofitable customers in order to cut costs but the CEO is not sure that this is consistent with the company's business model. Pandora Radio is the largest Internet music streaming site and its rapidly growing user base loves the free customizable music stream under an advertising-supported model. Pandora pays royalties for every song streamed and has other variable costs that scale linearly with hours consumed but it has taken no steps to restrict the amount of usage among its heaviest and most loyal users. Can Pandora make its model work when a significant percentage of its users causes it to lose money?

Vector Healthcare

H. Irving Grousbeck, Claire Magat
Raffaelli

Stanford Graduate School of Business Case
Product #E346 (8 pages)
Teaching Note #E346TN

This case follows Peter Kingston, the CEO of Vector Healthcare, through the process of forming a partnership, launching a search fund, acquiring a company in the health insurance field, and selling the company through an auction. It explores several issues including friction generated between new and old management, conflict between executives with different management styles, and the ethical dilemmas that can arise when selling a company.

Learning Objective: Students gain experience handling difficult management situations as they role-play various characters in the case and brainstorm possible approaches to the issues facing the CEO.

Managing Product Safety of Imported Chinese Goods

Barry Berman, Kunal Swani

Business Horizons Article
Product #BH367 (10 pages)

While recent recalls and scares have focused primarily on Chinese-manufactured toys and foodstuffs, the issue of product safety extends to a wide variety of Chinese-produced goods. The supply chain in China is characterized by cost pressures and quality loss, multiple levels of outsourcing, a large number of counterfeit goods, cleverness at evading detection, and poor product safety surveillance by both the Chinese and U.S. governments. To best counteract these forces, companies that outsource goods from China need a well-defined strategy to improve product safety. This strategy includes developing an organizational unit responsible for product safety, securing greater control over raw material sourcing in China, using extreme care in choosing Chinese subcontractors, conducting continuous product testing by multiple parties, and being especially vigilant for counterfeits.

A Practical Guide to Combining Products and Services

Venkatesh Shankar, Leonard L. Berry,
Thomas Dotzel

Harvard Business Review Article
Product #R0911H (8 pages)

Many firms are trying to combine products and services into innovative offerings in an

GENERAL MANAGEMENT

Buy-In

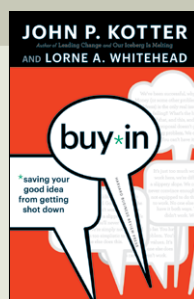
Saving Your Good Idea from Getting Shot Down

John P. Kotter, Lorne A. Whitehead

Smart, practical, and filled with useful advice and examples, *Buy-In* equips managers to anticipate and combat resistance—so that good ideas can result in positive corporate change.

AVAILABLE IN CHAPTERS

Product #12703 • ISBN 978-1-4221-5729-9 • Hardcover • 176 pages • \$22.00



effort to boost revenue and profit streams and balance cash flows. These hybrid solutions can help companies attract new customers and increase demand among existing ones by offering them superior value. Such offerings are commonplace—think Apple (the iPod product combined with the iTunes service). While the promise of combined offerings is alluring, many companies don't think through how to structure, market, and sell their combined offerings. Most companies stumble in at least one of four ways—failure to differentiate, failure to scale, failure to assess markets and prices appropriately, and failure to invest in the brand.

HUMAN RESOURCES MANAGEMENT

Equity on Demand: The Netflix Approach to Compensation

David F. Larcker, Allan McCall, Brian Tayan

Stanford Graduate School of Business Case Product #CG19 (21 pages)

Netflix is among a small group of Silicon Valley companies that emerged from the technology bubble of the late 1990s—a clear winner in terms of growth, market share, and profitability. That Netflix is able not only to prevail over its competition but also to thrive is partially attributable to its culture of freedom and responsibility. To foster this culture, the company has adopted a series of unique employment practices that are meant to attract, retain, and motivate the type of employee that Netflix values. While most companies provide compensation packages with a predetermined mix of cash and equity-based awards, Netflix turns the model on its head, allowing employees to request their own mix.

Weighing Career Choices

Eric Morse, Ken Mark

Ivey School of Business Case Product #905C09 (4 pages)
Teaching Note #805C09

A business school graduate is considering two offers; each has a similar salary package. One offer is an assistant marketing manager with a consumer packaged goods



Apply for educator access on our web site and receive:

Educator Copies • Teaching Notes • Course Planning Tools
Student Pricing • Preview Access to Online Courses & Simulations

APPLY NOW: educatoraccess.hbsp.harvard.edu

firm, the other is a consulting assignment with a small tool and die firm. The case provides students the opportunity to value different benefits based on their risk tolerance and career aspirations. The case, which focuses on entrepreneurial ventures, discusses risk and return from a personal finance standpoint and ultimately suggests that after-tax income should be a key consideration in whether to pursue an entrepreneurial venture.

Creating Disciples: The Transformation of Employees into Trainers

Mary W. Hrivnak

Business Horizons Article Product #BH362 (12 pages)

Business realities demand that organizations place a strategic emphasis on developing knowledgeable workers and becoming a learning organization. While external consultants and professional staff are often called upon to provide training, many organizations are turning to their own employees as an effective, lower-cost alternative. There are several benefits to this approach, but significant support must be provided to realize the benefits. This article

describes a systematic process that can turn novice employee trainers into a powerful force for organizational change.

How to Change a Culture: Lessons from NUMMI

John Shook

MIT Sloan Management Review Article Product #SMR340 (8 pages)

The joint venture between Toyota and GM known as NUMMI yields some surprising success stories, including the transformation of GM's worst plant into a world-class manufacturing model. Examining how this transformation took place provides insight into corporate culture change and lean manufacturing. This article proposes that the way to change culture is not first to change how people think, but instead to start by changing how people behave. Managers who want to change an organization's culture need to define and establish desired behaviors, provide training, and then do what is necessary to reinforce those behaviors. Integrating quality, support, and ownership into the job is vital.

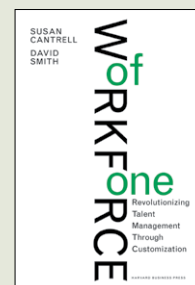
HUMAN RESOURCES MANAGEMENT

Workforce of One Revolutionizing Talent Management Through Customization

Susan Cantrell, David Y. Smith

In managing talent, most firms still use one-size-fits-all HR practices but exceptional companies are tailoring work experiences to employees' talents and interests—customizing job duties, training, recognition, and even compensation, work schedules, and performance appraisals. Their reward? Lower turnover, greater productivity, and improved profit margins.

AVAILABLE IN CHAPTERS
Product #12036 • ISBN 978-1-4221-4758-0 • Hardcover • 288 pages • \$35.00



MANAGEMENT OF INFORMATION SYSTEMS

Foxwoods: Turning Data into Insights in the Hospitality Industry

Lynda M. Applegate

Harvard Business School Case

Product #810083 (10 pages)

Foxwoods, a hotel-casino resort in Connecticut, structures its IT department around three areas—infrastructure and networking, gaming systems, and hospitality systems. The case describes how Foxwoods' IT director identifies an opportunity to use technology to better understand customer data and create more insightful marketing campaigns, particularly to nongaming patrons. At the same time, the company needs to change external application partners. The case also details this changeover and subsequent implementation issues in technology innovation within an established company.

Green IT Matters at Wipro Ltd.

Indranil Bose, Ramasastry Chandrasekhar

University of Hong Kong Case

Product #HKU875 (22 pages)

Teaching Note #HKU876

The head of the Green IT team at Wipro Ltd., a leading IT services company headquartered in India, is facing a dilemma regarding the company's goal of becoming carbon neutral by 2014. On the positive side, a strategy is in place, an organizational structure has been put together, and virtual staff members have been enlisted. However, belief in the value of green computing is not shared across the organization, there are no systems to measure and monitor

the progress of green computing, and execution is falling short. This case provides background for understanding the inception and implementation of Wipro's green strategy and enables students to analyze the situation from the perspective of a team leader who is expected to deliver results.

TopCoder (A): Developing Software Through Crowdsourcing

Karim R. Lakhani, David A. Garvin

Harvard Business School Case

Product #610032 (19 pages)

This case highlights how TopCoder has created a unique two-sided innovation platform consisting of a global community of over 225,000 developers who compete to write software modules for over 40 clients, providing details of a unique system where complex software is developed through ongoing online competitions. In outlining the company's evolution, the challenges of building a community and refining a web-based competition platform are illustrated. Experiences and perspectives from TopCoder community members and clients help demonstrate what it means to work from within—or in cooperation with—an online community.

When Hackers Turn to Blackmail

Caroline Eisenmann

Harvard Business Review Case Study and Commentary

Product #R0910B (9 pages)

Sunnylake Hospital is being held up by online extortionists who have blocked access to its electronic medical records and are demanding \$100,000 to restore it. Paul Layman, Sunnylake's CEO, didn't take their first e-mail seriously and now the hospital

has ground to a halt. Layman's golden-boy IT director can't seem to outwit the hackers. Sunnylake's legal counsel tells Layman, "Literally every second is a liability." The chief of staff is in a mutinous fury. What should Layman do?

Bold Retreat: A New Strategy for Old Technologies

Ron Adner Daniel C. Snow

Harvard Business Review Article

Product #R1003E (7 pages)

When a superior new technology emerges on the horizon, threatening an existing business, should managers strive to make a seamless transition to it or try to fight and defeat it? An alternative option is one of "bold retreat," where a company cedes most of the established market to the new technology and instead pursues less vulnerable positions in a proactive, strategic alternative to head-on competition. Like a transition to a new technology, a bold retreat requires significant organizational change. That includes revamping cost structure and talent base and gaining buy-in to the notion of "retreat" by internal stakeholders.

The Fairyland of Second Life: Virtual Social Worlds and How to Use Them

Andreas M. Kaplan, Michael Haenlein

Business Horizons Article

Product #BH358 (10 pages)

This article addresses the increasing importance of virtual social worlds such as Second Life and explores how companies can make use of their potential in the areas of advertising and communication, virtual product sales, marketing research, human resources, and internal process management. The article also highlights the evolutions that are expected to shape this sector over the next five to ten years—a trend toward standardization and interoperability, improvements in software usability, increasing interconnection between real and virtual worlds, establishment of law and order, and the transformation of virtual social worlds to business hubs of the future.

MANAGEMENT OF INFORMATION SYSTEMS

The Adventures of an IT Leader

Robert D. Austin, Richard L. Nolan, Shannon O'Donnell

Invites students to accompany new CIO Jim Barton through a challenging first year, handling (and fumbling) situations that, although fictional, are based on true events. The book can be read from beginning to end or used as a series of cases.

AVAILABLE IN CHAPTERS

Product #11990 • ISBN 978-1-4221-4660-6 • Hardcover • 320 pages • \$29.95



Merged Datasets: An Analytic Tool for Evidence-Based Management

Palmer Morrel-Samuels, Ed Francis, Steve Shucard

California Management Review Article
Product #CMR443 (21 pages)

Many businesses fail to merge and analyze data effectively. This article describes a method for merging independent datasets and using the compiled data to run informative quantitative analyses that facilitate sound decision making. This approach can help support several critical tasks in evidence-based management—documenting changes in the corporate culture, measuring linkages between “soft” perceptual variables and “hard” performance metrics, conducting rigorous pretest-posttest comparisons, and evaluating program effectiveness.

MARKETING

Airwide International

John Zerio, Samarth Sangal, Tanmay Saraykar

Thunderbird School of Global Management Case
Product #TB0017 (10 pages)
Teaching Note #TB0018

Airwide manufactures a broad line of heating, ventilation, and air conditioning (HVAC) products. The director of sales and marketing in Italy is reviewing the company’s channel management policies. The market is currently served by three master distributors who have geographic responsibility for the North, Central, and South regions of Italy, accounting for 85 percent of sales. The balance is sold by small dealers, remnants of an early channel management arrangement. A small dealer based in Genoa has proposed that its reseller discount equal a large distributor’s. Airwide’s management must examine the proposal and consider the implications for its channel strategy and partnership arrangements.

MARKETING

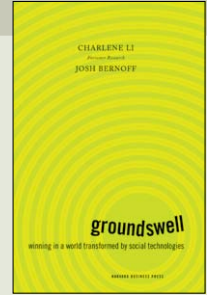
Groundswell

Winning in a World Transformed by Social Technologies

Charlene Li and Josh Bernoff

When consumers are able to rate products and services in online public forums, a company is vulnerable. *Groundswell* explores how to turn this threat into an opportunity by building social technologies into business—including monitoring brand value, talking with consumers through marketing and PR campaigns, and encouraging customers to recruit their peers.

AVAILABLE IN CHAPTERS
Product #2500 • ISBN 978-1-4221-2500-7 • Hardcover • 304 pages • \$29.95



Communispace

Anat Keinan

Harvard Business School Case
Product #510018 (15 pages)

Communispace is the market leader in creating and managing private, brand-focused online communities for major corporate clients. These communities have provided clients with insights into how consumers view their brands, with quick feedback on potential marketing decisions, and with a sounding board for new product ideas. A potential client has asked Communispace to build and manage an online community not as a listening board but for the sole purpose of fostering word-of-mouth for a new brand it is launching. Should Communispace take on this assignment?

Emotiv Systems Inc.: It's the Thoughts That Count

Elie Ofek, Jason Riis

Harvard Business School Case
Product #510050 (29 pages)

Emotiv is getting ready to launch its innovative brain-computer interfacing technology. The company has developed a special headset called EPOC and software that can translate a person’s emotions, cognitive thoughts, and facial expressions into digital outcomes. Emotiv wants its technology to be adopted by mainstream consumers and is leaning toward the video game market as its primary initial target. The case allows students to grapple with the issues of selecting a target application for the launch of an innovation, determining

the importance of having a big-name partner for the launch by an unknown start-up, considering the wisdom of taking a B2C rather than a B2B approach with a novel technology, and using analogous products to forecast demand.

Hulu: An Evil Plot to Destroy the World?

Anita Elberse, Sunil Gupta

Harvard Business School Case
Product #510005 (29 pages)

In July 2009, the CEO of Hulu, an online video aggregator, is debating whether the firm should move away from a purely advertising-supported model and whether it should participate in an industry-wide initiative to develop and test “authentication” technology that can facilitate a subscription or pay-per-view model. The case traces the early years of Hulu, a joint venture between News Corp. and NBC Universal, which is initially met with strong skepticism but quickly becomes a highly popular online video business. Provides information on how the company serves content owners, users, and advertisers. Also explores how media and entertainment industries can capitalize on new forms of digital distribution and assesses viable business models for content owners and distributors in the online video industry.

Ontela PicDeck (A): Customer Segmentation, Targeting, and Positioning

Mohanbir Sawhney, Kent Grayson, Patrick Dupriss, Christine Hsu, Ryan Metzger, Fuminari Obuchi

Kellogg School of Management Case
Product #KEL450 (7 pages)
Supplement #KEL451
Supplement #KEL453
Teaching Note #KEL452

Ontela, a technology start-up company, has introduced an innovative service called PicDeck that improves the mobile imaging experience for wireless subscribers. Ontela sells PicDeck to wireless carriers, which in turn private-label the service to their subscribers. Ontela must decide which customer segments it should target for the service and how to create a positioning strategy and a marketing communication plan to promote it. It must also consider the value proposition of the PicDeck service for wireless carriers (its direct customers), which need to be convinced that the service will lead to higher monthly average revenue per user and/or increased subscriber loyalty.

Learning Objective: The case reinforces the principles of data-driven customer segmentation, discusses the appropriate criteria for selecting segments, and provides students with an understanding of the benefits and drawbacks of different approaches to identifying and evaluating segments.

Target Corporation: Maintaining Relevance in the 21st-Century Gaming Market

Richard E. Wilson

Kellogg School of Management Case
Product #KEL442 (25 pages)

Target Corporation is concerned that the company might be left out of one of its most lucrative and attractive product categories, video games and game players, as these products increasingly migrate to digital distribution models. What steps should the company take to maintain its relevance and build sustainable competitive advantage as these trends play out? What are the implications for the company's multi-channel online and offline format portfolio going forward?

Learning Objective: Students will develop an understanding of the challenges faced by contemporary retailers as consumer needs change, new product innovations emerge, market structures evolve, and format pressures escalate.

Tengion: Bringing Regenerative Medicine to Life

Elie Ofek

Harvard Business School Case
Product #510031 (29 pages)

Tengion is a young biotech company that is at the frontier of regenerative medicine, a nascent field that seeks to promote the creation of new cells and tissue to repair or replace tissue or organ function. In late 2008 Tengion management faces a difficult dilemma. In light of the financial crises, the CEO must recommend to the board which of two promising new medical treatments to continue to develop while placing the other on hold. In comparing the two options, a host of factors must be considered—assessing the regulatory climate, manufacturing issues, marketing challenges (in particular pricing), and partnering decisions. Tengion must also consider how quickly it might expect to bring each of the two treatments to market. The decision could have significant long-term implications for the company's ultimate survival and success.

United Breaks Guitars

John Deighton

Harvard Business School Case
Product #510057 (13 pages)

This case dissects an incident in which a disgruntled customer uses YouTube and Twitter to spread a music video detailing United Airlines' mishandling of his \$3,500 guitar and the company's subsequent refusal to compensate him. The song, called "United Breaks Guitars," receives 3 million views and mainstream news coverage. What strategies can companies deploy to protect a brand when the power to craft messages and images is shared between marketer and consumer?

Let the Response Fit the Scandal

Alice M. Tybout, Michelle Roehm

Harvard Business Review Article
Product #R0912J (8 pages)

A full-blown scandal can cause a company great turmoil, even if the organization isn't at fault. Crises easily extend beyond the original perpetrators, spilling over to other businesses along the value chain—and to those apart from the chain that resemble the guilty parties in some central way. For instance, the dairy, pet food, and toy-manufacturing scandals in China over the past few years have in many consumers' minds rendered all Chinese products suspect. This article presents a framework for crafting "just-right, just-in-time" responses to scandals. It outlines four important steps—assess the incident, acknowledge the problem, formulate a strategic response, and implement the response. The most effective approaches are carefully calibrated to the characteristics of the brand, the nature of the event, and the company's degree of seeming culpability. These approaches can minimize brand damage and even, on occasion, provide firms with opportunities to deepen connections with customers.

NEGOTIATIONS

Negotiating for Fertilizer

Jeanne Brett, Katherine Nelson, Nicole Tilzer

Kellogg School of Management
Product #KEL434 (17 pages)
Teaching Note #KEL435

One Acre Fund (OAF) was founded in 2005 to help solve the chronic hunger problem in Africa. OAF provides the resources (seed, fertilizer, and education) necessary for African farm families to feed themselves when their land holdings are one acre or less. OAF buys resources like seeds and fertilizer in bulk at reduced prices and distributes them to small farmers who otherwise could not afford them. This case concerns the negotiation that OAF's manager conducts to buy fertilizer in the last quarter of 2007. Negotiations go through stages of request for bids, discussion with multiple bidders, selection of a provider, and final agreements. There are multiple issues, including price delivery and form of payment. The case provides an opportunity for students to analyze a real-world deal-making negotiation in a developing economy.

Why Dick and Jane Don't Ask: Getting Past Initiation Barriers in Negotiations

Roger J. Volkema

Business Horizons Article
Product #BH361 (10 pages)

Negotiation is an essential skill for professional success. Many people, however, lack the confidence, motivation, or training to ask for what they want in certain situations; for example, when negotiating with an important client. Others are reluctant to initiate requests in general. This article explores the personal and situational factors that influence an individual's likelihood of engaging another party in a negotiation, making a request, and optimizing that request. Specific suggestions are offered for managing a negotiation—mental preparation prior to the negotiation, positioning prior to and at the point of the negotiation, and verbal craftsmanship during the delivery of a request.

OPERATIONS MANAGEMENT

IBM Retail Business Assessment at Dillard's, Inc.: Managing Staffing Levels to Improve Conversion

Zeynep Ton

Harvard Business School Case
Product #610051 (10 pages)
Supplement #610707

This case illustrates the challenges associated with matching staffing levels with variable workload in retail stores and highlights how decisions related to staffing and scheduling affect operational performance and the quality of labor at stores. The case describes the tasks (both in-store logistics and customer service tasks) that are carried out by store employees at one Dillard's department store and presents nine weeks of traffic data at an hourly level. Given the large variation in customer traffic over time and the relationship between staffing levels and conversion rates, how should Dillard's manage staffing levels?

NEGOTIATIONS

Built to Win

Creating a World-Class Negotiating Organization

Hallam Movius, Lawrence Susskind

Companies that consistently negotiate agreements in ways that protect key relationships enjoy an important competitive advantage, and negotiation must become a strategic core competency. Provides a step-by-step model for building competence in negotiations throughout a company and practical how-to tools to help managers achieve this objective.

AVAILABLE IN CHAPTERS

Product #1047 • ISBN 978-1-4221-1047-8 • Hardcover • 256 pages • \$29.95



Coca-Cola Amatil: A Bottler Recharging Growth with Energy Drinks

Richard E. Wilson

Kellogg School of Management Case
Product #KEL449 (15 pages)

How does a mature business develop new growth markets, assuming it already has new products? That's the challenge facing The Coca-Cola Company and its global system of bottlers in the 2000s when demand for its core line of carbonated soft drinks flattens. The Australian bottler Amatil pins its hopes on energy drinks, a fast-growing, youth-oriented category that is capturing headlines and share away from traditional products. Amatil decides to target the retail context where young people congregate and form their preferences—pubs, nightclubs, health clubs, and sporting events. This case explores issues related to retail channel strategy development in fast-changing international consumer markets and the challenges of adapting legacy routes-to-market systems to changing consumer demands.

eBay Partner Network (A)

Benjamin Edelman, Ian I. Larkin

Harvard Business School Case
Product #910008 (13 pages)
Supplement #910009
Supplement #910012
Teaching Note #910025

eBay considers adjustments to the structure and rules of its affiliate marketing program, eBay Partner Network (ePN). In particular, eBay re-evaluates affiliate compensation

structure, the role of bonuses for especially productive affiliates, and the overall rationale for outsourcing online marketing efforts to independent affiliates. The case presents the history and development of ePN, its importance to eBay, and the mechanics of online affiliate marketing.

Learning Objective: Students gain exposure to management of commission-based referral systems, including their structure, implementation, and incentives.

Zara: Managing Stores for Fast Fashion

Zeynep Ton

Harvard Business School Case
Product #610042 (19 pages)

Pablo Isla, the CEO of Zara, wants to improve operational efficiencies in managing its store network. In particular, he needs to improve labor productivity at the stores. He considers outsourcing certain store operations to third parties, changing the way store managers are compensated, and creating formal operating procedures for store operations. But he knows he must be careful. Could an emphasis on improving labor productivity hurt other aspects of store operations?

Learning Objective: Students develop an understanding of how a well-run retailer designs store processes, manages store labor, and manages the store network to ensure that its strategy is executed well.

“Greening” Transportation in the Supply Chain

Susan Golicic, Courtney Boerstler, Lisa M. Ellram

MIT Sloan Management Review Article
Product #SMR338 (11 pages)

Despite pressures from customers and investors—and the prospect of ever-volatile energy costs—just 9% of *Fortune* 500 companies include environmental goals in their public documents. A study of the companies that do reveals some best practices that can help a business work with its partners to rethink its transportation infrastructure. Companies must demonstrate three distinct levels of integration before they can embed the reduction of greenhouse gas emissions into their transportation strategies—acknowledging the problem, building an environmentally aware culture, and affecting supply chain practices such as better vehicle utilization or more efficient routing. Within these categories, carefully calibrated metrics can track both environmental and financial progress.

How BMW Is Defusing the Demographic Time Bomb

Christoph H. Loch, Fabian J. Sting, Nikolaus Bauer, Helmut Mauermann

Harvard Business Review Article
Product #R1003H (6 pages)

In June 2007, Nikolaus Bauer, the head of BMW’s 2,500-employee power train plant in Germany, asks two of his production line managers, “How are we going to maintain our productivity as the workforce gets older and older?” Instead of turning to traditional approaches—firing older workers, forcing them into early retirement, or moving them to less physically demanding jobs—managers at the BMW plant let the workers themselves find a solution. The company staffed a production line with people who were, on average, 47 years old—reflecting the plant’s projected demographic makeup in 2017. The workers on this pilot line then developed and implemented 70 productivity-enhancing changes, such as managing health care and making small changes to the workplace environment. The result was a productivity increase of 7% in one year. BMW is now testing this worker-led approach in other plants in order to develop standards for incorporation across the company’s manufacturing organization.

ORGANIZATIONAL BEHAVIOR

Burt’s Bees: Balancing Growth and Sustainability

Christopher Marquis

Harvard Business School Multimedia Case
Product #410704 (80 minutes)
Teaching Note #410100

Burt’s Bees traces its roots to 1984, when Roxanne Quinby and Burt Schavitz teamed up to sell beeswax candles at craft fairs and today the company offers a range of natural skin, hair care, and bath products. The case is set at a crossroads for Burt’s Bees, two years after its acquisition by the Clorox Company. The firm wants to remain true to key elements of the company’s culture including a commitment to natural products and a belief in sustainable, earth-friendly practices. But can Burt’s Bees continue to be a leader in social environmental innovation while also sharpening its focus on growth and profitability as a part of a public company with fiduciary responsibility to its shareholders?

Dawn Stokes: The View from the Driver’s Seat

Boris Groysberg

Harvard Business School Case
Product #410064 (15 pages)

Dawn Stokes is the successful CEO of Texas Driving Experience, a company that provides two kinds of driving lessons—safety-based for teens and high-performance race-car driving for individual thrill seekers and corporate clients. Although the company has done well, economic hard times are beginning to take their toll. What aspects of the business should Stokes focus on? And will a policy of aggressive geographic expansion make sense?

Disney: Losing Magic in the Middle Kingdom

Ali Farhoomand, Penelope Chan

University of Hong Kong Case
Product #HKU885 (32 pages)
Teaching Note #HKU886

Hong Kong Disneyland has been struggling with lower-than-expected attendance rates for almost three years since its opening. The Walt Disney Company and its joint-venture

partner, the Hong Kong government, are negotiating about injecting extra capital to expand the park to attract more visitors. This case explores the possible reasons for the park’s lackluster performance—its small size, inconvenient location, insufficient appeal to adults, and lack of Chinese elements have all been cited as possible causes. The case also covers the park’s positioning and product offerings, the remedial actions taken by the company, an analysis of the market dynamics for both local and overseas visitors, and the competition faced by the park.

EU Design’s Rise in the Apparel and Fashion Industry: Formalizing Management and Incentive Systems

Neale O’Connor, Edo de Vries Robbe

University of Hong Kong Case
Product #HKU880 (13 pages)
Teaching Note #HKU881

EU Design is an important trim supplier for companies in the apparel and fashion industries in both New York and Hong Kong. Since its establishment in 1999, the company has grown gradually, attracting more customers and employing more staff. By 2009, however, growth has been obstructed by an inappropriate organizational structure that is suitable only for a small company. The situation has been worsened by the global financial crisis. With falling margins, there is a need to expand the customer base and for staff to become more sales-oriented. With limited funds, EU Design’s owner must decide how to transform the company and which management control systems to implement first.

Growing Big While Staying Small: Starbucks Harvests International Growth

Richard Honack, Sachin Waikar

Kellogg School of Management Case
Product #KEL447 (22 pages)

By early 2009 Starbucks has nearly 17,000 stores worldwide, with about a third of these outside the United States. Despite multibillion-dollar annual revenues, yearly growth has declined by half, quarterly earnings have dropped as much as 97 percent, same-store sales are negative, and its stock price is languishing. Factors such as the global economic downturn and increasing competition in the specialty coffee market

from large players such as McDonald's and Dunkin' Donuts have driven this decline, resulting in the closings of hundreds of domestic stores. Founder Howard Schultz, who recently returned as CEO, is convinced that Starbucks' growth opportunities lie overseas, where the firm already has a strong foothold in Japan and the United Kingdom. Can Starbucks "grow big and stay small," remaining a huge retailer that delivers both high-quality products and a consistently intimate and enjoyable experience to consumers worldwide? This case presents this challenge in the context of Starbucks' history, well-established value proposition, and domestic and international growth and vision.

Indus Towers: Collaborating with Competitors on Infrastructure

Ranjay Gulati, F. Asis Martinez-Jerez, V.G. Narayanan

Harvard Business School Case
Product #110057 (19 pages)

The case describes the formation of Indus Towers, the largest telecom tower company in the world—a joint venture created to build and manage the passive infrastructure of wireless telecom operators. The venture brings together three competitors in India's tough telecom market—Bharti Airtel, Vodafone Essar, and Idea Cellular—which agree to merge their tower holdings. The case focuses on the issues that arise from collaborating with competitors while at the same time engaging in brutal competition.

Wyeth Pharmaceuticals: Changing the Mindsets and Behaviors of 17,000 People—One Person at a Time

Robert I. Sutton, Hayagreeva Rao, Isaac Waisberg

Stanford Graduate School of Business Case
Product #L15 (34 pages)

In 2007, Wyeth Pharmaceuticals' manufacturing organization faces a number of challenges, requiring that it revolutionize the way its 17,000 employees operate. The case describes the alternative methods of systemic change Wyeth considers, the approach it implements, and how it rolls out the changes across more than 25 sites worldwide. The case also describes setting of objectives and expectations, engagement of leaders and staff, and use of outside advisors.



Apply for educator access on our web site and receive:

Educator Copies • Teaching Notes • Course Planning Tools
Student Pricing • Preview Access to Online Courses & Simulations

APPLY NOW: educatoraccess.hbsp.harvard.edu

Learning Objective: This case can be used to address issues of leadership, particularly as related to the leadership of major change in an organization. It can also be used to discuss organizational behavior and effective transformation management.

Leadership Lessons from India

Peter Cappelli, Harbir Singh, Jitendra V. Singh, Michael Useem

Harvard Business Review Article
Product #R1003G (10 pages)

Until recently the view of India by Western businesses has been primarily as a source of cheap, low-skilled labor. But over the past decade the country has attracted a flood of high-skilled jobs from the West. Meanwhile, India's economy has grown at roughly 9% a year, and some of its largest companies have grown at twice that rate. This article proposes that much of this success is due to the distinctly inward-focused managerial approach of Indian leaders. The article identifies four ways in which these leaders develop and motivate employees—they create a sense of social mission, engage employees in give-and-take, empower them to find solutions, and invest in their training and development.

with this vendor and brand? Write a letter of complaint to the vendor and demand an apology or other compensation? Underlying all these questions is one issue—is it worth the trouble to complain? The case can be used in a service marketing setting, where issues of service failure and recovery can be emphasized. It can also illustrate consumer behavior in marketing management, with emphasis placed on controllable and uncontrollable factors that influence individual buyer behavior.

Discopress

Elliot N. Weiss, Matthew Fischer

Darden School of Business Case
Product #UV3565 (7 pages)

Preparing a proposal for a DVD content partner, the production director for a digital media company must decide whether to advocate mass production or production on demand. The catalog of old television series and B-movies relies on a "long tail," making on-demand production an attractive option. What capital investment is required? And will the per-unit premium outweigh inventory holding costs?

Shoppers Stop—Targeting the Young

Shanker Krishnan, Ramasastry Chandrasekhar

Ivey School of Business Case
Product #909A11 (23 pages)

Shoppers Stop, an Indian retailer of branded apparel and accessories, is looking at the growing youth segment. 35% of Indians are under 15; 70% under 35—a profile likely to remain stable for the next two decades. How should Shoppers Stop move from its traditional adult market to target younger consumers? Is a change in strategy required or will tweaking the current strategy be sufficient?

SERVICE MANAGEMENT

Chantale and Clinton Call for Service

Christopher A. Ross

Ivey School of Business Case
Product # 909A05 (8 pages)

Chantale and Clinton have purchased a new refrigerator from The Canadian, one of the largest department store chains in Canada. It subsequently begins to malfunction. After receiving poor service from the vendor's repair division, they wonder what to do next. Do nothing and assume it was an isolated incident? Vow never again to deal

Zappos 2009: Clothing, Customer Service, and Company Culture

Frances X. Frei, Robin J. Ely, Laura Winig

Harvard Business School Case
Product #610015 (27 pages)

On July 17, 2009, Zappos.com, a privately held online retailer of shoes, clothing, and other soft-line retail categories, learns that Amazon.com has won approval from its board of directors to offer to merge the two companies. Amazon's offer is on the table: stock, cash, and restricted stock for Zappos' employees—along with a promise that Zappos can continue to operate as an independent subsidiary. Zappos' CEO and COO have only a few days to consider whether to recommend the merger to Zappos' board at its July 21 meeting.

Closing the Customer Feedback Loop

Rob Markey, Fred Reichheld, Andreas Dullweber

Harvard Business Review Article
Product #R0912C (8 pages)

Realizing that customer retention is more critical than ever, companies have ramped up their efforts to listen to customers, but many struggle to convert their findings into practical prescriptions for customer-facing employees. Some companies address that challenge by creating feedback loops that start at the front line. They forgo elaborate, centralized feedback mechanisms in favor of quickly polling customers with the question

“How likely are you to recommend us?” The greatest impact comes from relaying the results immediately to the employees who just served the customers and empowering those employees to act on any issues raised. Over time, such feedback can also be compiled into a baseline of customer experience, which firms can then draw upon to field test ideas or make process and policy refinements.

Global Customer Management Programs: How to Make Them Really Work

Noel Capon, Christoph Senn

California Management Review Article
Product #CMR446 (25 pages)

Identifying the right business model for addressing global customers and formalizing that model into a customer management program is a challenge for any firm with international aspirations. The key to success is embedding the program firmly within a firm's corporate strategy. This article presents a framework for successfully introducing a global customer management program, describing key challenges managers face at each stage of the process. It also identifies specific strategies and principles to help firms become truly customer-centric on a global basis.

SOCIAL ENTERPRISE

The Dannon Company: Marketing and Corporate Social Responsibility

Christopher Marquis

Harvard Business School Case
Product #410121 (22 pages)

At the end of 2009, The Dannon Company is considering communicating its Corporate Social Responsibility (CSR) efforts to consumers. The risk, though, is that this initiative could taint Dannon's reputation if it is perceived simply as a marketing ploy. The case follows the perspectives of various stakeholders within the organization, including members of the marketing, human resources, and corporate affairs departments. Questions examined include: Should Dannon communicate its CSR activities? What would be the best means to do so? Should it be a corporate- or brand-level campaign? How will the parent company, Danone, respond? Can CSR remain sincere when being leveraged for PR purposes?

Global Sustainability: The Case for Collaboration

John Zerio, Marco A. Conejero

Thunderbird School of Global Management Case
Product #TB0019 (16 pages)
Teaching Note #TB0020

The Kyoto Protocol established targets for reductions in greenhouse gas concentrations by establishing a mechanism of restrictions for rich countries and incentives for developing countries to cut their greenhouse gas emission levels. However, the economic costs may be too high, social disruptions may be too great, such a fluid system may invite cheating by countries and powerful economic groups, and it may not produce the necessary changes in the behavior of the heaviest polluters. This case defines the Kyoto Protocol, introduces business students to the broad notions of sustainable management, and explores the business challenges associated with implementing such an ambitious program on a global scale.

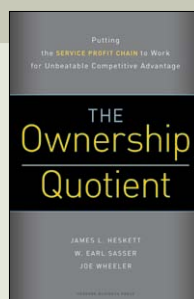
SERVICE MANAGEMENT

The Ownership Quotient

Putting the Service Profit Chain to Work for Unbeatable Competitive Advantage

James L. Heskett, W. Earl Sasser Jr., Joe Wheeler

The Ownership Quotient demonstrates how to take the groundbreaking service profit chain notion to the next level—developing customer and employee “owners.” Employee-owners exhibit such enthusiasm for their organizations that they infect countless customers with similar satisfaction, loyalty, and dedication. When the lifetime value of a customer-owner can equal more than a hundred typical customers, the lifetime value of an employee who promotes customer ownership is priceless.



AVAILABLE IN CHAPTERS

Product #1023 • ISBN 978-1-4221-1023-2 • Hardcover • 240 pages • \$29.95

Living PlanIT

Robert G. Eccles, Amy C. Edmondson
Harvard Business School Case
Product #410081 (29 pages)

Living PlanIT has developed an innovative business model for sustainable urbanization and is developing its first project, a new city called PlanIT Valley, outside of Porto, Portugal. The company has clarified its vision and is moving into the implementation phase, which involves fund-raising, signing up channel partners, and negotiating various issues with the Portuguese government for its pilot project. Success in PlanIT Valley will translate into a strong market position as global population and demand for new cities increase, particularly in developing countries such as China and India.

Nanosolar 2009

William P. Barnett, Sar Gaviser Leslie
Stanford Graduate School of Business Case
Product #IB98 (20 pages)

Nanosolar's innovative approach to photovoltaic solar power makes it one of the most visible clean technology start-ups and it has attracted high-profile venture capital. The firm has made progress in the U.S., Germany, and France and its prospects for growth are excellent. In particular, emerging energy markets have tremendous potential, especially China, which by 2011 or 2012 could potentially eclipse Germany in its demand for solar power. First Solar, Nanosolar's main competitor, has announced a large deal with the Chinese government to collaborate on a solar generation project in Inner Mongolia. Nanosolar's CEO knows that the company should participate in the China market and is devising an approach to this challenge.

Green Retailing: Factors for Success

Kee-Hung Lai, T.C.E. Cheng,
Ailie K.Y. Tang
California Management Review Article
Product #CMR445 (27 pages)

Green retailing, generally viewed as the incorporation of environmental protection measures into retail operations, has become a common phenomenon. Despite an increasing interest among practitioners, there is a lack of understanding about what green retailing is and what the success

SOCIAL ENTERPRISE

Strategy for Sustainability A Business Manifesto

Adam Werbach

More than ever before, consumers, employees, and investors share a common purpose and a passion for companies that do well by doing good. These ideals set the stage for a practical framework that involves engaging employees, using transparency as a business tool, and reaping the rewards of a networked organizational structure.

AVAILABLE IN CHAPTERS
Product #12169 • ISBN 978-1-4221-7770-9 • Hardcover • 240 pages • \$25.00



factors are for its implementation. This article identifies three broad dimensions of green retailing—internal improvement, external coordination, and supportive development—and notes the critical capabilities required for firms to achieve success. It also presents a strategy loop with practical steps to help retailing managers incorporate green practices.

8 Reasons Sustainability Will Change Management

Michael S. Hopkins

MIT Sloan Management Review Article
Product #SMR328 (5 pages)

This article identifies eight significant ways that current management expectations and practices will be affected by growing societal and economic understanding about sustainability. Among them—how labor productivity can be dramatically increased by sustainably designed workplaces, how companies “bump into” sustainability-related choices (even when they don’t look for them), how a company’s sustainability profile will become a proxy for the organization’s overall management quality, how innovation results are improved by pursuit of sustainability-related outcomes, how sustainability efforts within an organization lead to more productive collaboration across typical organizational silos, and how transparency and trustworthiness will become increasingly important to competitive success.

One CEO’s Trip from Dismissive to Convinced

Bruce Posner

MIT Sloan Management Review Article
Product #SMR331 (7 pages)

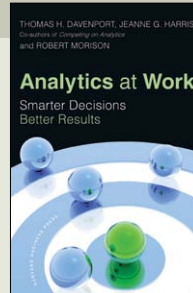
In 1994, Interface Inc.’s founder and CEO Ray Anderson realizes that the business model of the commercial carpet manufacturing company he founded 20 years before is based on “digging up the earth and turning petroleum and other materials into polluting products that end up in landfills”—not something he wants as his legacy. At age 60 he breaks with the old model and starts over. Standing up to naysayers (whose ranks include associates, suppliers, and Wall Street analysts), he sets out to transform Interface from a traditional business built on consumption and waste to one whose focus will be zero waste. In addition to becoming increasingly efficient in its energy and materials usage—89% of Interface’s global electricity and 28% of its total energy now come from renewable sources—Interface is able to recycle an increasingly large percentage of its carpet into new product.

STRATEGY

Analytics at Work Smarter Decisions, Better Results

Thomas H. Davenport, Jeanne G. Harris, Robert Morison

Many types of analytical tools, from statistical analysis to qualitative measures like systematic behavior coding, can improve decisions ranging from what new product offering might interest customers to whether marketing dollars are being most effectively deployed. Combining the science of quantitative analysis with the art of sound reasoning, *Analytics at Work* provides a road map and tools for unleashing the potential buried in data.



AVAILABLE IN CHAPTERS

Product #12167 • ISBN 978-1-4221-7769-3 • Hardcover • 240 pages • \$29.95

example, to build Google into a portal like Yahoo! or MSN, extend Google's role in e-commerce beyond search to encompass a more active role as an intermediary (like eBay) facilitating transactions, or challenge Microsoft's position on the PC desktop by developing software to compete with Office and Windows.

Learning Objective: Students analyze the strategic significance of network effects in search-related advertising and for Google's prospects in the portal, e-commerce intermediary, and desktop operating system businesses. They also explore whether pursuit of noncore opportunities is consistent with Google's mission and culture.

STRATEGY

A Big (Double) Deal: Anadarko's Acquisition of Kerr-McGee and Western Gas Resources

Clayton M. Christensen

Harvard Business School Case

Product #610020 (29 pages)

On June 23, 2006, Anadarko Petroleum Corporation announces that it is simultaneously acquiring two public companies, Kerr-McGee and Western Gas Resources, in all-cash deals. The total price is about \$24 billion, a figure close to Anadarko's market cap at the time. The parallel deal flows and negotiations are completed in a matter of months. The specific dynamics of this deal are extraordinary, given that Anadarko, Kerr-McGee, and Western are all companies with rich and dynamic histories. The combination of resources, processes, and people involved in these deals is complex and powerful.

Learning Objective: This case provides students with an opportunity to examine a complex set of acquisitions from multiple angles—leadership, strategy, business model, valuation, financing, relationships, negotiations, culture, and talent. It also provides a window inside a “big deal” that isn't simply about getting bigger.

Gilead Sciences Inc.: Access Program

V. Kasturi Rangan

Harvard Business School Case

Product #510029 (27 pages)

Gilead Sciences, the U.S. leader in HIV/AIDS medicines, with global sales of \$5.4 billion in 2009, has undertaken several innovative actions to make its antiviral products available to over 100 low- and middle-income countries. Having reached nearly 680,000 patients by the middle of 2009, the company's senior managers contemplate how to reach 2 million patients by 2012. Students are exposed to the evolution of emerging markets strategy and discuss potential options.

Google Inc. (Abridged)

Benjamin Edelman, Thomas Eisenmann

Harvard Business School Case

Product #910032 (10 page)

This case describes Google's history, business model, governance structure, corporate culture, and processes for managing innovation. It also reviews Google's recent strategic initiatives and the threats they pose to Yahoo!, Microsoft, and others. The core of the case looks at the future: what should Google do next? One option is to stay focused on the company's core competence, developing superior search solutions and monetizing them through targeted advertising. Another option is to branch into new arenas; for

Jet Propulsion Laboratory

Robert S. Kaplan, Anette Mikes

Harvard Business School Case

Product #110031 (16 pages)

Gentry Lee, senior systems engineer and de facto chief risk officer, is applying a new comprehensive risk management system to a \$600 million high-profile Mars landing mission. The case illustrates JPL's risk culture for high-visibility and expensive missions in the post-Challenger era with tightly constrained budgets. It introduces risk analytics, such as heat maps, and the management process and governance system centered on continuous challenge and “intellectual confrontation.” Students will consider JPL's strategy and constraints, measurable technical risks, nonmeasurable external risks, and societal pressures in making a decision about whether to launch or delay the Mars mission. The case calls for an appreciation of the role of the chief risk officer and, in general, of leadership in risk management.

The Joslin Diabetes Center

Michael E. Porter

Harvard Business School Case

Product #710424 (27 pages)

Teaching Note #710458

The Joslin Diabetes Center in Boston, MA is a leading center for diabetes care, clinician training, and research. The Joslin's multispecialty, team-based care and patient education programs provide opportunities to examine integrated practice units, early-stage and preventive care, and clinical coordination along the full care cycle.

However, despite its renown, the Joslin's clinical operations lose money, raising the challenge of how to align financial and clinical success in health care delivery. This case can be used to teach strategy in health care delivery, value creation, outcome measurement, reimbursement, strategic alliances, as well as the practical application of an integrated care model.

Philips Versus Matsushita: The Competitive Battle Continues

Christopher A. Bartlett

Harvard Business School Case
Product #910410 (20 pages)
Supplement #302810
Teaching Note #910411

Describes the development of the global strategies and organizations of two major competitors in the consumer electronics industry. Over four decades, both companies have adapted their strategic intent and organizational capabilities to match and counter the competitive advantage of the other. The case shows how each is forced to restructure as its competitive advantage erodes. The case also illustrates how strategy depends on a company's organizational capability, which is often deeply embedded in a company's administrative heritage.

Saudi Arabia: Ready for Takeoff?

F. John Mathis, Barbara S. Pettit

Thunderbird School of Global Management Case
Product #TB0027 (8 pages)
Teaching Note #TB0028

Throughout 2008 and into early 2009, the executive team of World Communications Corporation (WCC) begins to investigate whether WCC should invest in a large production and distribution operation in Saudi Arabia. There are three alternatives. The first is to risk building a manufacturing plant and distribution center in Saudi Arabia and potentially strengthen the company's competitive position abroad. The second is to expand plant capacity at home and continue to export, as the company has done successfully for years. The third is to wait and delay both decisions because of the uncertainties caused by the global financial and economic crises in 2008. The case also examines government regulations and treatment of foreign investment as well as the level of education

of the labor force and educational system that will be needed to support the growth of local executives and managers.

Twitter

Mikolaj Jan Piskorski

Harvard Business School Case
Product #710455 (22 pages)

Twitter, a micro-blogging company that allows users to send short text updates to others, is used by individuals, government officials, and businesses, all of whom "tweet" information and collect followers. In addition to this social and marketing activity, Twitter also helps to raise money for nonprofit organizations and provides first-responders with information during natural disasters. Although almost 10 million people have visited the site by early 2009, the site has no strategy for monetizing the traffic. The case allows students to explore the benefits of using social platforms and examine potential monetization strategies for Twitter.

Is It Too Late to Enter China?

Edward Tse

Harvard Business Review Article
Product #R1004J (7 pages)

China grew by 8.5% in 2009 and is poised to expand by more than 11% in 2010. But it is also the most competitive and complex market on the planet. Chinese and foreign companies battle ferociously in almost every industry and profit margins are lower there than anywhere else. The Chinese government can intervene whenever it wants to and does so in unpredictable ways—as the January 2010 tussle with Google demonstrates. This article posits that despite these factors, no company can afford to ignore China anymore. CEOs and managers must integrate China into their international operations so that the country can provide them with a global competitive advantage.

CONTACT US

CUSTOMER SERVICE

is available Monday–Friday
8 am–6 pm, ET

PHONE 800-545-7685
+1 617-783-7600
(outside the U.S. and Canada)

TECH SUPPORT

is available Monday–Thursday
8 am–8 pm, ET

Friday
8 am–7 pm, ET

PHONE 800-810-8858
+1 617-783-7700
(outside the U.S. and Canada)

EMAIL

custserv@hbsp.harvard.edu

WEB

hbsp.harvard.edu



Get updates from us at
Twitter@HarvardBizEdu

Special Student Pricing

Save your students
up to 50% with your
academic discount

Build a Coursepack Now:
hbsp.harvard.edu

	GENERAL PUBLIC	ACADEMIC DISCOUNT
Simulations	\$37.50	\$12.50
Online Courses	\$38.00-\$129.00	\$19.00-\$64.50
Online Course Sections	\$16.00-\$69.00	\$8.00-\$34.50
Online Tutorials	\$12.00	\$6.00
Multimedia Cases	\$20.00	\$7.00
Cases	\$6.95	\$3.95

Similar discounts apply to all teaching materials at hbsp.harvard.edu.

HERE'S HOW TO SHARE THE DISCOUNT:

- Register as a Premium Educator at hbsp.harvard.edu
- Design a coursepack with content from our collection.
- Make the coursepack available to students.
- Students receive your academic discount and **save up to 50%** on course materials.