



The Business School
for the World®

Case Update

Jan 08 – Aug 09

How to use this bibliography

INSEAD cases are divided into primary curriculum areas, generally corresponding to the respective author's field of study. (A case may be placed in another section if more suited to the subject area). Within these sections the cases are arranged alphabetically. A brief synopsis is given of each case and its pedagogical objectives, followed by the copyright year and a list of additional items available.

Unless otherwise stated, cases and all available documents are in English. 'Other languages' refers only to the case document. Where accompanying documents exist in other languages these are indicated separately. The electronic version of this bibliography as well as future updates can be downloaded from:

http://www.insead.edu/facultyresearch/research/order_cases.cfm.

How to order INSEAD case studies 2

Abstracts:

At Large 3

Decision Sciences 4

Economics and Political Science 5

Entrepreneurship and Family Enterprise 7

Finance 16

Marketing 18





Organisational Behaviour 21

Strategy 25

Technology and Operations Management 33

Index by Area 40

How to order INSEAD case studies

	<p>The European Case Clearing House Cranfield Institute of Technology Cranfield Bedford MK43 0JR ENGLAND E-mail: ecch@ecch.com http://www.ecch.com</p> <p>ECCH at Babson Ltd. Babson College Babson Park Wellesley MA 02457 USA E-mail: ecchusa@ecch.com http://www.ecch.com</p>
	<p>Centrale de Cas et de Médias Pédagogique (CCMP) 81 Av. de la République 75543 Paris Cedex 11 FRANCE E-mail: ccmp@ccip.fr http://www.ccmp-publishing.com</p>
	<p>Bell & Howell Information and Learning Company XanEdu - Custom Course Packages 300 North Zeeb Road, Ann Arbor Michigan 48403 USA E-mail: contact@xanedu.com http://www.xanedu.com</p>
	<p>Study.Net 19 NW 5th Street Fort Lauderdale, Florida 33301 USA E-mail: Customerservice@study.net http://www.study.net</p>

For further information about the case collection, contact Information & Publications, Department of Faculty and Research, INSEAD, Boulevard de Constance, 77305 Fontainebleau Cedex, France.

Tel: 33 (0) 160724480. Fax: 33 (0) 160745592. E-mail: Publications.Fb@insead.edu

At Large

NORSK HYDRO ASA: SUSTAINABLE PVC AT HYDRO POLYMERS?

Smith, N. Craig

Case Writer: Brennan, Josephine

Hydro Polymers Limited, a division of Norsk Hydro ASA, the largest single-site PVC manufacturer in Europe and one of only two in the UK, is about to hold a meeting of key customers to showcase its strategy for sustainable PVC. Since 2001, it has worked with The Natural Step (TNS) – an international non-profit organisation promoting a scientific, whole-systems approach to sustainability – to preempt an industry-wide threat of end users boycotting PVC products on environmental grounds. By 2006, the time has come to engage the supply chain and gain customer support for the long-term development of sustainable PVC.

Pedagogical Objectives: 1) To examine an in-depth application of The Natural Step framework and the business value of adopting a scientific, structured, whole-systems approach to sustainability. 2) To demonstrate a strategic approach to sustainable development that connects corporate responsibility (CR) to core business strategy and planning to enable sustainable value creation for shareholders and for society at large. 3) To highlight an innovative, integrated and strategic organisational response to a CR/sustainability challenge. 4) To consider the implications of CR/sustainability for corporate strategy and marketing (i.e., mainstreaming CR).

© 2008 INSEAD-EABIS

Also Available: Teaching Note

UNILEVER AND OXFAM: UNDERSTANDING THE IMPACTS OF BUSINESS ON POVERTY (A, B)

Crawford, Robert; Smith, N. Craig

In 2003, Unilever and Oxfam embarked on a groundbreaking “learning project” designed to understand the impacts of business on poverty, based on a study of Unilever Indonesia (UI). Business impacts were assessed at the macro-economic level and in terms of the effect on employment. The entire value chain was studied from the sourcing implications for small farmers to the impact on low-income consumers. Case B identifies the key learning from the project. Oxfam developed a better grasp of the potential of value chains to generate employment and income, and of the differences in social performance among MNCs. Unilever gained a better appreciation of its impact on the value chain, especially as a job multiplier, and hence its social contribution. Both parties felt the project had established a precedent and a set of processes for future corporate-NGO collaboration.

Pedagogical Objectives: 1) To examine the role of MNCs in poverty alleviation in developing countries and its implications for corporate social responsibility (CSR). Specifically, what are the limits of CSR and how much is enough? 2) To explore stakeholder engagement in the form of corporate NGO cooperation and, the scope and mechanisms for effective collaboration between corporations and NGOs. 3) To consider the implications of CSR for strategy and marketing practices in the particular context of corporations operating in developing countries.

© 2008 INSEAD-EABIS

Decision Sciences

BANK USA: THE CHALLENGE OF COMPENSATION AFTER THE 2008 FINANCIAL CRISIS

Zeisberger, Claudia

The case is set in the financial services industry during the financial crisis of 2008/09 and discusses issues when deciding on "fair" compensation packages for both senior management as well as risk managers. How can banks justify multimillion dollar bonuses to top management, when the institution is showing a loss/accepting government money to survive? Can compensation packages be competitive and please both employees and shareholders at different stages of the cycle? The case highlights the industry's soul-searching and attempts to appease an outraged public and manage possible future stress situations better.

Pedagogical Objectives: Set the stage to discuss compensation practices within the financial industry - Understanding the risks (and un-intended consequences) when designing compensation packages to encourage/discourage risk taking - Highlight the issues when trying to satisfy different stakeholders within listed companies.

© 2009 INSEAD

Also Available: Teaching Note

BERONI GROUP: MANAGING GP- LP RELATIONSHIPS

Zeisberger, Claudia

Case Writer: Blackwood, Greg

The case describes the issues arising in Private Equity Partnerships once multiple funds have been raised and are being managed by the same set of partners. In addition, one LP is in financial distress and has asked to be given preferential treatment.

Pedagogical Objectives: - Understand the importance of a professional relationship between LPs and GPs in a Private Equity partnership - Discuss possible solutions GPs can offer to LPs in financial difficulties - Satisfy LP expectations with regards to the time allocation of GPs to individual funds raised

© 2009 INSEAD

Also Available: Teaching Note

Economics and Political Science

EDF AND THE ENERGY ACCESS PROGRAMME

Hanson, Margaret

Case Writers: Coolidge, Alexandra; Hopman, Nadege

EDF (Electricité de France), France's main electricity generation and distribution company and a major player in European energy markets, began a handful of pilot projects in the early 1990s, providing electricity access to off-grid rural consumers in Africa. Driven by corporate philanthropy and also by EDF employees, they targeted family and regional relations of rural households and villages in Africa. Over a decade, it evolved into a multi-player cross sector partnership supporting a market sustainable model of local service companies distributing solar panel electricity generators to village-based consumers. The case also explores the role of the different players from governmental, private and civil society as they search for a market sustainable model, and attempts made to scale up the model across rural areas in Morocco, South Africa and Malawi.

Pedagogical Objectives: This richly detailed case about EDF's promotion of energy access to low-income rural consumers in emerging markets and developing countries, can be viewed through several intersecting paradigms. As a study of corporate philanthropy it can be used to trace and evaluate an initiative from its early philanthropic roots into a strategic corporate initiative for a global energy company with an evolving position in renewable energies in advanced industrial and emerging markets. As an example of cross-sector collaboration it showcases best practice for partnering across governmental, business and civil society sectors, and the use of such partnerships to pursue development goals such as energy access for rural consumers. Finally, as an example of entrepreneurship it traces the building of a market sustainable model for a local service provider, or RESCO, supplying solar energy generation kits. At its heart, the case offers lessons for entrepreneurs and governmental and social sector actors seeking market sustainable entrepreneurial solutions to the problem of global energy access, one of the major barriers to rural development worldwide.

© 2009 INSEAD

EL CASTILLO: THE ECO-FAIRY CASTLE

Story, Jonathan

Located in the province of Cordoba, Argentina, El Castillo is a castle built in the early twentieth century, and run now as a hotel by the Fabrega family. They are in the business of international and ecological tourism. Among its strengths, El Castillo emphasizes that it is the only ecotourist facility in Argentina. It also notes its unique product offering and its strong customer satisfaction ratings, which place it among the top hotels in the country. Rapid growth has characterised its first few years - in the second year alone, El Castillo's sales grew at a rate of 280%, and more than 80% of the families who visited during the Easter holiday were repeat customers.

Pedagogical Objectives: The teaching objectives are holistic, bringing together country and business risk; blue ocean strategy; family business, and in particular to develop sensitivity to the importance of crafting business strategies and policies to local conditions in an original and profitable way. The case may also be used to develop skills of students in thinking about the future.

© 2009 INSEAD

Also Available: Teaching Note

ENVIRONMENTAL QUALITY INTERNATIONAL IN SIWA**Story, Jonathan**

The case introduces Mounir Neamatalla, President of the private Egyptian firm Environmental Quality International (EQI), who has invested in a sustainable development project in the beautiful Siwa oasis, near the Egyptian-Libyan border. EQI's approach is to draw on the old wisdom, traditional skills and creativity of the local community, and complement them with modern know-how to develop Siwa into a model of sustainable development that can serve as a source of inspiration for other communities around the world. The case describes the Egyptian political system and economy, introduces the ancient oasis of Siwa, and presents EQI's component projects, which comprise three hotels, a line of embroidered products and traditional jewellery, and the export of organic produce.

Pedagogical Objectives: This case is a component of the author's case series (with MAS and Danfoss in China) on crafting corporate policies to local conditions. The central question raised is: what do we mean by development? Many Siwans consider that their ancient culture risks being swept away in a tide of "modernisation", but they also recognise that the oasis can no longer stand aside from the modern world. What can/should be preserved, and what chances of success for EQI, for Siwa, and for the rest of us?

© 2009 INSEAD

Also Available: Teaching Note**THE TRIANGLE****Story, Jonathan**

"The triangle" reading provides an overview for a course on the global context of business. The three corners of the triangle are the business, the markets and politics. A necessary condition for conducting business in the world today is for leadership to focus on running the business (leadership, culture, vision, capabilities, innovation) and on what competition is up to. But that is far from sufficient for operating in a semi-integrated world economy.

Pedagogical Objectives: not available.

© 2009 INSEAD

Entrepreneurship and Family Enterprise

ACTIVE HOTELS (A, A1, B, C)

Santos, Filipe

Case Writer: Phillipps, Andrew

This case series of a successful European venture in online hotel booking traces its evolution from its inception in early 2000 to the completion of a trade sale in 2004. Throughout its development the venture goes through many difficulties and changes, including funding issues, business model changes and team conflicts.

Pedagogical Objectives: The case provides in-depth understanding of the challenges faced by growth entrepreneurs in early stage of business development. Specific teaching goals are to assess business model and value creation potential of a new venture, understand trade-offs in early stage fundraising process, and discuss how to manage venture team conflicts and adapt venture plans

© 2008 INSEAD

BRINGING IN A NEW BOARD OF DIRECTORS

Carlock, Randel

The case describes the challenges of a CEO making the transition from an advisory board to a formal board of directors. Strengthening governance is an important structure to support the transition of family businesses across generations.

Pedagogical Objectives: The case explores how to strengthen a board of directors. It asks students to consider board composition, qualification, compensation and size. It also focuses on the functions of the board and CEO in managing the company, helping to clarify director and executive roles

© 2009 INSEAD

BW GROUP: BALANCING INTERESTS IN A RAPIDLY GROWING BUSINESS

Carlock, Randel

Case Writer: Gleave, Tom

In 1955 Pao Yue-Kong created World Wide Shipping Company Limited at a time when shipping was not recognized as a lucrative industry. Under his leadership and later his son-in-law and grandson's, BW Group (renamed after an acquisition) became the largest private shipping fleet in the world. Based on interviews with Dr. Sohmen and his son Andreas Sohmen-Pao, chairman and managing director respectively, in this case we learn how family owners and leaders address the strategic and financial challenges as their company becomes a dominate player in a highly cyclical industry.

Pedagogical Objectives: This case explores the need to establish financial and governance structures that balance family and non-family ownership demands. It also addresses how business families deal with stakeholders, board members, and management. It considers the influence of family

values on balancing the often shorter-term investment horizons held by public investors with the long-term decision horizons maintained by the family.

© 2009 INSEAD

CAN ABC TELECOMMUNICATION MANUFACTURING BE SAVED?

Carlock, Randel

After his first week on the job, the new CEO is concerned about his decision to join ABC Telecommunications to lead its turnaround effort. He now realises that he was overly optimistic when he promised the board a 36-month recovery. Early on he thought he was the right man for the job but now the odds do not look good for one person to change a firm that has a corporate culture based on 10 years of missed opportunities and poor execution. Worse still, nobody knows who is really in charge. Is it the supervisory board, the executive committee, or the CEO? The fact is, nobody is taking responsibility for the loss of ABC's market share or the general decline of the company.

Pedagogical Objectives: This case helps to understand all the elements that create a healthy company. It allows students to deal with the questions of strategic implementation, strategic turnaround, values for employees and shareholders, identifying goals and developing business vision.

© 2008 INSEAD

CDI (A): GROWTH CHALLENGES OF A SOCIAL ENTREPRENEUR

Santos Filipe

Case Writers: Kayser Olivier; Kazakova Ekaterina

Case A describes how Rodrigo Baggio in 1995 developed the first computer and citizen schools in Brazil to address the problem of digital exclusion. By 2005 the CDI network included almost 1,000 schools throughout Latin America. However, with the rapid growth came quality control problems and organisational complexities. In addition there was increasing competition from the government and from the private sector. Rodrigo and his team needed to re-assess the positioning of CDI while grappling with the complexities of managing a large network-based organisation.

Pedagogical Objectives: The key goal is to help students understand how to apply the concept of strategy to a social sector organisation. The learning applies to any values-based organisation that needs to identify its distinctive assets and capabilities for the strategy-making process. The take-away is how to re-define the market positioning and adopt measures that reinforce the organisations distinctive assets, and avoid erosion of its core values. Secondary goals are to: - redefine mission to avoid overlap with government and private-sector programmes - develop sensitivity to the need to use financial and accounting information for the strategy development process in social-oriented organisations - discuss social entrepreneurship challenges (business model innovation, scaling up strategy)

© 2009 INSEAD

Also Available: Teaching note

CHANGING SCENARIOS AT ABSB**Butler, Charlotte****Case Writers:** Ibrahim, Mohd Zaki; Bux Shaik, Roslinah

Set up in 1997 as a joint venture with a leading Swedish auto fabric designer and manufacturer to transfer technology know-how, Malaysian SME ABSB aimed to become the leading ASEAN supplier of seat covers, using state-of-the-art manufacturing equipment acquired from its partner. However, in 2004 it was under pressure to meet tight delivery requirements and meet demands to improve productivity and the quality of its products.

Pedagogical Objectives: The case encourages an analysis of manufacturing and quality problems (specifically in the car seat cover industry) and discussion of the processes and systems a firm needs to put in place to ensure the correction of defects and production efficiency in the future.

© 2008 INSEAD-MPC

DMATEK: THE HOMEFREE BUSINESS**Rogan, Michelle A.; Jokela, Paivi****Case Writer:** Nahmias, Doron

Dmatek, a fast-growing Israeli-based company in the field of electronic monitoring, faces two decisions: 1) whether to spin off its subsidiary HomeFree, a wireless resident monitoring solutions provider, and 2) whether to shift the focus of the HomeFree business from B-to-B to B-to-C.

Pedagogical Objectives: The case illustrates the criteria to use when making a spin-off decision, as well as more general governance issues common to high growth businesses. Lastly, the case can also be used to generate discussion the issues inherent to refocusing a business from B-to-B to B-to-C.

© 2008 INSEAD

FAMILY GOVERNANCE: ORGANISING A FAMILY MEETING**Carlock, Randel; Florent-Treacy, Elizabeth**

Andrew Whiteside and his five siblings, owners of a family business, have staged a semi-annual family meeting to review business results with all blood relatives over 21. With the next meeting coming up, many different perspectives and emotions are starting to surface among the senior and next generation. While some people feel the meetings are effective, others are concerned that the existing family forum may be creating more problems than solutions because difficult issues, like board seats or family compensation, are not discussed. What can be done to improve communication?

Pedagogical Objectives: This case allows us to understand the purpose of family meetings, and the need to establish a structure that encourages family participation in planning, problem solving and decision making. It deals with next generation issues and recognition, as well as the introduction of rules to develop the meeting into a formal council.

© 2008 INSEAD

**FROM SWORDS TO PLOUGHSHARES:
THREE GENERATIONS OF FAMILY ENTREPRENEURSHIP, CONFLICT, TRANSITIONS AND CONNECTION*****Carlock Randel; Florent-Treacy Elizabeth***

Harry McNeely Sr started a storage and transport company with his brother-in-law in 1916. Whereas his sons, Don & Harry Jr, were taken into the company, Harry Sr made provision for his two daughters to be financially independent but gave them no stake in the family business. After his death, the daughters contested the will and were made minority shareholders, but not before the family had endured the largest court ordered business liquidation in Minnesota's history. Things settled down for a while but then another problem emerged: the succession had not been settled. Although Paddy, Harry Jr's son, was keen to run the company, his ageing father was reluctant to hand over the reins. In parallel, participation in the family's charitable foundation successfully united all the cousins of the third generation.

Pedagogical Objectives: This case deals with the next generation problems and recognition within the family business. It also examines the importance of communication in a family business and the need to establish a structure that encourages family participation.

© 2009 INSEAD

Also Available: Teaching Note**IBM: LEVERAGING ECOSYSTEMS TO ADDRESS THE SOFTWARE-AS-SERVICE DISRUPTION*****Hoang, Ha Thi***

A fundamental change is occurring in the way companies use software to manage their internal operations and their interfaces with customers, suppliers and service providers. Deborah Magid analyses and executes a response to the development of Software as a Service (SaaS) by smaller, entrepreneurial firms.

Pedagogical Objectives: This case illustrates the challenges of corporate venturing and details the issues around strategic partnership selection for large, established companies.

© 2008 INSEAD

KIVA VS. MYC4: BUSINESS MODEL INNOVATION IN SOCIAL LENDING***Carrick Anne-Marie; Santos Filipe***

The case describes the launch, growth and current challenges of two innovative ventures in the nascent social lending market. It shows how these organisations are using the concept of online micro lending to eradicate poverty. While operating in the same market space, the two companies have fundamentally different business models: Kiva is based on good-will while MYC4 is based on market incentives. Which model is more likely to succeed?

Pedagogical Objectives: The case introduces the concept of business model design in new ventures that are establishing new markets. It explores the origins of business model innovations and how such models are designed. It also discusses their scalability and sustainability by comparing two very different business model designs for a similar value proposition. The secondary teaching goals are to illustrate two different modes of venture launch (emergent vs. analytical) and to provide an understanding of the microfinance industry and its innovations.

© 2009 INSEAD

Also Available: Teaching Note

LA CORPO (A, B)**Turner, Patrick; Bovard, Timothy****Case Writer:** Perez Cuevas, Monica

This set of two cases describes how two MBA alumni acquire a long-established business in France, and, despite all their efforts to modernise it, grow it and apply best practices as learned in business school (Case A), finally turn it into a loss-making, cash-bleeding company (Case B).

Pedagogical Objectives: Although the case is rich in all kinds of “sub-plots”, the three over-arching themes are:

- the vital importance of sector experience in acquisitions
- change management
- financial control, in particular cash management.

© 2008 INSEAD

Also Available: Teaching Note**LIU ZHI: A CHINESE SON'S DILEMMA****Carlock, Randel; Florent-Treacy, Elizabeth**

Originally from Thailand, Zhi considered himself to be in voluntary exile in London. Years before, he had turned his back on tradition, on his family's business empire, and on his family, and fled to the West. His father, Liu Hong, had been his mentor but also, in Zhi's eyes, his tormentor. He had had no option but to free himself from his father's influence and from the family business. And then, out of the blue, Hong telephoned Zhi in London. He began by reminding his son that after several years of declining profits, Plantation Sugar Trading, the family company founded by Zhi's great grandfather, was struggling. As Hong had no other sons, responsibility for the family enterprise fell on Zhi. He would have to return to Thailand or Hong would sell the company as quickly as possible. What should Zhi do?

Pedagogical Objectives: Teaching objective: This case allows us to understand the need for communication in the family business and the need to establish a structure that encourages family participation. It also deals with the next generation's challenges and recognition as well as the character and the leadership style of the owning generation.

© 2009 INSEAD

MASKARGO: GOING BEYOND EXPECTATIONS**Butler, Charlotte****Case Writers:** Ghazali Maznah, Che; Abdullah, Zainah; Bakar, Zainon; Aziz, Rokiah

MASkargo, the cargo handling arm of Malaysia Airlines, handles the delivery of cargo round the world via its global network of routes. By 2004 it is faced with declining profitability, a high number of customer complaints about mishandled cargo, and low staff morale. The senior management team must come up with a new strategy to ensure its survival.

Pedagogical Objectives: The case allows for a detailed analysis of the challenges – technological, competitive and financial – facing service companies (in this case, an airline cargo handler) in a context of deregulation, innovation and global competitive pressures. For MASkargo, these include the measures it should take to overcome financial losses and reduce operating costs, and the strategies it should develop to improve competitive performance.

© 2008 INSEAD-MPC

NGT: NEW GENERATION TECHNOLOGY - INCUBATOR**Anderson, Philip; Jokela, Paivi****Case Writers:** Nahmias, Doron

The case describes the project selection process of an Israeli technological incubator screening potential entrepreneurial ideas. The function of an incubator is similar to that of venture capitalists, but the projects are at an early stage and funding comes from the government. The case includes three illustrative examples of entrepreneurs who submit proposals to the incubator, showing how the incubator monitors the progress of and creates value for the project selected, and its efforts to enable the entrepreneur to 'graduate' from the incubator.

Pedagogical Objectives: The case illustrates how early-stage new technology ventures are assessed and selected when investment decisions are made by a technological incubator. The case focuses on identifying what makes a good entrepreneur and how the viability of each project is assessed before making the investment decision.

© 2008 INSEAD

NSC HOSPITAL: REACHING FOR THE STARS - WHAT IT TAKES TO GRASP LEADERSHIP**Butler, Charlotte****Case Writers:** Sugumaran, M.; Rabiah, Ahmad

NSC Hospital is a subsidiary of Malaysia's leading healthcare provider, NCH, listed on the KL stock exchange. The case focuses on the declining performance of the support services department which, under a new leader, is showing signs of low morale and high staff turnover.

Pedagogical Objectives: The case allows for an analysis and discussion of different leadership styles and their potential impact on staff performance in the context of a hospital support services department. Although set in Malaysia, the issues raised are common to any health care provider.

© 2008 INSEAD

PERFECT PLASTICS INC. AND THE ENTREPRENEUR WHO WALKED AWAY**Carlock, Randel; Florent-Treacy, Elizabeth**

Perfect Plastics was founded in 1969 by Jim Peters to design and manufacture plastic packaging materials for the fast-food industry. The influence of Jim and his family has always been strongly felt throughout all aspects of the company. His son, Steve, who is executive vice president and COO, has been approached by a lawyer - with whom he occasionally played golf - with an inquiry about his father's willingness to discuss a sale of the firm. Steve is not sure if Perfect Plastics should be sold but he is concerned that no long-term strategy has been developed, and feels a responsibility to take action.

Pedagogical Objectives: The case goes beyond typical strategic and values issues. The challenge that this family business faces is to decide on a long term-strategy and how to implement it. Through the case it becomes clear that the family's commitment and vision of itself are shaped by the values it holds.

© 2009 INSEAD

REBUILDING LEGO THROUGH CREATIVITY AND COMMUNITY**Hoang, Ha Thi****Case Writer:** Brice, Franck

Despite making one of the most popular toys in the world, LEGO Group underwent a difficult restructuring in 2005-2006. To promote future growth, Henrik Lorensen, VP of Business Development, must decide whether to exploit communities that have developed around Mindstorms and Lego Factory, two products that have generated interest among adult fans of LEGO.

Pedagogical Objectives: This case investigates how a company can employ its user communities to enhance its innovative capabilities.

© 2008 INSEAD

ROGER LEVY AND ILAPAK: A FAMILY BUSINESS SIMULATION – PARTICIPANT'S GUIDE**Carlock, Randel; Florent-Treacy, Elizabeth**

The A and B case material (included in both the Participant's Guide and the Facilitator's Guide) sets the stage for the family succession simulation. In a frank and intimate narrative style, members of the Levy family and their non-family CEO discuss the future of their business. Roger Levy, founding entrepreneur and chairman of Ilapak, a packaging machine manufacturer, has reached retirement age, but is not sure if his son Guy or daughter Sabrina are prepared to take his place. Luciano, the CEO, shares his insights as a non-family executive. Guy and Sabrina share their hopes and concerns. In the simulation, students take the role of one of these key people, discussing different perspectives on leadership, succession and lifecycle transition issues that are common to, but seldom addressed by, all family firms.

Pedagogical Objectives: By focusing on personal narratives this case goes beyond typical strategic and financial issues. The simulation fosters discussion around the character and leadership style of the founding entrepreneur, lifecycle and business cycle transitions, psychodynamic issues in family firms, and a family systems approach to business challenges.

© 2008 INSEAD

Also Available: Facilitator's Guide**THE BOSS WHO WALKED AWAY****Carlock, Randel**

An interview with a 49-year-old man who abruptly sold the family business without warning to his employees or family. He told his wife what he'd done and put his mother in a retirement home. He informed his two children and nephew, who worked in the business, that they could stay with the new owners but would have to make it on their own. This interview was completed shortly after Steve closed on the sale but before the long-term consequences of his actions are fully known.

Pedagogical Objectives: This case allows us to understand the purpose of communication in a family business, and the need to establish a structure that encourages family participation in planning, problem-solving, decision-making. It also deals with next generation problems and recognition.

© 2009 INSEAD

THE CHEN FAMILY:**SUCCESSION THROUGH PHILANTHROPY AND SOCIAL ENTREPRENEURSHIP***Carlock, Randel; Florent-Treacy, Elizabeth*

Families across Asia have gradually become more professional in managing not only their businesses but their personal wealth and philanthropic interests, as evidenced by the growing number of family offices and family foundations. The Chen Yet-Sen Family Foundation (the Chen Foundation), run by third-generation heir James Chen, devotes time and resources to literacy initiatives, and to so-called "venture philanthropy" and "social enterprise". The Foundation also allows fourth-generation Chens to rally round and build consensus on how the family should develop its business and philanthropic interests in the years ahead, in line with the motto "To whom much is given, much is expected."

Pedagogical Objectives: This case provides an overview of the issues and opportunities created by a family foundation. Students will explore the implementation process and develop an understanding of professional practices that support the effective development of a family foundation strategy.

© 2009 INSEAD

THE DANSEN FAMILY: INITIATING FAMILY GOVERNANCE*Blondel, Christine*

The case describes the way in which members of a family owning a business try to put together a family meeting to discuss the future of the enterprise. The case allows a discussion of the question of rules for family members working in the business, ownership distribution, family meetings, reconciling individual interests and all the other elements of what family business scholars and practitioners term "family governance".

Pedagogical Objectives: The objective of the case is to allow participants to grasp the issues at stake for members of a third generation family business, using hands-on communication tools (similar to those suggested to participants for use in their own family meetings).

© 2008 INSEAD

THE GLUE THAT WOULDN'T STICK - 3M POST-IT NOTES*Carlock, Randel*

In 1970 a 3M chemist, developed a new glue that was not very adhesive. Eventually, other 3M colleagues started using bookmarks made with the unsticky adhesive and were soon asking for more product samples. As usage quickly spread within the 3M Product Development Laboratory, it became clear that these unsticky notes were a very useful office product. The Post-it® Note was born. But at first, it generated little customer interest or sales. This case tells the story of how 3M convinced customers that they couldn't do without those little unsticky notes.

Pedagogical Objectives: The case discusses how to create a market for new and innovative products

© 2009 INSEAD

THIS IS OUR WAY**Butler, Charlotte****Case Writers:** Sapon, Dzukifli; Talib, Suhaimy

Set in 2004, the case looks at the challenges facing Kuantan Municipal Council, a leading Malaysian local government institution with a reputation for delivering efficient, high-quality services. The city is expected to play a vital role as a major tourist centre and investment hub for East Malaysia. But given its limited human resources and the heavy financial requirements, how can it maintain a motivated workforce able to maintain the current high standards?

Pedagogical Objectives: The case allows for an examination and discussion of key human resource issues such as workforce engagement. In particular, it promotes discussion of the problem of motivating and training a local government workforce to maintain high levels of performance in the face of a restricted budget and increased work burdens.

© 2008 INSEAD-MPC

TURNAROUND AT ALSTOM (A, B)**Anderson, Philip**

The case summarizes the history of ALSTOM from its inception to the brink of bankruptcy, charting the failure of initial rescue attempts and the arrival of a new CEO who succeeds in turning around the company. ALSTOM is an example of an entity born from a spin-off of other companies, with a fast competitive need to grow or die but lacking cash, good risk management practices, and a clear strategy. The transition from a public-sector to a private-sector mentality and from a technically-oriented to a business-oriented culture are among the main challenges it faced.

Pedagogical Objectives: Case A traces ALSTOM's history to its near-bankruptcy in 2003. CEO Patrick Kron must communicate a turnaround plan that will stave off bankruptcy, recapitalize the firm, and revitalize sales. Case B details the steps that Kron took to turn around the firm. It highlights the outstanding management challenges and discusses post-turnaround strategic options.

© 2009 INSEAD

Finance

ARCELOR MITTAL TAKEOVER

Vermaelen, Theo

Case Writer: Andrade, David

The case describes the hostile bid of Mittal for Arcelor in the first half of 2006. It documents stock price behaviour around the crucial events surrounding the acquisition. It also provides estimates of synergy benefits as well as a spreadsheet that allows students to calculate directly the implications of synergies for shareholder value.

Pedagogical Objectives: The goal of the case is to illustrate the different defence mechanisms firms can employ in hostile bid situations. Students are expected to explain why the market reacts in a particular way to the various takeover defences. The case allows calculation of synergy benefits as estimated by Mittal as well as market estimates by measuring announcement returns. It also enters into a discussion of optimal acquisition finance.

© 2009 INSEAD

Also Available: Teaching Note, Spreadsheet

ARCELOR: UNDERVALUATION: THREAT OR OPPORTUNITY?

Vermaelen, Theo

Case Writer: Andrade, David

Arcelor believes its shares are undervalued and has to decide whether to buy back stock via a repurchase tender offer or via an open market repurchase. Before doing so, it has to value the company to get an estimate of the fair value of the company. It has also to decide whether it can afford the buyback: is the increase in leverage a move to a better capital structure?

Pedagogical Objectives: The purpose of the case is to make students familiar with buyback methods and with the dilemma that a firm faces when choosing between a tender offer and an open market repurchase: buying in the open market is cheaper, but a tender offer will increase stock prices more in the short run, which may be important if the firm wants to get a better price in a hostile takeover bid. The case asks students to value Arcelor as well as analyse the implications for optimal capital structure.

© 2009 INSEAD

Also Available: Teaching Note

BANK WAAL AND IJSSEL II

Vermaelen, Theo

The case describes the valuation of various types of customers in private banking and the relationship between the value drivers. It also tries to quantify synergies between asset management and corporate finance and private banking.

Pedagogical Objectives: Illustrates DCF valuation methodology in an uncommon setting: the value of a customer in private banking. Illustrates the difference between profit maximization and value

maximization. Compares the very different economics of deal making in corporate finance and asset management in private banking, as well as synergies between various banking divisions.

© 2009 INSEAD

Also Available: Teaching note, Spreadsheet

Marketing

THE DIFI CONQUEST OF EMERGING MARKETS (A)

DIFI IN RUSSIA (B)

MIGRATING DIFI INTO THE INTOUCH INTERNATIONAL STRATEGIC ALLIANCE (C)

Jokela, Paivi; Nahmias, Doron; Waldman, Charles

The case describes the international expansion of DIFI, an Israeli direct insurer, to the CIS markets. The main focus is on the marketing management of the company and on the issues related to bringing an innovative business model to, and managing operations in, emerging markets. The case discusses an alliance between DIFI and RSA Group, a British insurer.

Pedagogical Objectives: 1) Channel management: Advantages and challenges of direct distribution vs. using intermediaries. 2) Globalisation strategies for service companies: How to strike the right balance between international standardisation and adapting to local markets. 3) Strategic alliances as accelerators of international growth: Do's and don'ts. 4) The HR dimension of strategic alliances: Country cultures and corporate cultures. 5) Challenges in migrating from a 'regulated economy' to a competitive mindset. 6) Service strategy: Respective roles and interaction between technology and HR.

© 2009 INSEAD

HYUNDAI CARD /HYUNDAI CAPITAL AND GE MONEY: RE-BRANDING DECISIONS IN A SUCCESSFUL JOINT VENTURE

Chattopadhyay, Amitava

Case Writer: Paavola, Nina

The case presents a description of the JV between GE Money and Hyundai Card/Hyundai Capital from its inception through 2006 when the venture's success in Korea led to thoughts of international expansion, raising the question of how the card should be branded. In Korea, where its brand recognition was low, GE had agreed to forgo putting its name on the card. But with the prospect of moving into new markets, re-branding options had to be considered. Data from market research bearing on the situation in 2006 are provided to facilitate the decision making

Pedagogical Objectives: To discuss the management and branding of a joint venture.

© 2008 INSEAD

LG ELECTRONICS IN INDIA: REINVENTING THE BRAND

Chattopadhyay, Amitava

Case Writer: Paavola, Nina

The case describes the first decade of LGEIL's experience in India, a decade marked by stellar sales growth. It outlines the challenges in 2007, which resonate with the key challenge in back in 1997 - building a premium brand image for LG.

Pedagogical Objectives: The objective of the case is to discuss three issues: 1) How to build a brand as a late entrant in a new market. 2) Key challenges in managing the brand building process. 3) How to manage a large product portfolio from a branding perspective, which raises the issue of brand

architecture. It can be used in a variety of courses taught at the MBA and executive level. As an introductory session for a marketing strategy course, the issues to focus on would be brand positioning and the marketing mix. As a capstone case in a marketing strategy course it highlights the importance of managing the marketing process from an organization-wide perspective to successfully deliver on the customer promise. It also lends itself to discuss market entry and expansion issues in an international marketing course, and to discuss organization-wide branding and brand architecture in a brand management course.

© 2008 INSEAD

MAS HOLDINGS: LEVERAGING CORPORATE RESPONSIBILITY

Chattopadhyay, Amitava

Case Writer: Paavola, Nina

The case details the development and implementation of corporate social responsibility programmes at MAS Holdings, a Sri Lankan manufacturer supplying undergarments and active wear to companies like Victoria's Secret, Marks & Spencer, Gap, Adidas and Nike. MAS Holdings finds itself caught between its own desire to be a socially responsible and sustainable organisation and the practical reality that customers tend to buy from the lowest cost producer. This prompts the company to explore the option of using its CSR programmes to build a brand: 'MAS Go Beyond'. Several alternative approaches considered by MAS serve as the decision focus for the case in seeking to respond to the key question: 'How can doing good be converted in to doing good business?'

Pedagogical Objectives: The purpose of the case is to discuss the use of corporate responsibility programmes in building a brand. It also allows for a discussion of ingredient branding in a B2B context and brand building by emerging market firms that are small and resource strapped.

© 2008 INSEAD

WIPRO: BUILDING A GLOBAL B-2-B BRAND

Chattopadhyay, Amitava

Wipro had set a goal to be among the 'Big 5' global IT players within the next five years. However, despite its tremendous business successes in the recent past, a Brand Perception Survey conducted in 2006 among prospective clients showed that awareness of Wipro was much lower than for its main Indian rival. On the other hand, between 2005-2006 its 'favourability' scores had increased dramatically, that is, those who knew about Wipro now had a far more favourable impression about the company. Thus the key challenge facing Wipro was to develop a distinct positioning to help increase awareness levels in target geographies and audiences.

Pedagogical Objectives: The case provides an opportunity to discuss brand positioning and do so in a B2B services context. It allows for a discussion of marketing communications in the B2B context and highlights the importance of careful analysis in deciding which touch points to activate. Most importantly, it highlights the importance of brand positioning in guiding marketing communication decisions.

© 2009 INSEAD

YOC AG: INTEGRATING THE MOBILE PHONE INTO THE MARKETING MIX**Jelassi, Tawfik; Albrecht, Enders; Waldman, Charles****Case Writer:** Promny, Mathias

The case (and teaching note) provides an overview of the mobile marketing industry. After working through the case students will have an understanding of YOC's evolution into a complete mobile service provider, the company's service portfolio and its underlying technologies, and YOC's competitive environment and its strategic positioning.

Pedagogical Objectives: In a Marketing class, the instructor should emphasize how mobile marketing helps companies to increase sales and awareness of products. In a Strategic Management courses, the case illustrates how companies can mobilise the marketing and sales activities of their value chain. In the context of International Business, the case highlights YOC's European-wide expansion. In Electronic and Mobile Commerce classes, the instructor should point out the advantages of mobile devices over traditional fixed-line communication.

© 2008 INSEAD

Also Available: Teaching Note, Teaching Slides

Organisational Behaviour

EMIRATES BANK (A, B)

Evans, Paul A. L.; Stahl, Günter; Butler, Charlotte

Emirates Bank (A): An Hr Transformation Journey

The case describes the efforts of Emirates Banks HR team to build a performance-oriented culture in order to facilitate growth. To introduce basic HR processes, resistance to change from the established management hierarchy must be overcome. More recently, business segmentation of the bank and an impending merger raise new challenges for the direction of HR.

Pedagogical Objectives: To address the following issues: How should the HR function go about managing culture change in a Middle East context? How to improve performance orientation? What should be the strategy of HR when it has the personnel basics in place, as a firm expands, merges, segments and grows? Does the HR as “business partner” concept make sense in the Middle East?

Emirates Bank (B): The Search for Talent

The case focuses on the recruitment and retention challenges of Emirates Bank and its HR team as the organisation expands from 900 staff to more than 5500. It highlights the challenges of managing expatriates and locals in the context of nationalisation, and those of changing a culture of traditionally managing retention through salary rises alone. A comprehensive talent management programme is developed, while talent spotting by line management is critical.

Pedagogical Objectives: To address the following issues: How to attract, develop and retain talent in the booming but volatile environment of the Emirates and Gulf region? What are the levers for talent attraction and retention other than financial rewards (exploring the concept of the employee value proposition)? Managing the localisation (nationalisation) of talent. The challenges of job rotation, gender, and building a reputation as an “employer of choice”.

© 2009 INSEAD

ESSILOR KOREA (A, B, C, D)

Morrison, Allen J.; Gaba, Vibha

Case writer: Pant, Indira

The Essilor Korea case series focuses on the efforts of Stephen Shawler as he attempts to build a world-class joint venture between French-based Essilor and its Korean partner, Samyung Trading. Facing huge cultural barriers and partner relationship issues, Shawler must determine the targets and tactics of several change initiatives. Each of the (A), (B) and (C) cases deals with a different set of decisions for Shawler; the (D) case provides a summary of final observations.

Pedagogical Objectives: The Essilor case series provides a rich vehicle for discussing the leadership of change. Issues include determining strategy, staffing, cross-cultural management, building organisational competencies, and determining communications strategy. Given the range of challenges presented, the case series can be used in a comprehensive one half-day session in an executive programme or across four shorter MBA sessions on leading change. Alternatively, the Essilor case series can be used in a course on the challenges of managing international joint ventures.

© 2009 INSEAD

HARRIS ROBERTS (C)*Ibarra, Herminia*

This series of cases tells the story of a functional specialist whose career goal is to become a general manager. Harris Roberts is repeatedly promised a promotion that never comes around. He must decide whether to be patient and improve his internal lobbying efforts, or instead look outside the firm, perhaps making a more entrepreneurial move.

Pedagogical Objectives: This series of cases is designed to open modules concerned with the career decision-making process. What strategies are effective when one decides to make a career transition? How does one garner support, from mentors, sponsors and significant others, for such a transition? What is the process of change? How does one come to define what one truly wants to do next? The case series is designed as a companion to readings from "Working Identity: Unconventional Strategies for Reinventing Your Career" by the same author.

© 2009 INSEAD

LEADERSHIP, CULTURE CHANGE AND TRANSFORMATION AT AVIVA: NORWICH UNION INSURANCE (A, B)*Cagna, Anne-Marie; Galunic, D. Charles*

This two-part case study describes the initial merger and cultural transformation of Aviva's Norwich Union Insurance (NUI) operation in the UK. It examines the complexities of integration that arose following a series of mergers that created NUI from 1998 to 2000. Case A describes how, after CGU Plc and Norwich Union joined forces to become NUI, top management's priority was to restore profits. Behind the scenes, however, the need for a whole new corporate culture was becoming increasingly imperative. It shows the tension between the need for immediate gains in efficiencies vs. longer-term approaches to the business that required careful nurturing. It ends as the executive team's announcement of the new corporate philosophy - "to be a service provider with insurance at our core and care at our heart" – evokes total disbelief among employees. Case B describes the actions taken to overcome their scepticism and successfully implement the new philosophy – actions that required significant change to the organisational culture.

Pedagogical Objectives: This case does two things. First, it shows how easy it is for strategy and culture to come apart. In a permanent quest for strategic advantage, top executives seek ways to improve the positioning of the firm in the marketplace, often making major and seemingly sudden decisions on how the firm will play the game against competitors. Once they identify a direction, they expect the change yesterday. If the company culture is important to realising these strategic ends but is not moving in the same direction or is being asked to move too often, misalignment can occur. The second objective - how to go about realigning the culture with the strategy - follows the steps taken by Aviva to ensure the people and systems support the strategy.

© 2008 INSEAD

LEADING ACROSS CULTURES AT MICHELIN (A, B, C)*Meyer, Erin***Case Writers:** Gupta, Sapna

A French executive with Michelin is expatriated from Clermont-Ferrand to South Carolina. Initially confident in his leadership skills, the protagonist learns quickly that many aspects of leading a team are quite different in the American environment. Although he ultimately succeeds, Chalton initially struggles to understand the different culture in which he is working and adapt his style accordingly.

Pedagogical Objectives: 1. Help participants of any nationality understand the complexity of leading in a multi-cultural environment. 2. Establish that ideas about key leadership elements such as providing constructive feedback and motivating employees may vary dramatically from one cultural environment to another. 3. Identify and develop strategies for maximising success when leading in a cross-cultural environment.

© 2009 INSEAD

Also Available: Teaching Note

RADIO FREQUENCY IDENTIFICATION FOR MOBILE CONSUMER APPLICATIONS (A, B)

Bresman, Henrik

Case Writer: Kuhl, Carmen

The case describes the emergence of a new technology for use in mobile phones, covering the applications and business case as well as technical aspects. It investigates the interests of several industry sectors involved, namely telecommunications, semiconductors, financial institutions, and public transport. In addition, it explores the role of international standards organisations.

Pedagogical Objectives: The first objective is to introduce students to the many aspects that require consideration in order to develop a sound technology strategy. Second, it is intended to enhance the students' awareness of the importance of international standard-setting organisations, by examining several concrete examples

© 2008 INSEAD

Also Available: Teaching Note

THE HYPE (A, B, C, D, E, F, G)

Maddux, William; Petriglieri, Gianpiero

Fifteen years after a difficult beginning, The Hype have reached the top of the music world. Their last album, however, received mixed reviews. On the eve of a meeting to decide the new record's artistic direction, the band is split as to whether, and to what extent, change is necessary.

Pedagogical Objectives: The Hype case and role-play can be used with a variety of audiences to experience and discuss dynamics of group decision making. The exercise and debriefing provide opportunities to explore issues related to conflict in teams, shared leadership, influence, technical vs. adaptive change, organisational identity and career orientations.

© 2008 INSEAD

WAL-MART IN CHINA 2007: FUTURE PROSPECTS

Black, Stewart

Case writer: Foeste, Aaron

Wal-Mart has had great success at home in the USA but has experienced both success and failure abroad. China represents a market large enough that if Wal-Mart should succeed there, it would have a significant impact on its financial performance. What should its entry strategy be?

Pedagogical Objectives: This case is designed to explore the fundamental issue of strategy and competitive advantage, both in the context of global expansion in general, and expansion in China in particular.

© 2008 INSEAD

ZORGGROEP: MERGING FIVE DUTCH HEALTHCARE ORGANISATIONS - THE LEARNING PROCESS

Cagna, Anne-Marie; D'Aunno, Thomas; Gilmartin, Mattia J.

In response to changing demographic and financing trends, this case describes the process used by the senior managers of five nursing and residential care facilities in the Noord Limberg region of Holland. This case highlights the role of shared organisational goals, managerial autonomy and collaboration, and organisational governance and design as key factors used to promote the successful merger of five entities with a history of competition in a small market area.

Pedagogical Objectives: This case enables participants to: 1) Identify management tactics to promote successful post-merger collaboration. 2) Analyse the role of power and politics in aligning managerial interests to promote merger success. 3) Compare and contrast financial and organizational motives driving merger decisions.

© 2008 INSEAD

Strategy

AMERICA MOVIL: THE MAKING OF A MEXICAN GLOBAL LATINA

Casanova, Lourdes

Case writer: Rullan, Samantha

This case study analyses the swift international expansion and transformation of América Móvil, a Mexican Global Latina that has been able to extend its footprint throughout Latin America and consolidate its position in the region's wireless telephone market in just eight years. It is an example of an emerging multinational with a successful internationalisation strategy in its 'natural' market, Latin America.

Pedagogical Objectives: The general objective is to study the growth and internationalisation strategies of América Movil with a special focus on its natural markets (Latin America), business model innovation (prepaid model), strong leadership (Carlos Slim), acquisition strategy (undervalued assets at the right time).

© 2008 INSEAD

Also Available: Teaching Note

BAIDU AND GOOGLE IN CHINA'S INTERNET SEARCH MARKET: PATHWAYS TO GLOBALISATION AND LOCALISATION

Chen, Wei-Ru; Wu, Kuangzhen

The case describes the battle between Google, the world's leading search engine, and Baidu, a local entrepreneurial firm in China. In 2009, Baidu's internet traffic share in the country was over three times that of Google and Yahoo!China. Would Google utilise its global resources to impose its dominance in China? Could Baidu defend its leading position?

Pedagogical Objectives: This case studies competitive strategies in a platform-mediated network business. It discusses (1) business-model evolution (value creation and capture); (2) analysis of platform business (two-sided market, critical mass, network externality); (3) sustainability of leadership position (attack and defence); (4) global strategy (localisation vs. globalisation); (5) business ethics and government relations.

© 2009 INSEAD

Also Available: Teaching Note

BLUE OCEAN STRATEGY IMPLEMENTATION SCENARIO CASE: TIPPING POINT LEADERSHIP AND FAIR PROCESS IN ACTION

Kim, W. Chan; Mauborgne, Renee

Case Writer: Ling, Katrina

The Blue Ocean Strategy Implementation Scenario Case offers a set of interactive group scenarios which are designed to deepen the participants' understanding of Blue Ocean Strategy implementation principles. Using the five scenarios participants work in teams as they learn to apply key concepts of tipping point leadership and fair process. The five settings (health insurance, manufacturing, government, banking and politics) show how Blue Ocean Strategy implementation principles apply at different organizational levels to overcome the four key implementation hurdles (cognitive, resource, motivational and political).

Pedagogical Objectives: (1) to deepen participants' understanding of Blue Ocean Strategy principles; (2) to learn how to apply key concepts of tipping point leadership and fair process; and (3) to understand how Blue Ocean Strategy implementation principles can be applied at different organizational levels, and how they can be applied to overcome the four key organizational hurdles (cognitive, resource, motivational and political). A teaching note is available to accompany this case which includes a template for running the breakout groups.

© 2008 INSEAD

Also Available: Teaching Note

BLUE OCEAN STRATEGY IMPLEMENTATION SELF-DIAGNOSTIC: TIPPING POINT LEADERSHIP AND FAIR PROCESS IN ACTION - DEVELOPMENT TOOL

Kim, W. Chan; Mauborgne, Renee

The Blue Ocean Strategy implementation self-diagnostic is comprised of a series of probing questions that offer executive participants a practical tool for assessing the level of organizational hurdles that exist in their organization and the effectiveness of past and future strategies to overcome them. The diagnostic is divided into sections addressing the four key organizational hurdles (cognitive, resource, motivational, political) and one section on fair process.

Pedagogical Objectives: (1) to offer executive participants a practical tool to assess the level of organizational hurdles that exist in their organization; (2) to identify areas of improvement or challenges in the organization of the participant; and (3) to provide a period of self-reflection in which to link the participant's learning within the classroom with real world application.

© 2008 INSEAD

Also Available: Teaching Note

CRAFTING WINNING STRATEGIES IN A MATURE MARKET: THE US WINE INDUSTRY IN 2001

Kim, W. Chan; Mauborgne, Renee

Case Writer: Hunter, Jason; Marks, Brian; Mortensen, Wayne

The case examines the competitive environment of the US wine industry in 2001, prior to [yellow tail]'s launch. The case demonstrates how the industry was overcrowded, highly competitive, and increasingly squeezed at the distribution and retail stages of the supply chain. Even though the industry was intensely competitive, wine manufacturers have systematically competed along the same set of factors that have hardly changed over the last few centuries. In July 2001, Australia's Casella Winery introduced [yellow tail] into this highly competitive US market. Small and unknown, they had expected to sell 25,000 cases in their first year. In fact, they had sold nine times that amount. By the end of 2005, [yellow tail]'s cumulative sales were tracking at 25 million cases. [yellow tail] soon emerged as the overall best selling 750ml red wine, outstripping Californian, French and Italian brands. This case examines the strategic move executed by [yellow tail] that made it the number one imported wine and the fastest growing brand in the history of the US and Australian wine industries.

Pedagogical Objectives: The case is accompanied by a 2-part video called 'Creating a Blue Ocean in the US Wine Industry' that is free for instructor download. Part (A) provides a visual overview of the wine industry setting pre- [yellow tail]. It is a powerful complement to the paper case. Part (B) explores, through interviews with the principal players behind the launch of [yellow tail], the development and execution of Casella's blue ocean strategic move. The case and the video DVD come with a comprehensive teaching note and are excellent for both MBAs and executives.

[Click here to access the video](#)

© 2009 INSEAD

Also Available: Teaching Note

CEMEX (A, B, B1, C, D, E)**Casanova, Lourdes****Case Writer:** Hoeber, Henning

This five-part case study illustrates the swift international expansion and transformation of Cemex, an emerging multinational from Mexico, into a global Latina that has consolidated its position throughout its natural markets to become the world's biggest building materials multinational. It provides an example of growth through acquisitions which enables an emerging multinational to conquer the world.

Pedagogical Objectives: The general objective is to study the growth and internationalization strategies of Cemex with a special focus on international expansion through natural markets; business model innovation (the 'Cemex way'); strong leadership (Lorenzo Zambrano); management in emerging markets; mergers and acquisitions and post-merger integration know-how

© 2008 INSEAD

GENERAL INSTRUMENT: THE MAKING OF STRATEGY**Szulanski, Gabriel; Szulanski, Yali; Raver, Jenifer**

This case focuses on the topic of strategy making at GI. The case write-up includes information about GI, AT&T, the cable telecommunications industry, Ed Breen, the strategy making process at GI, and the Kiawah Meeting that the management team held in 1998. The case also includes various exhibits for the user to analyse: an organisational chart of the management team attending the Kiawah Meeting, company financials, step 0 and step 1 of the strategy-making process, agenda and framework of the Kiawah Meeting.

Pedagogical Objectives: The objective of this case is for the user to identify how strategy is made at GI and the key players in the strategy-making process. The user makes this decision based on an analysis of the company and the off-site event, the Kiawah Meeting, held for the management team in 1998.

© 2008 INSEAD

HOW A US CONSUMER PRODUCTS COMPANY UNLOCKED THE THREE TIERS OF NONCUSTOMERS**Kim, W. Chan; Mauborgne, Renee****Case Writer:** Henry, Olivier

The case illustrates how new demand is created by looking to noncustomers instead of just competing for a share of the existing customers of an industry. The case prompts the students to consider how new demand was created in the cell phone, computer and air travel industries by unlocking the three tiers of noncustomers.

Pedagogical Objectives: This case provides the conceptual backdrop to an accompanying interactive class exercise called 'Blue Ocean Strategy Noncustomer Exercise: The Case of Gillette' which is a full PowerPoint presentation that is free for instructor download. The PowerPoint presentation is built around Gillette's introduction of the first safety razors with disposable blades in 1903 which created new demand by reaching beyond the existing customers of straight razors at home and in the barber shop. This case and the accompanying interactive Gillette exercise come with a comprehensive teaching note and are excellent for both MBAs and executives.

[Click here to download the interactive case.](#)

© 2009 INSEAD

Also Available: Teaching Note

HOW TO IMPLEMENT BLUE OCEAN STRATEGY*Kim, W. Chan; Mauborgne, Renee***Case Writer:** Ling, K

This case challenges participants to apply key concepts of Blue Ocean Strategy implementation to overcome key organisational and management hurdles while leading a strategic shift. The case lays out how Braynesbridge Industries, a fictional conglomerate involved in the steel industry, recently launched a new strategy to break out of the red ocean of bloody competition in the industry. The new strategy, however, represented a significant departure from the status quo, which led to steep cognitive, resource, motivational, and political hurdles in the organisation. Hence, to implement the new strategy, BI executives had to overcome these four key hurdles. Despite this challenge, the case reveals that BI's management team successfully implemented the strategy fast and at low cost using tipping point leadership and fair process. BI's board of directors, very impressed with the new strategy and its successful implementation, is curious to learn the principles of tipping point leadership and fair process and how these apply to organisations. The case sets the stage for the students / executives to be called before the board to answer numerous conceptual questions on their Blue Ocean Strategy implementation. The set of questions posed by the board are displayed one by one in an accompanying flash-animated presentation / exercise called, 'Blue Ocean Strategy Implementation Interactive Class Exercise: Tipping Point Leadership and Fair Process in Action' that is free for instructor download. This case and the Blue Ocean Strategy Implementation Interactive Class Exercise come with a comprehensive teaching note, and are excellent for both MBAs and executives, creating great energy and rich learning in the classroom.

Pedagogical Objectives: The case sets the stage for the students / executives to be called before the board to answer numerous conceptual questions on their Blue Ocean Strategy implementation. The set of questions posed by the board are displayed one by one in an accompanying flash-animated presentation / exercise called, 'Blue Ocean Strategy Implementation Interactive Class Exercise: Tipping Point Leadership and Fair Process in Action' that is free for instructor download. This case and the Blue Ocean Strategy Implementation Interactive Class Exercise come with a comprehensive teaching note, and are excellent for both MBAs and executives, creating great energy and rich learning in the classroom.

[Click here to access the interactive exercise](#)

© 2009 INSEAD

Also Available: Teaching Note

HSBC FRANCE: RE-BRANDING CCF (A, B)*Szulanski, Gabriel; Chan, Ben; Raver, Jenifer***HSBC France: Re-Branding CCF (A)**

This case focuses on the topic of strategic framing – specifically, how best the protagonist, Charles-Henri Filippi, can gain support for his strategic initiative, re-branding CCF as HSBC. It includes information about the HSBC Group, Crédit Commercial de France, Filippi, the French banking environment, strategy making at both banks, various options concerning bank names and selection criteria.

Pedagogical Objectives: The objective of this case is for the user to make a strategic decision: whether to re-brand an acquired bank, CCF, and if so, how. The user makes this decision based on an analysis of the acquiring bank, the HSBC Group, the acquired bank, and the selection criteria.

© 2008 INSEAD

HSBC France: Re-Branding CCF (B)

A brief follow up to a case which focuses on the topic of strategic framing, specifically how best the protagonist, Charles-Henri Filippi, can gain support for his initiative to re-brand Crédit Commercial de France (CCF) as HSBC.

© 2009 INSEAD

Also Available: Teaching Note

LEADING THE CITY OF LOS RIOS INTO A BLUE OCEAN**Kim, W. Chan; Mauborgne, Renee****Case Writer:** Hunter, Jason

The case is a challenging hands-on exercise which allows participants to execute a strategic shift fast and at low cost using the key concept of tipping point leadership. Situated in the fictitious city of Los Rios in Central America, the newly elected mayor has just announced a new strategy for Los Rios that would bring new life to the city and let it stand apart again. The new strategy simultaneously offers unprecedented value to businesses and families while lowering the costs of city government so that Los Rios can break out from the red ocean of bloody competition and set sail into the blue ocean of new market space.

Pedagogical Objectives: This case provides the conceptual backdrop to an accompanying hands-on simulation to be run in class that is available free for instructor download at www.blueoceanstrategy.com. In the simulation, players assume the role of Los Rios' Head of Police who must apply tipping point leadership principles to break down the cognitive, resource, motivational and political hurdles that they face to successfully implement the Mayor's Blue Ocean Strategy for the city. This case and the accompanying simulation come with a comprehensive teaching note and are excellent for both MBA and executive audiences.

[Click here to access the simulation](#)

© 2009 INSEAD

Also Available: Teaching Note

LESSONS FROM BREAKTHROUGH STRATEGIC MOVES OVER THE LAST CENTURY**Kim, W. Chan; Mauborgne, Renee****Case Writer:** Hunter, Jason

The case illustrates how businesses over the last 100 years of business history have periodically broken away from the competition to create and capture new market space - often giving rise to entirely new industries. Yet, to date, there is very little understanding of the underlying strategic logic behind these breakthrough strategic moves.

Pedagogical Objectives: This case and its accompanying video examine whether there is a shared pattern across these strategic moves by examining three representative industries that touch peoples' everyday lives: autos - how people get to work; computers - what people use at work; and movie theaters - where people go after work for entertainment. The complementary video called, 'A History of Blue Ocean Strategic Moves: Is There a Pattern?', which is free for instructor download, provides a visual demonstration of these three representative industries so that participants can deduce the shared patterns across these strategic moves. The case and the video come with a comprehensive teaching note and are excellent for both MBAs and executives.

[Click here to access the video](#)

© 2009 INSEAD

Also Available: Teaching Note

MCDONALDS AND KFC: RECIPES FOR SUCCESS IN CHINA**Chen, Wei-Ru; Szulanski, Gabriel; Lee, Jennifer**

McDonalds is the undisputed global leader of quick service restaurants. In China, however, it has less than half the number of outlets and significantly lower profit margins than KFC. Why is KFC seemingly winning in China? How can McDonalds leverage its global acumen to catch up with KFC?

Pedagogical Objectives: This case studies cross border transfer of business models between two very different institutional contexts. It discusses how multinational firms replicate their proven successful business model and underlying practices from USA to China, a country that is deemed very different in operating environment and consumer behaviour. If local adaptation seems inevitable, then what has to be changed and when?

© 2009 INSEAD

PLAYSTATION 3 VS. XBOX 360: VIDEO GAME CONSOLES

Cool, Karel

Case Writer: Paranikas, Petros

In the ongoing battle between video game consoles, the case describes how the industry evolved from the early era of Atari domination up to the latter-day rivalry between Sony (PS3), Microsoft (XBox360) and Nintendo (Wii). It discusses how Sony succeeded with the PS1, despite being a late entrant, how Microsoft lost with XBox, despite imitating Sony, and how the battle changed again with Microsoft's early launch of the XBox360. The case also gives information on the video game supply chain.

Pedagogical Objectives: The case allows an analysis of the strategies for entering markets with dominant incumbents benefiting from high economies of scale, scope and network externalities. Specifically, the setting shows how under certain conditions latecomers do not face an overwhelming disadvantage and how they can develop a winning strategy.

© 2008 INSEAD

SUPPLY CHAIN RESTRUCTURING AT PORTUGAL TELECOM (A, B)

Machado, José Alves; Dierickx, Ingemar; Almeida-Costa, Luis

Supply Chain Restructuring at Portugal Telecom (A)

Part 1 of the case provides a detailed description of the situation before the start of the project at PT. It enables students to diagnose problems, identify opportunities, propose solutions, and support those proposals by referring to the relevant theory from economics, strategy and negotiation analysis. Part 2 describes the actions taken by PT, their impact on a number of operational measures (cost, time to market, etc.) as well as the rationale that supports those steps. The teaching note provides a teaching plan and draws the links with the relevant theoretical material from the fields of Economics, Strategy and Negotiation Analysis.

Supply Chain Restructuring at Portugal Telecom (B)

Part 2 describes the actions taken by PT, their impact on a number of operational measures (cost, time to market, etc.) as well as the rationale that supports those steps. The teaching note provides a teaching plan and draws the links with the relevant theoretical material from the fields of Economics, Strategy and Negotiation Analysis.

Pedagogical Objectives: To enable students to gain a sophisticated understanding of: 1. The practice of negotiation within a large procurement department 2. The institutional aspects of setting up and running a large procurement department 3. A broad range of supply chain restructuring moves implemented at PT and other companies 4. The theoretical bases (from economics, strategy and negotiation analysis) for these supply chain restructuring efforts

© 2009 INSEAD

Also Available: Teaching Note

SURVIVAL OF THE FITTEST: SIPRO PLASTICS INDUSTRIES**Butler, Charlotte****Case Writers:** Salamudin, Norhana; Rahman Datin Naru Aini Abdul; Talib Hijh Nor Aini Hj Ab

Founded by Noraini, a young Malaysian entrepreneur, by 2005 SIPRO Plastics is a leading manufacturer and assembler of plastic parts and components for the Malaysian auto and electronics industries. With sales growth (27% per annum between 1996-2005) expected to slow, she is looking to expand into the region in an effort to double exports to 14% and increase turnover to US\$12.3 million over the next two years. But are product and quality standards high enough for overseas markets, and which countries offer the best growth potential?

Pedagogical Objectives: The case allows for an analysis of the strategic choices open to a successful entrepreneur in an emerging country seeking to expand but facing a saturated home market. The region offers a variety of opportunities, but which country would be the best fit, and are all the necessary product and quality processes in place?

© 2008 INSEAD-MPC

TAJ HOTELS, RESORTS & PALACES: TO PIERRE OR NOT TO PIERRE? (A, B)**Szulanski, Gabriel; Shyam, Aekta; Raver, Jenifer**

This case focuses on the topic of strategic selection – specifically, whether or not the Taj Group should invest in The Pierre Hotel in New York. It includes information about the Taj Group, the Tata Group, The Pierre Hotel, the hotel industry, the Taj's domestic and international strategies, related challenges, investment options and selection criteria.

Pedagogical Objectives: The objective of this case is for the user to make a strategic decision: whether to buy The Pierre Hotel. The user makes this decision based on an analysis of the Taj Group, various investment options and the selection criteria used.

© 2008 INSEAD

Also Available: Teaching Note**THE FUJITSU-AMD SEMICONDUCTOR ALLIANCE (A, B1, B2, B3, B4, B5, B6)****Brannen, Mary Yoko; Doz, Yves L.****Case Writers:** Hill, Michael; Hunter, Mark; Osland, Asbjorn; Whaley, George**Renewing the Fujitsu-AMD Joint Venture (A)**

The (A) case presents a set of alternatives open to the CEO of a new JV who discovers that his outstanding success in bringing together complex manufacturing entities across a major cultural divide has hidden simmering tensions. These now come to the fore around strategic and product policy choices, selling in China, pricing policies, and employment and investment commitments in a highly cyclical, highly innovative industry.

The Fujitsu-Amd Semiconductor Alliance: Collaborating Over Time – Bertrand Cambou (B1)**The Fujitsu-Amd Semiconductor Alliance: Collaborating Over Time – Jim Doran (B2)****The Fujitsu-Amd Semiconductor Alliance: Collaborating Over Time – Kazunori Imaoka (B3)****The Fujitsu-Amd Semiconductor Alliance: Collaborating Over Time – Masanobu Yoshida (B4)****The Fujitsu-Amd Semiconductor Alliance: Collaborating Over Time – Carroll Jacoby (B5)**

The (B) cases bring to light individual positions, on the part of key executives, on how to handle these issues.

Pedagogical Objectives: In the context of relationship restructuring choices, to provide an integrative case to review major strategic alliance issues and learning points, from broad strategic compatibility

issues to the specifics of individual emotions in a change situation. Various levels of change are proposed - from terminating the alliance by floating off the JV to a fine tuning of the relationship, issue by issue.

© 2009 INSEAD, France

WHAT 1340 RADIO: AT A CROSSROADS

Szulanski, Gabriel; Szulanski, Yali; Raver, Jenifer

This case focuses on the topic of strategic decision making – specifically, whether or not WHAT 1340 Radio should acquire WCXJ Radio. The case write-up includes information about WHAT 1340 Radio, the key players in the management team, the acquisition target, and factors in the decision making process.

Pedagogical Objectives: The objective of this case is for the user to make a strategic decision: whether or not to acquire WCXJ Radio. The user makes this decision based on an analysis of the acquiring radio station, WHAT 1340 Radio, WHAT's management team, the acquisition target, WCXJ Radio, and various factors in the decision making process.

© 2008 INSEAD

Also Available: Teaching Note

Technology and Operations Management

AGILITY: A GLOBAL LOGISTICS COMPANY AND LOCAL HUMANITARIAN PARTNER

Tomasini Rolando; Hanson Margaret; Van Wassenhove Luk

Agility is a global logistics provider, based in Kuwait. In 2006, it reorganized and joined the ranks of the top ten global logistics providers worldwide. Following this reorganization, CEO Tarek Sultan took the initiative to give greater definition to his company's corporate social responsibility (CSR) profile. Shortly after his first company-wide statement, humanitarian crisis emerges in Lebanon. Urged on by its employees from the region, including the 120 employees and company office located in Lebanon, the company reaches out to assist the international humanitarian relief effort. The case chronicles the unique position of this global company as a humanitarian partner. Agility's assets build on its position as an emerging market multinational, and the unique assets of its employees from the regions. Leveraging those assets, Agility offers its services in partnership with the international humanitarian relief effort in Lebanon.

Pedagogical Objectives: Discuss the design and implementation of a corporate social responsibility program for a global company.

© 2009 INSEAD

Also Available: Teaching Note

AMF SNAPS

Cagna, Anne-Marie; Lebreton, Baptiste; Van Wassenhove, Luk

The case describes how AMF Snaps, a supplier of fastenings for the premium clothes market, has become one of Europe's leading and most innovative snaps companies. From the first collection in 1996, designed by founder Andreas Faerber with the help of some friends using simple computer graphic tools, by 2007 the workforce had increased from four people to 70, with annual sales of 50 million snaps. Unwavering in his belief that the relationship with the customer was the key to success, Faerber was faced with a dilemma. Survey results revealed a gap between what employees perceived to be the company's strong points and what its clients considered them to be. It also uncovered a weak point in the snap supplying process: the outsourced manufacturing.

Pedagogical Objectives: The case considers the trade-off between operating with a network of subcontractors and acquiring non-core assets to improve supply chain integration. Having no constraints on the manufacturing side has allowed the company to be more creative than its competitors, which fashion-makers value highly. But will unreliability of the electroplating part of the production network jeopardise its position as a key supplier to Europe's big fashion brands? Students analyse the options available to improve the reliability and responsiveness of the whole value chain (acquisition, joint-venture, long-term collaboration) and justify the strategy chosen, taking into account the elements that have made AMF so successful so far.

© 2008 INSEAD

Also Available: Teaching Note

CYCLEON (A): LEVERAGING POSTAL NETWORKS FOR REVERSE LOGISTICS**Drake David; Van Wassenhove Luk; Atasu Atalay**

In essence this is the story of how two INSEAD MBA students came up with an idea for an integrated service to take over companies' product return streams and how they turned this idea into a successful business. Cycleon was founded in 2005 to offer original equipment manufacturers an option to manage returns at a lower cost than was offered by express services, and with greater speed than possible by leveraging forward supply chain partners. It describes the reverse logistics market, Cycleon's strategic positioning and the entrepreneurial challenges it faced.

Pedagogical Objectives: The case offers students an opportunity to consider supply chain services from market segmentation and requirement definition through Cycleon's market entry and implementation. This provides a context for strategy-related conversation as well as a basis for discussion focused on the execution of that strategy. Supply chain-oriented lectures may benefit by supplementing this case with a numerical example (Case B).

© 2008 INSEAD

Also Available: Teaching Note**ECO-ENTREPRENEURSHIP: THINK'S BUMPY RIDE****Orsato, Renato; Van Wassenhove, Luk****Case Writer:** Wells, Peter

This case describes the trajectory of a group of Norwegian entrepreneurs to develop and commercialise a battery-powered electric vehicle (BEV) called THINK. The business opportunity was for a vehicle intended for eco-oriented niche markets in urban or suburban personal transportation. The car design integrated several innovations which subsequently prompted Ford to own the enterprise for a short period of time. By 2007 there was renewed hope that the enterprise would finally succeed.

Pedagogical Objectives: To explore: 1) How eco-oriented innovation in car design can reduce manufacturing costs and break-even point of new models. 2) The systemic limitations associated with current mobility patterns, which limit the adoption of BEVs. 3) How BEVs fit the strategies of volume car manufacturers, such as Ford. 4) Potential strategies for new entrants in the car industry, such as manufacturers of electric vehicles. 5) The business models and associated income revenues of existing car companies.

© 2008 INSEAD

EUROTUNNEL: EYES WIDE SHUT**Loch, Christoph; De Meyer, Arnoud****Case Writer:** Garg, Sam

Through the example of the high-profile Eurotunnel project, the case shows how important contracts and agreements are in project management. Seen through a retrospective lens, it allows students to analyse the relative contributions of market uncertainty, technical uncertainty, and behaviour alignment through contracts, to the performance problems of the effort to construct the first-ever undersea rail link between France and the UK.

Pedagogical Objectives: This case allows the instructor to: 1) Demonstrate the relative contribution of uncertainty (both in the market and the technology) and of behaviour alignment through contracts to project performance. 2) Outline a broader view of behaviour alignment than merely through contracts.

3) Show that the effect of contracts on project performance is an important aspect of project management. 4) Illustrate the difficulties of pulling the plug on a project once it has started.

© 2008 INSEAD

Also Available: Teaching Note

FIGHTING THE FLU: TAMIFLU STOCKPILING: A PANDEMIC PREPAREDNESS POLICY

Samii, Ramina; Van Wassenhove, Luk

The case narrates the trigger points that encouraged Roche to make a 15-fold increase in its production capacity of Tamiflu, an antiviral pandemic flu drug recommended by the World Health Organisation as of 2004. The case describes how Roche considered the potential risk to its reputation and business that could arise from a lack of access to the drug in the event of a pandemic, and reacted by scaling-up production and responding to the specific needs of a wide range of stakeholders.

Pedagogical Objectives: The case helps discuss the importance of embedding the concept of sustainability and corporate social responsibility in key business decisions. It provides a good example of how timely supply chain decisions, based on network logic and early stakeholder engagement, can contribute to the bottom-line of a company and protect its reputational asset.

© 2008 INSEAD

Also Available: Teaching Note

FRICSO (A, B, C)

Loch, Christoph; Zott, Christoph; Jokela, Paivi

Case Writers: Guttman, Amir; Nahmias, Doron

The case describes the evolution of a startup company in Israel, from the initial technical idea (a technology to reduce friction between moving parts), through the first financing round, the development of an innovative business model, and the how the issue of revenue generation is resolved.

Pedagogical Objectives: The case traces the creation of an attractive technical idea and how such a technical idea must be translated into a business model in order to create value. In a second step, the execution of technical idea and business model into a revenue-generating business involves both management flexibility and high uncertainty.

© 2008 INSEAD

GLOBAL IMPACT: MANAGING CORPORATE GIVING

Hanson, Margaret; Stapleton, Orla; Van Wassenhove, Luk

Global Impact is a US registered non-profit organisation dedicated to 'assuring help for the world's most vulnerable'. Representing more than 50 of the most respected US-based global charities, it raises funds for its members in workplaces across the US and overseas. Facing a decline in giving campaigns in the early 1990s, Global Impact increased its attention to private sector, corporate giving. The case examines how this non-profit organisation re-positioned itself between the corporate world and the global charity community, developing services to meet the needs of its new private sector-based donors while continuing to serve its overall not-for-profit mission. Between 1995 and 2006, its

charity revenues grew from \$6 million to \$141 million. The case begins in 1993 as a new CEO is hired, and the governing board transitions from one dominated by charity representatives to one with broader private-sector representation.

Pedagogical Objectives: The case supports a rich in-class comparative discussion of differences and similarities between business and the social sector, highlighting how social, political and business constraints vary across sectors. It illustrates best practice in business/social sector collaboration, particularly in the humanitarian and disaster relief context. The case is also a strategy case, profiling the entrepreneurial spirit of a management team driven by a non-profit mission, that responds to adverse market conditions (declining donations) by re-positioning the “business” (charity fund-raising) to capture emerging opportunities in the private sector.

© 2008 INSEAD

Also Available: Teaching Note

HAYLEYS PLC (A, B1, B2, B3, B4)

Hunter Mark; Van Wassenhove Luk

In 2004, Hayleys PLC, a leading Sri Lanka multinational with operations in diverse sectors, decided to unite all its separate environmental and social initiatives into a single corporate responsibility effort. The programme build on strong corporate values and in certain sectors was immediately successful, enabling the firm to strengthen relationships with key stakeholders (unions and customers). Nonetheless, the question of the long-term economic viability of the effort remained.

Pedagogical Objectives: How can one use company values to federate disparate initiatives into a single, strong corporate responsibility programme at the heart of corporate strategy? How can managers determine the economic viability of a successful CSR programme? What are the reputational implications of success or failure, and their effects on corporate strategy?

© 2009 INSEAD

Also Available: Teaching note

HOTEL-DIEU DE FRANCE: THE DEPLOYMENT AND IMPROVEMENT OF A DISASTER RELIEF PLAN

Chick Stephen; Hourani Hala

This case examines strategy deployment and continuous improvement of disaster response processes at Hotel-Dieu de France (HDF), a university hospital in Beirut, Lebanon. The disaster response plans, conceived and developed during three conflicts from 2006 to 2008, are then tested and improved via a drill involving Hariri Airport.

Pedagogical Objectives: Teaching objectives include top-down and bottom-up communication in process improvement, the design of flexible processes, disaster recovery management, and continuous improvement. The case can be applied in service operations management, healthcare management, and disaster management contexts. The Middle East setting provides a cross-cultural dimension.

© 2009 INSEAD

Also Available: Teaching Note

HUMANITARIAN RESPONSE TO THE 2006 LEBANESE / ISRAELI CONFLICT***Tomasini, Rolando; Van Wassenhove, Luk***

In 2006, the Lebanese guerrilla group Hezbollah captured two Israeli soldiers patrolling the Lebanese-Israeli border. Israel responded with large-scale bombing of Lebanon's major bridges, cities, main airports, sea port and all commercial borders. The fighting resulted in approximately one million internally displaced people, 30,000 homes destroyed, over 1,000 dead, and around 5,000 injured. International humanitarian agencies faced major logistical challenges in reaching the affected areas amidst the destruction. However, with the support of the Lebanese diaspora they managed to liaise with NGOs which had been founded in the civil war era.

Pedagogical Objectives: This case serves to highlight the difficulties of delivering humanitarian aid in a conflict zone. Through the narrative, students explore how the complexity and impact of security issues can block access to potential beneficiaries. The case also serves to discuss local coping mechanisms as it describes how the Lebanese community responded voluntarily to the needs of the people and helped to re-establish normality in the shortest possible time.

© 2008 INSEAD

Also Available: PowerPoint Slides, Teaching Note**MEDICINES FOR MALARIA VENTURE: ACCESSING THE INACCESSIBLE!*****Stapleton, Orla; Van Wassenhove, Luk*****Case Writers:** Yadav, Prashant

Malaria causes over 1 million deaths per year, 90% of which are preventable. Drug resistance has become one of the most important barriers to effective treatment. The cheapest and most widely-used drugs are ineffective in most countries. Medicines for Malaria Venture (MMV) was founded in 1999 with the goal of developing new artemisinin combination therapies (ACT) to effectively treat the disease. A public-private-partnership, its mission is to discover, develop and deliver new treatments. With three new products in the final stages of development and a further 30 in the pipeline, MMV now faces challenges with the distribution of medicines whose development it has made possible.

Pedagogical Objectives: - To look at complex problems in an unusual context - While taking an operational perspective (production development and supply chain), to understand the entire process (from drug concept to efficient use in the field) and the links with other disciplines, distribution channels and pricing decisions, education and communication, private-public partnerships, financing models etc - To explore the mission boundaries of an organisation like MMV.

© 2009 INSEAD

Also Available: Teaching Note**PAVING THE ROAD TO HEALTHY HIGHWAYS: A PARTNERSHIP TO SCALE UP HIV/AIDS CLINICS IN AFRICA*****Gatignon Aline, Van Wassenhove Luk***

The North Star Foundation brings together partners with a shared strategic interest in combating HIV/AIDS in truck drivers in Southern Africa. It has identified a successful model for roadside health clinics which to be effective needs to be applied on a country-wide scale, due to the mobile nature of trucking. This case examines challenges and best practices in scaling up innovative ideas.

Pedagogical Objectives: The case study will highlight the main issues to be considered when scaling up a pilot project in the humanitarian sector. Particular emphasis is given to logistics management,

disease modelling, public-private partnerships, organizational growth, diffusion of innovation and the ethical issues posed by the model.

© 2008 INSEAD

Also Available: Teaching Note

SAFETY IN NUMBERS: REDUCING ROAD RISK WITH DANIDA'S MULTI-SECTOR PARTNERSHIP

Van Wassenhove Luk; Gatignon Aline

The Fleet Safety project was developed in response to the needs of the members of the Fleet Forum, an informal collaborating body and independent knowledge centre for fleet management in the humanitarian sector. With the backing of Danish government aid agency Danida, the Fleet Safety project drew on the resources of government, the humanitarian sector and private companies to develop, test and disseminate a road safety toolkit for humanitarian organizations operating in the developing world. The toolkit was tested within the Kenya offices of six major humanitarian organizations before the definitive version was to be disseminated and promoted globally.

Pedagogical Objectives: While two-way partnerships are increasingly common in the humanitarian world, rarely to-date do governments, NGOs and private companies combine their skills through partnerships involving a larger number of actors from a variety of sectors. This may be due to the common perception that transaction costs exceed the benefits of the partnerships, and that multiple strategic objectives cannot be compatible. This case examines how a multi-sector partnership contributed to the Fleet Safety project's success, and how the partners overcame the challenges of coordination. This case seeks to familiarize students with public-private partnerships as an innovative funding mechanism for humanitarian projects through government aid agencies, explain their benefits and challenges and analyze negotiating in the humanitarian sector or within public-private partnerships.

© 2009 INSEAD

Also Available: Teaching note

SUPPLY RISK MANAGEMENT AT UNILEVER: MANAGING SPEND AT RISK

Kleindorfer Paul; Yucesan Enver

This case study serves to discuss a class of risk management strategies in supply chains. It underlines the importance of seeing supply risk management in its whole context encompassing the following parameters: - Operating decisions, affecting the supply profile for the commodity in question, including inventory choices, lot-sizing, cost-service tradeoffs, number of and supply chain design. - Procurement decisions, affecting the supply profile for the commodity in question, such as cover policy constraints, regional vs. global procurement, open costing procedures, etc. - Additional hedging decisions related to the commodity in question, such as taking positions in correlated markets.

Pedagogical Objectives: The objective is to discuss a class of risk management strategies in supply chains, with a particular focus on financial hedging tools designed to limit procurement exposure (i.e., control the maximum spend) within the context of highly volatile commodity markets). More specifically, the case is concerned with teaching: - The necessity of managing financial risk in the commodity markets: drivers of cost/benefit - A description of financial hedging instruments (and the pre-requisites) - The valuation of instruments such as call options and swaps through Monte Carlo simulation - Trade-offs between expected spend versus exposure (i.e., the efficient frontier) with a particular application in plastics (HDPE) - Implementation challenges for hedging instruments

© 2009 INSEAD

Also Available: Teaching Note, Spreadsheet, PowerPoint slides

WENDLER EINLAGEN: GLOBAL SUCCESS WITH TEXTILE COMMODITIES***Carrick Anne-Marie; Van Wassenhove Luk; Lebreton Baptiste***

This case describes how Wendler Einlagen GmbH & Co became the worlds largest shirt interlining provider: in 2007 it had a 40% market share in Europe and the US combined. Wendler produced interlinings for both the high and low value markets - from Hugo Boss to Aldi - with manufacturing operations in Germany and China and a warehouse in Hong Kong. German competitors, who made interlinings for other products, had higher sales volume but Wendler remained market leader for shirt interlinings with a worldwide market share of 20% in 2007. Despite intense competition, a German production base and stagnating demand in Europe and the US, growth averaged 9% per year.

Pedagogical Objectives: To show the link between a successful business strategy and its implementation throughout the life-cycle of the customer. The case offers the opportunity to map the relation between strategy and operational elements, demonstrating that you can succeed with commodity products if you provide a service that is recognised as superior. Supply chain flexibility and technical services play a vital role in this strategic differentiation. Students should also identify the risk facing a mono-product company in the long term: if a groundbreaking innovation replaced the classic shirt interlining, Wendler could see its experience and market share vanish overnight.

© 2009 INSEAD

WHEN THE MUSIC CHANGES, SO DOES THE DANCE...: THE TNT/WFP PARTNERSHIP, MOVING THE WORLD FIVE YEARS ON***Gatignon Aline; Van Wassenhove Luk***

Five years after the inception of the Moving the World partnership between logistics provider TNT and the United Nations World Food Programme (WFP), its management team launches an evaluation and renewal process to guide the partnership as it enters a new phase. This case study follows the management team throughout the different stages of the evaluation, all the way up to the final decision to renew the partnership for an indefinite period of time.

Pedagogical Objectives: This case aims to foster reflection and discussion around the following themes: Managing private-humanitarian partnerships over the long term Performance evaluation as a management tool for private-humanitarian partnerships Implications of engaging in long-term private-humanitarian partnerships through CSR programmes.

© 2009 INSEAD

Also Available: Teaching Note**WORLD FOOD PROGRAMME: LESOTHO: BUILDING SUSTAINABLE OPERATIONS*****Tomasini, Rolando; Van Wassenhove, Luk; Maspero, Emma L.; Ittmann, Hans W.***

The Mountain Kingdom of Lesotho is a landlocked country of approximately 2 million people. Highly dependent on South Africa's economy and trade, in a good year Lesotho is only able to produce 35% of its cereal needs. Approximately 30% of the population is affected by HIV/AIDS. The UN World Food Programme has been a leading source of support to Lesotho, distributing tons of food aid throughout the country, a task made difficult by the mountainous terrain, poor visibility and control of the supply chain, and poorly trained staff.

Pedagogical Objectives: The case serves to highlight the difficulties in dealing with the crisis (HIV, economic downturn, and famine) in Southern Africa, particularly the need for capacity building among locals. The case focuses on the need to train local staff in supply chain management vs. logistics in order to improve the efficiency and effectiveness of the international aid supplied to Lesotho.

© 2008 INSEAD

Also Available: Teaching Note

Index by Area

At Large	3
Norsk Hydro ASA: Sustainable PVC at Hydro Polymers?.....	3
Unilever and Oxfam: Understanding the Impacts of Business on Poverty (A, B).....	3
Decision Sciences	4
Bank USA: The Challenge of Compensation after the 2008 Financial Crisis.....	4
Beroni Group: Managing GP-LP Relationships.....	4
Economics and Political Science	5
EDF and the Energy Access Programme.....	5
El Castillo: The Eco-Fairy Castle.....	5
Environmental Quality International in Siwa	6
The Triangle	6
Entrepreneurship and Family Enterprise	7
Active Hotels (A, A1, B, C)	7
Bringing in a New Board of Directors	7
BW Group: Balancing Interests in a Rapidly Growing Business	7
Can ABC Telecommunication Manufacturing Be Saved?	8
CDI (A): Growth Challenges of a Social Entrepreneur	8
Changing Scenarios at ABSB	9
Dmatek: The Homefree Business.....	9
Family Governance: Organising a Family Meeting.....	9
From Swords to Ploughshares: Three Generations of Family Entrepreneurship, Conflict, Transitions and Connection.....	10
IBM: Leveraging Ecosystems to Address the 'Software-as-service' Disruption	10

Kiva vs. MYC4: Business Model Innovation in Social Lending.....	10
La Corpo (A, B)	11
Liu Zhi: A Chinese Son's Dilemma	11
MASKargo: Going Beyond Expectations	11
NGT: New Generation Technology - Incubator	12
NSC Hospital: Reaching for the Stars - What It Takes to Grasp Leadership	12
Perfect Plastics Inc. and the Entrepreneur Who Walked Away	12
Rebuilding LEGO through Creativity and Community	13
Roger Levy and Ilapak: A Family Business Simulation – Participant’s Guide	13
The Boss Who Walked Away	13
The Chen Family: Succession Through Philanthropy and Social Entrepreneurship	14
The Danssen Family: Initiating Family Governance	14
The Glue that Wouldn't Stick – 3M Post-It Notes	14
This Is Our Way	15
Turnaround at Alstom (A, B).....	15
Finance	16
Arcelor Mittal Takeover	16
Arcelor: Undervaluation: Threat or Opportunity?.....	16
Bank Waal and Ijssel II.....	16
Marketing	18
The DIFI cases (A, B, C)	18
Hyundai Card /Hyundai Capital and GE Money: Re-branding Decisions in a Successful Joint Venture	18
LG Electronics in India: Reinventing the Brand.....	18
MAS Holdings: Leveraging Corporate Responsibility.....	19
Wipro: Building a Global B-2-B Brand	19
YOC AG: Integrating the Mobile Phone into the Marketing Mix	20

Organisational Behaviour	21
Emirates Bank (A, B)	21
Essilor Korea (A, B, C, D)	21
Harris Roberts (C)	22
Leadership, Culture Change and Transformation at AVIVA: Norwich Union Insurance (A, B)	22
Leading Across Cultures at Michelin (A, B, C)	22
Radio Frequency Identification For Mobile Consumer Applications (A, B)	23
The Hype (A, B, C, D, E, F, G)	23
Wal-Mart in China 2007: Future Prospects	23
Zorggroep: Merging Five Dutch Healthcare Organisations - The Learning Process	24
Strategy	25
America Movil: The Making of a Mexican Global Latina	25
Baidu and Google in China's Internet Search Market: Pathways to Globalisation and Localisation	25
Blue Ocean Strategy Implementation Scenario Case: Tipping Point Leadership and Fair Process in Action	25
Blue Ocean Strategy Implementation Self-Diagnostic: Tipping Point Leadership and Fair Process in Action - Development Tool	26
Crafting Winning Strategies in a Mature Market: The Us Wine Industry in 2001	26
CEMEX (A, B, B1, C, D, E)	27
General Instrument: The Making of Strategy	27
How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers	27
How to Implement Blue Ocean Strategy	28
HSBC France: Re-Branding CCF (A, B)	28
Leading the City of Los Rios into a Blue Ocean	29
Lessons from Breakthrough Strategic Moves Over the Last Century	29
McDonalds and KFC: Recipes for Success in China	29

Playstation 3 vs. XBox 360: Video Game Consoles.....	30
Supply Chain Restructuring at Portugal Telecom (A, B)	30
Survival of the Fittest: Sipro Plastics Industries.....	31
Taj Hotels, Resorts & Palaces: To Pierre or not to Pierre? (A, B)	31
The Fujitsu-AMD Semiconductor Alliance (A, B1, B2, B3, B4, B5, B6).....	31
WHAT 1340 Radio: At a Crossroads.....	32
Technology and Operations Management	33
Agility: A Global Logistics Company and Local Humanitarian Partner	33
AMF Snaps.....	33
Cycleon (A): Leveraging Postal Networks for Reverse Logistics	34
Eco-Entrepreneurship: <i>THINK's</i> Bumpy Ride.....	34
Eurotunnel: Eyes Wide Shut	34
Fighting the Flu: Tamiflu Stockpiling: A Pandemic Preparedness Policy	35
FriCSo (A, B, C)	35
Global Impact: Managing Corporate Giving	35
Hayleys PLC (A, B1, B2, B3, B4)	36
Hotel-Dieu de France: The Deployment and Improvement of a Disaster Relief Plan	36
Humanitarian Response to the 2006 Lebanese / Israeli Conflict.....	37
Medicines for Malaria Venture: Accessing the Inaccessible!.....	37
Paving the Road to Healthy Highways: A Partnership to Scale Up HIV/AIDS Clinics in Africa	37
Safety in Numbers: Reducing Road Risk with Danida's Multi-sector Partnership.....	38
Supply Risk Management at Unilever: Managing Spend at Risk	38
Wendler Einlagen: Global Success with Textile Commodities	39
When the Music Changes, So Does the Dance...: The TNT/WFP Partnership, 'Moving the World' Five Years On	39
World Food Programme: Lesotho: Building Sustainable Operations	39

Europe Campus
Boulevard de Constance,
77305 Fontainebleau Cedex, France
Tel: +33 (0)1 60 72 40 00
Fax: +33 (0)1 60 74 00 01

Asia Campus
1, Ayer Rajah Avenue,
Singapore 138676
Tel: +65 67 99 53 88
Fax: +65 67 99 53 99
www.insead.edu