

ABSTRACTS FOR NEWLY REGISTERED ASIAN CASES March 2011

9B10M064

A Bomb in Your Pocket? Crisis Leadership at Nokia India (A)

Charles Dhanaraj, Monidipa Mukherjee, Hima Bindu

Publication Date: 2/16/2011

Teaching Note: 8B10M64

This case addresses the theme of crisis leadership in a multinational enterprise in a powerful way, to help students internalize the critical challenges of a multinational company in an emerging market. In August 2007, a routine product feedback and defect analysis process identified a defective batch of batteries supplied by a Japanese vendor, Matsushita. India happened to be the recipient of the largest proportion of the defective batch. Nokia's corporate communications team, based in Finland, in cooperation with the Indian team, responded with a customary global product advisory. Instructions were made available on the Internet for customers to diagnose a defective battery and get a free replacement. Nokia was shocked to see the antagonistic response from the Indian press to the product advisory and the ensuing mayhem that spread quickly through the country. The head of Nokia India, and his team, had to act swiftly to preserve the company's hard-earned reputation and market share.

Case A is set as a midnight strategy session at Nokia's Indian headquarters to chart out the way forward. Case B is a short version of what actually happened: how Nokia and the team successfully steered the organization through the crisis and not only survived but used the situation it to create new organizational capabilities.

Disciplines: General Management, International
Issue(s): Communications, Multinational, Global Strategy, Crisis Leadership

Industry: Communications Industry

Setting: India, Large organization, 2007

Difficulty: 5 - MBA/Postgraduate

Length: 11 pages

9B10M065

A Bomb in Your Pocket? Crisis Leadership at Nokia India (B)

Charles Dhanaraj, Monidipa Mukherjee, Hima Bindu

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Disciplines: General Management, International
Issue(s): Communications, Multinational, Global Strategy, Crisis Leadership

Industry: Communications Industry

Setting: India, Large organization, 2007

Difficulty: 5 - MBA/Postgraduate

Length: 5 pages

9B10C027

An English Teacher in South Korea

Stacey R. Fitzsimmons, Paul Shantz

Publication Date: 1/21/2011

Teaching Note: 8B10C027

Bert took a position to teach English in South Korea after graduating with his business degree from a Canadian University. It was his second time teaching English in South Korea, and since he had a fantastic experience the first time, he took a second position without doing a lot of due diligence before arrival. Soon, however, he realized that a city tax was being deducted from his pay, and he had suspicions that his boss was making up the city tax, in order to deduct money from the English teachers' pay. Since Bert's visa to stay in the country was tied to his employer, he could not look for a new employer, nor could he effectively find legal recourse against his employer, because foreign teachers had few rights in South Korea. This case was designed to be used in an undergraduate organizational behaviour, business ethics or international management course. It was written using casual language and a first-person perspective because the main character is only a few years older than the students in a typical undergraduate classroom, so many of them will relate to the main character and his experiences in this situation.

Disciplines: Organizational Behaviour/Leadership, International

Issue(s): Ethical Issues, International Management, Organizational Culture
Industry: Educational Services
Setting: South Korea, Small organization
Difficulty: 2 - Intro/Undergraduate
Length: 5 pages

9B10M079

Ashta Chamma - The Biggest Small Movie Ever Made (A)

S. Ramakrishna Velamuri, Rajesh Chakrabarti, Hari Krishna Mulpuri, Payal Goel, Vamsi Krishna Kothapalli, Sneha Beriwal, Vijay Bhaskar Chowdary Suryadevara
Publication Date: 1/7/2011

Teaching Note: 8B10M079

A young man follows his passion through near bankruptcy. Armed with an MBA from IIM Ahmedabad, he shuns the path of a high-paying corporate job and instead starts a stock-broking firm. After ups and downs in several businesses, he finally decides his real fulfilment will come from producing a full-length movie - Ashta Chamma, based on the Oscar Wilde play, The Importance of Being Ernest. The case chronicles the various issues he faces: funding the production, choosing the director; choosing a story that will satisfy his requirement of family entertainment, casting the principal characters and creating a team that can bring the production to the movie theatres. The case goes behind the scenes of the film world in "Tollywood," the Teluga film industry in Andhra Pradesh, and highlights the pressures faced by an entrepreneur in the industry. Eventually, a rare combination of creativity, professionalism and good business sense bring about success for the entrepreneur.

Part B of the case presents the outcome after the release of the movie.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Success and Failure, Entrepreneurial Problem Solving
Industry: Motion Pictures - TV, Radio & Video
Setting: India, Medium organization, 2008
Difficulty: 4 - Undergraduate/MBA
Length: 17 pages

9B10M080

Ashta Chamma - The Biggest Small Movie Ever Made (B)

S. Ramakrishna Velamuri, Rajesh Chakrabarti, Hari Krishna Mulpuri, Payal Goel, Vamsi Krishna Kothapalli, Sneha Beriwal, Vijay Bhaskar Chowdary Suryadevara
Publication Date: 1/7/2011

Teaching Note: 8B10M079

This B case continues from the A case (Ashta Chamma - The Biggest Small Movie Ever Made (A)) presenting the outcome after the release of the movie.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Success and Failure, Entrepreneurial Problem Solving
Industry: Motion Pictures - TV, Radio & Video
Setting: India, Medium organization, 2008

Difficulty: 4 - Undergraduate/MBA
Length: 3 pages

9B10M061

Bayer CropScience in India (A): Against Child Labor

Charles Dhanaraj, Oana Branzei, Satyajeet Subramanian
Publication Date: 1/27/2011

The case explores value-driven strategy formulation and implementation by bringing to the fore issues of ethics, responsible leadership, social initiatives in emerging markets and the global-local tensions in corporate social responsibility. It examines how Bayer CropScience addressed the issue of child labour in its cotton seed supply chain in rural India between 2002 and 2008. Bayer had been operating in India for more than a century. In December 2002, the Bayer Group completed the acquisition of India-based Aventis CropScience. Bayer CropScience first learned about the incidence and prevalence of the child labour in its newly acquired India-based cotton seed operations a few months post acquisition, in April 2003. The Aventis acquisition had brought onboard a well-known Indian company, Proagro, which already had operations in the cotton seed production and marketing - a new segment of the supply chain for Bayer. Child labour was widespread in cotton seed production - a traditional practice taken for granted not only by Indian farmers but also by several hundred Indian companies then accounting for approximately 90 per cent of the market share. The (A) case focuses on Bayer's decision whether, when and how to launch a self-run program that would take direct responsibility for tracking and eradicating child labour in rural India.

Disciplines: General Management, Organizational Behaviour/Leadership, Marketing, International
Issue(s): Corporate Responsibility, Crisis Management, Ethical Issues, Leadership, Strategy Implementation, Emerging Markets, Strategy Development, International Management
Industry: Agricultural Production - Crops
Setting: India, Large organization, 2007
Difficulty: 4 - Undergraduate/MBA
Length: 19 pages

9B10M062

Bayer CropScience in India (B): Value-Driven Strategy

Charles Dhanaraj, Oana Branzei, Satyajeet Subramanian
Publication Date: 1/27/2011

The case explores value-driven strategy formulation and implementation by bringing to the fore issues of ethics, responsible leadership, social initiatives in emerging markets and the global-local tensions in corporate social responsibility. It examines how Bayer CropScience addressed the issue of child labor in its cotton seed supply chain in rural India between 2002 and 2008. Bayer had been operating in India for more than a century. In December 2002, the Bayer Group completed the acquisition of India-based Aventis CropScience. Bayer CropScience first learned about the incidence and prevalence of child labor in its newly acquired India-based cotton seed operations a few months post acquisition, in

April 2003. The Aventis acquisition had brought onboard a well-known Indian company, Proagro, which already had operations in the cotton seed production and marketing - a new segment of the supply chain for Bayer. Child labor was widespread in cotton seed production - a traditional practice taken for granted not only by Indian farmers but also by several hundred Indian companies then accounting for approximately 90 per cent of the market share. This is a supplement to Bayer CropScience in India (A): Against Child Labor, product #9B10M061, and focuses on Bayer's formulation of a value-driven strategy, with three pillars: communication, implementation and education.

Disciplines: General Management, Organizational Behaviour/Leadership, Marketing

Issue(s): Corporate Responsibility, Crisis Management, Ethical Issues, Leadership, Strategy Implementation, Emerging Markets, Strategy Development, International Management

Industry: Agricultural Production - Crops

Setting: India, Large organization, 2008

Difficulty: 4 - Undergraduate/MBA

Length: 7 pages

9B11M006

Chinese Fireworks Industry - Revised

Paul W. Beamish

Publication Date: 1/11/2011

Teaching Note: 8B11M006

The Chinese fireworks industry thrived after China adopted the "open door policy" in the late 1970s, and grew to make up 90 per cent of the world's fireworks export sales. However, starting from the mid-1990s, safety concerns led governments both in China and abroad to set up stricter regulations. At the same time, there was rapid growth in the number of small family-run fireworks workshops, whose relentless price-cutting drove down profit margins. Students are asked to undertake an industry analysis, estimate the industry attractiveness, and propose possible ways to improve the industry attractiveness from an individual investor's point of view. Jerry Yu is an American-born Chinese in New York who has been invited to buy a fireworks factory in Liuyang, Hunan.

Disciplines: General Management, International

Issue(s): Exports, Industry Analysis, International Marketing, Market Analysis

Industry: Miscellaneous Manufacturing Industries

Setting: China, Not Applicable organization, 2009

Difficulty: 4 - Undergraduate/MBA

Length: 13 pages

BestSeller: 2003

9B11C006

Dr. Amita Joshi at Samuel Drugs Limited

Anup K. Singh, Abhinav Gupta

Publication Date: 2/3/2011

Teaching Note: 8B11C006

AWARD WINNING CASE: Adjudged second best case at the ISB Case Competition 2010 held in partnership with the Richard Ivey School of Business and the Association

of Indian Management Schools and sponsored by the Chartered Institute of Management Accountants.

This case describes the successful journey of Dr. Amita Joshi in a medium-sized pharmaceuticals organization, Samuel Drugs, in India, which was facing serious performance problems. Joshi realized that the organization had strong manufacturing capability; however, it lacked marketing excellence and badly needed someone who could be tasked with making the company marketing-oriented. Joshi selected, out of turn, a young general manager of sales, Rajesh Mishra, as director of marketing. He proved to be an excellent choice and performed very well in his new role. Samuel Drugs had three subsidiaries and one of them, Eastern Pharmaceuticals Limited (EPL), required a managing director and Mishra was selected. He also continued to perform his previous role of director of marketing. Then conflict ensued between Joshi and Mishra.

This case reveals the important roles of communication, co-ordination, multiple and diverse stakeholders and organizational conflict in determining organizational effectiveness. This case also highlights the point that managers need to tackle both formal and informal aspects of an organization, rational and social sides of organizational life and changing dynamics of relationships and networks.

Disciplines: Organizational Behaviour/Leadership, International

Issue(s): Communications, Organizational Structure, Politics, Women in Management, Pharmaceuticals, Conflict Management

Industry: Chemicals and Allied Products

Setting: India, Medium organization, 1999

Difficulty: 5 - MBA/Postgraduate

Length: 8 pages

9B10A030

Ethnic Consumers Consulting

S. Ramesh Kumar, Nitya Guruvayurappan, Madhurija Banerjee

Publication Date: 2/10/2011

Teaching Note: 8B10A030

Emerging markets are being pursued by large multinational companies. With radical changes in the lifestyles of consumers and proliferation of categories and brands, the Indian context offers unique marketing challenges to marketers. The case deals with the perspective of how cultural values can provide the differentiation platform for brands in the categories of hair oil and fairness creams, the ritualistic categories used in the grooming habits of consumers in the country.

Disciplines: Marketing, International

Issue(s): Brands, Consumer Behaviour, Values, Differentiation, Culture, Socio-economic Segments

Industry: Miscellaneous Retail

Setting: India, 2007

Difficulty: 5 - MBA/Postgraduate

Length: 18 pages

9B10M098

Golden Star Facilities and Services Pvt. Ltd.

S. Ramakrishna Velamuri, Rishi Raj Kanoria, Anuj Srivastava, Nandita Narayan, Deepti Singh, Jaydev Thampam

Publication Date: 1/21/2011

Teaching Note: 8B10M098

The huge growth of information technology (IT) and information technology enabled services (TIES) businesses in India and, in particular, in Hyderabad, led to the establishment of Indian and multi-national companies. With large numbers of employees and thousands of square feet of office space, these companies recognized that maintaining their premises was not part of their core competence and outsourced their housekeeping requirements, thus creating a new industry. A single mother who was unable to make ends meet on her salary as the principal of a catering college grabbed a tiny opportunity to provide cleaning services at the Oracle office in the Cyber Towers at Hyderabad and, over 10 years, built up Golden Star into the third-largest housekeeping services provider in the city, with over 2,000 employees. While maintaining her strong personal ethical values, she built a young, professional team and maintained high standards of professionalism and quality of service.

The case is set at the time when she is faced with the typical dilemmas of organic growth: to take on allied functions of office management, such as maintenance of electrical and mechanical equipment - a growing trend in the industry; to expand geographically to manage the offices of her clients in several cities; or to make a huge amount of money by simply selling the business she had built from scratch.

Disciplines: General Management, Entrepreneurship, International

Issue(s): Growth Strategy, Selling the Business

Industry: Business Services

Setting: India, Small organization, 2008

Difficulty: 5 - MBA/Postgraduate

Length: 11 pages

9B11M014

International Entrepreneurship at Infusion

Christopher Williams, Melissa Davis

Publication Date: 2/18/2011

Teaching Note: 8B11M014

Infusion had grown over the 10 years between 2000 and 2010 to become a \$50 million per year international software services business with 350 employees. The president is wondering how he could move the company towards becoming a \$100 million per year international business through a mixture of organic growth and initiative with partners. The entrepreneurial vision of its original founders lived on in many ways, but the company had found it necessary to install an administrative structure with a professional management layer to underpin delivery in both domestic and international markets. It had not been an easy ride. The company had encountered problems in India, and there had been periods of staff attrition and challenging deliveries to clients. Clients were beginning to pull the company in new directions. The pace

of technology change appeared to be relentless. While entrepreneurship was still encouraged in the form of an incubator called Infusion Angels, the CEO was faced with some critical decisions.

Disciplines: General Management, Entrepreneurship, International

Issue(s): Growth Strategy, Technological Change, Personal Development, Entrepreneurial Behaviour

Industry: Business Services

Setting: Canada; Global, Medium organization, 2010

Difficulty: 4 - Undergraduate/MBA

Length: 17 pages

9B11E001

Keda's SAP Implementation

Derrick Neufeld, Yulin Fang, Huaiqing Wang, Terrance Fung

Publication Date: 2/18/2011

Teaching Note: 8B11E001

Although demand for enterprise resource planning (ERP) systems in China has been steadily increasing, many such implementation projects have ended in failure. Keda Industrial Co. Ltd. (Keda), a manufacturer of large-scale machinery in China, had successfully deployed its ERP solution. This case study documents Keda's ERP initiative from conception to its deployment and offers insights into the factors and practices that contributed to its success in the Chinese cultural context.

Disciplines: Management Science and Information Systems, International

Issue(s): Project Management, Information Technology, Enterprise Resource Planning, System Implementation

Setting: China, Large organization, 2009

Difficulty: 4 - Undergraduate/MBA

Length: 14 pages

9B10M086

Mahindra Satyam - Restoring Corporate Governance

Murray J. Bryant, Ramasastry Chandrasekhar

Publication Date: 12/15/2010

Version Date: 2/9/2011

Teaching Note: 8B10M86

Various mergers and acquisitions in the Indian information technology (IT) sector had resulted in the newly formed Mahindra Satyam (Mahindra) and the recently appointed chief compliance officer (CCO) was to develop a corporate governance structure that would address and repair previous mismanagement of the company. The CCO also functioned as the chief operating officer (COO) with profit centre responsibility for business verticals. His largest task as the CCO was to restore trust in the company and solidify its future among various stakeholders by bringing back integrity and transparency to the business. The CCO had to consider several criteria: What should his priorities be? What processes could be developed that would ensure corporate governance? What were the metrics with which the company could track the progress in corporate governance?

Disciplines: General Management, International

Issue(s): Corporate Culture, Corporate Strategy, Human Resources Management, International Business, Organizational Change, Corporate Governance, Accounting Practices

Industry: Business Services

Setting: India, Large organization, 2009

Difficulty: 4 - Undergraduate/MBA

Length: 28 pages

9B10M107

NTT DoCoMo - Joint Venture with Tata in Indian Mobile Telecom

Shih-Fen Chen, Ramasastry Chandrasekhar

Publication Date: 2/1/2011

Teaching Note: 8B10M107

In November 2008, NTT DoCoMo, the largest mobile telecom company in Japan, entered into a joint venture (JV) with Tata Tele Services Ltd (TTSL), the fifth largest mobile telecom company in India. The two partners had come together because both had recognized that they could put complementary capabilities into play. NTT DoCoMo could build on TTSL's knowledge of the local market and ownership of telecom licence (given by the federal government only to domestic firms). TTSL could gain access to NTT DoCoMo's core competence in 3G technology, which was soon being rolled out in India through spectrum auction. As part of signing the deal, the two partners had to deal with issues other than business synergies — like the percentage of equity holding of each partner in the JV, the price at which NTT DoCoMo would buy its stake to be offloaded by TTSL and the provision for veto rights that could make up for a minority holding. The case study helps students understand the dynamics of the formation of an international JV. It also highlights the unique advantages of a JV over other forms of international collaboration, such as technology licensing and agency distribution.

Disciplines: General Management, International

Issue(s): Joint Ventures, Globalization, Strategic Management, International Collaborations

Industry: Communications Industry

Setting: India; Japan, Large organization, 2008

Difficulty: 4 - Undergraduate/MBA

Length: 20 pages

9B11M010

Pepsi-BASIX Partnership

Gita Bajaj, Neelu Bhullar

Publication Date: 1/27/2011

Teaching Note: 8B11M010

AWARD WINNING CASE: Adjudged best case at the ISB Case Competition 2010 held in partnership with the Richard Ivey School of Business and the Association of Indian Management Schools and sponsored by the Chartered Institute of Management Accountants.

BASIX was a microfinance company with livelihood promotion as its key agenda. It had a strong presence in the poverty-ridden state of Jharkhand, India, where marginal farmers were struggling to make ends meet. In 2005, PepsiCo India Holdings Pvt. Ltd (Pepsi) entered an agreement with BASIX for promoting contract farming of potatoes in Jharkhand. As per the agreement, Pepsi was

to supply seeds and get an assured supply of chip-grade quality potatoes. BASIX was to provide micro-finance to the farmers and render training and consultancy for package of practices (POP). Farmers were to get assured buyback of the produce and also an opportunity to learn modern farming practices. The collaboration was successful in the first year and the project witnessed a very high growth in the second year. The second year results, however, were not as encouraging as the first year. The case is poised at this juncture, where the project manager has to present his view on how to move ahead with the agreement.

Disciplines: General Management, International

Issue(s): Non-Profit Organization, Partnership, Sustainable Development, Developing Countries, Marginalized Communities

Industry: Agricultural Production - Crops, Credit Agencies other than Banks

Setting: India, Large organization, 2007

Difficulty: 5 - MBA/Postgraduate

Length: 16 pages

9B10M101

Right Clients, Right Way: Successes and Challenges of Brand Consultant Tommy Li

Kevin Au, Bernard Suen, Na Shen, Justine Tang

Publication Date: 2/10/2011

Teaching Note: 8B10M101

Tommy Li was a designer and brand consultant renowned for his black humour and bold visual impact. With business spanning Hong Kong, China, Macau, Japan and Italy, he was one of the few Hong Kong designers to have entered the international market. In his ten years of experience as a design staff member, Li learned that "getting the right client is the key to a successful design consultancy business." Therefore, Li set up his own company to have full freedom in choosing his own clients, and his "choosing clients strategically" philosophy brought him great success. Consequently, he became a famous Hong Kong designer and brand consultant with reputable local and overseas clients. With international firms many times bigger than Li's firm entering China, Li saw mounting competitive pressure. Was Li's stardom an adequate defence against firms composed of multidisciplinary teams equipped with innovation-driven design thinking and processes? Was scale a critical issue in staying competitive? Was proximity to the market an important advantage?

The brand consulting industry also faced intense competition from international business consultancies, advertising and public relations agencies. Each camp used a different approach to target the same group of brand-conscious clients. Could Li cope with these challenges?

The case was developed to teach designers and design entrepreneurs. It is also suitable for MBA and other executive classes on entrepreneurship and creative business. This case is intended to achieve the following objectives: 1) study how strategic thinking guided Li to develop his design business despite changing market conditions 2) understand how path dependence and dynamic capabilities explain Li's success and challenges

in a changing business environment 3) discuss the best approach to grow a design business - building methodology and processes or becoming a star in new markets.

Disciplines: General Management, Entrepreneurship, International

Issue(s): International Business, Services, Brand Management, Entrepreneurial Marketing

Industry: Business Services

Setting: Hong Kong, Small organization, 2010

Difficulty: 4 - Undergraduate/MBA

Length: 12 pages

Industry: Primary Metal Industries

Setting: India, Large organization, 2009

Difficulty: 5 - MBA/Postgraduate

Length: 12 pages

9B10A024

Snacko India Limited: Leveraging Trade Promotions for Competitive Advantage

Sajjan Raj Singhvi, Rajat Gera

Publication Date: 12/17/2010

Teaching Note: 8B10A024

The case illustrates the challenges faced by a marketing manager when designing, implementing and evaluating trade promotion schemes in a highly competitive, fast moving, consumer goods multinational company in the emerging Asian market of India. The purpose of the case is to provide exposure to the complexities and dynamic context of Asian consumer goods marketing and learn how to design, implement and evaluate trade promotion schemes that are aligned with the branding, marketing communication and marketing strategy of the product/brand. The case illustrates marketing decisions and their implementation in the Indian market for snack foods, where factors such as products at small price points, constant product and brand innovation, and effective design of trade promotion and merchandising schemes are critical in gaining and retaining market share.

Disciplines: Marketing, International

Issue(s): Sales Strategy, Sales Promotion, Branding, Trade Promotion Design, Trade Promotion Evaluation, Channel Management

Industry: Food and Kindred Products

Setting: India, Large organization, 2010

Difficulty: 4 - Undergraduate/MBA

Length: 18 pages

9B10N032

Tata Steel Limited: Convertible Alternative Reference Securities (B)

Vasant Sivaraman, Mayank Joshipura, Adithya Anand

Publication Date: 1/7/2011

Teaching Note: 8B10N32

Set in India in 2009, the case is about Tata Steel Ltd (TSL), a global top ten steel producer. TSL's launch of a convertible bond offering in exchange for its convertible alternative reference securities issued in 2007 was in response to shifts in environmental factors. An analysis of the offer allows a valuation exercise and an assessment of a capital restructuring decision considering the interests of the issuer and of the investors.

Disciplines: Finance, International

Issue(s): Bonds, Securities, Valuation, Investor Relations, Strategy, Capital Structure, Refinancing