

ABSTRACTS FOR NEWLY REGISTERED ASIAN CASES June 2011

9B11C009

ABC Energy Limited: Culture and Formalization

Pavitra Mishra, Rajen Gupta

Publication Date: 3/23/2011

Teaching Note: 8B11C009

ABC Energy Limited (ABCEL) was created in March 2007 by ABC Infra Private Limited and XYG Private Limited. In September 2007, MNP Finance Limited joined ABCEL as an equity partner. In 2010, ABCEL operated in power generation and had plans to diversify into transmission and distribution. It aspired to be a world-class energy company with operations in India and neighbouring countries. Over the last few years, ABCEL had grown by investing in greenfield projects and by acquiring existing operations. The promoters of ABCEL had set a target of achieving a project portfolio of 30,000 MW by 2015, with the current portfolio being 8,655 MW. The chief executive officer of ABCEL wanted to discuss the following issues at the board meeting on July 31, 2010, with regard to the opportunities and challenges in the growing market: 1) the key organizational needs ABCEL might face in achieving its target by 2015 2) the present culture of ABCEL 3) the relationship between the culture and extent of formalization and hence the ramp-up of formalization ABCEL might require, and 4) the method of introducing this formalization.

Disciplines: Organizational Behaviour/Leadership, Entrepreneurship, International

Issue(s): Growth Strategy, Organizational Culture, Formalization

Industry: Electric, Gas and Sanitary Services

Setting: India, Medium organization, 2010

Difficulty: 5 - MBA/Postgraduate

Length: 14 pages

9B11M041

Business Process Outsourcing at Apollo Health Street

Christopher Williams, Ramasastry Chandrasekhar

Publication Date: 5/10/2011

Teaching Note: 8B11M041

The managing director of Apollo Health Street (AHS), a healthcare business process outsourcing (BPO) company headquartered in Pennsylvania, United States, was pondering two dilemmas: securing short term growth for his company, and finding new ways to compete in a changing industry. AHS was itself a subsidiary of Apollo Health Enterprises Ltd. (AHEL), an integrated healthcare company located in Hyderabad in southern India. AHS had been growing at 80 per cent compound annual growth rate (CAGR) since 2005, aiming to reach \$100 million in sales by March 2010. Its target was to increase annual

sales to \$500 million within three years in a highly competitive space, which if successful would move AHS into the top three BPO companies in the healthcare sector. How should it secure short term growth? The second dilemma was how to plan for the future. Industry analysts had predicted that over the next five to 10 years, healthcare BPO would become unrecognizable from its current form. The managing director believed that although scaling up would strengthen the company's position for the short term, the company should also be looking for solutions to stay relevant to the customer. How should AHS influence the shape of healthcare BPO in the future? What new ways of competing could the company pursue?

Disciplines: General Management, International

Issue(s): Competitive Strategy, Health Care, Securing Scale

Setting: India; United States, 2010

Difficulty: 4 - Undergraduate/MBA

Length: 16 pages

9B11M009

Carlsberg in Emerging Markets

Michael W. Hansen, Torben Pedersen, Marcus Moller Larsen

Publication Date: 3/23/2011

Teaching Note: 8B11M009

Risking becoming the target of a hostile takeover or alternatively, being cornered as a small regional player in the global beer industry, the Danish brewery Carlsberg decided in the early 2000s to expand into the rapidly growing emerging market to pursue new arenas of growth. By 2008, this strategy had paid off, and Carlsberg was positioned amongst the five largest breweries in the world. In the Russian market - one of the fastest growing markets in the world - Carlsberg had become the market leader. In China - the world's largest beer market in terms of size and population - the company had achieved a 55 per cent market share in Western China, and operated 20 brewery plants with approximately 5,000 employees. The ambitious acquisition strategy applied in emerging markets had become essential to Carlsberg's business in relation to future growth and profit. Accordingly, the case focuses on Carlsberg's entry into China, which started as a commercial failure in the eastern part of the country, but subsequently developed successfully in the west.

Disciplines: General Management, Operations Management, International

Issue(s): Marketing Management, Emerging Markets, Acquisition Strategy, Global Strategy

Industry: Food and Kindred Products

Setting: Denmark;China;Russia, Large organization, 2008

Difficulty: 4 - Undergraduate/MBA
Length: 12 pages

9B10C030

Conflict Management at TKC Consulting

V. Padhmanabhan

Publication Date: 3/29/2011

Teaching Note: 8B10C030

The case depicts how executives who are holding power can create chaos and disempowerment in an organization. Rao and Naik, two senior executives at TKC Consulting, scapegoated an innocent subordinate in their battle of power and egos. Their actions, not befitting the positions they held, created confusion and misunderstanding in the organization, debased the work environment and had an adverse impact. The chairman of the company understood that their egotistical, power-hungry actions could not be explicitly pointed out, as this would merely result in a blame game, but that if the conflict was not addressed immediately, it would result in more casualties within the organization.

Disciplines: Organizational Behaviour/Leadership, International

Issue(s): Management Communication, Organizational Behaviour, Organizational Structure, Conflict Resolution

Industry: Security and Commodity Brokers, Dealers

Setting: India, Medium organization, 2009

Difficulty: 4 - Undergraduate/MBA

Length: 5 pages

9B11A004

Future Group - Branding Private Labels

Niraj Dawar, Ramasastry Chandrasekhar

Publication Date: 3/30/2011

Teaching Note: 8B11A004

India's largest domestic retail group, the Future Group, is pursuing a novel private label strategy. In a country dominated by small scale retailers, it is using its scale to launch private label "brands" in several product categories. It is planning to delink these new offerings from the store brand and make them available through other retailers. Future Group hopes to derive most of its growth over the next few years from this initiative.

The case enables students to take on the role of the group's brand advisor, and deal with some basic questions: Will private label brands erode customer loyalty or build it? Will they build traffic or cannibalize it? Will they add to the complexity of retailing or simplify it? More fundamentally, is the private label brand strategy sustainable in the long-run in the highly competitive Indian retail?

Disciplines: General Management, Marketing, International

Issue(s): Brands, Private Labels

Industry: Apparel and other Finished Products

Setting: India, Large organization, 2010

Difficulty: 4 - Undergraduate/MBA

Length: 24 pages

9B11M028

Governance Failure at Satyam

Ajai Gaur, Nisha Kohli

Publication Date: 5/27/2011

Teaching Note: 8B11M028

An unrelated acquisition decision by Satyam Corporation created discontent among shareholders and led to a series of investigations. The investigations revealed a fraud of about INR 50 billion. This led to resignations by several board members and the CEO. The entire episode became a mockery of corporate governance practices, raising questions about the efficacy of well accepted governance norms.

This case covers the events that led to the failure of Satyam in detail. The roles of not only the promoter but also other parties, such as the managers, board of directors, auditors and bankers, are discussed in detail. The case draws attention to various corporate governance and ethical issues and also provides an opportunity to discuss the measures that should be taken by regulators, auditors and other bodies to prevent such frauds.

This case can be used in an undergraduate, MBA and executive development program to highlight following issues: 1) Ethics and corporate governance: This case can be used to discuss the effectiveness of current corporate governance regulations and how can they be made more effective. 2) Organizational culture and values: Corporate governance mechanisms, such as ownership structure, board composition and stakeholder influence, determine the organizational culture and values. Smaller firms inherit the corporate values from their founders. In larger companies, managers and board members play a pivotal role in shaping the corporate values. This case can be used to discuss the factors affecting development of corporate values.

Disciplines: Accounting, General Management, International

Issue(s): Auditing, Board of Directors, Corporate Governance

Industry: Information, Media & Telecommunications

Setting: Hyderabad, India, Large organization, 2008

Difficulty: 4 - Undergraduate/MBA

Length: 14 pages

9B11M038

Hebei Dawu Group: Building the First "Family Business Constitution" in China

Yuping Du

Publication Date: 5/26/2011

Teaching Note: 8B11M038

This case examines the "Family Business Constitution" created by Dawu Group's founder, Sun Dawu. It was the only such system in China to date. The system made it possible for the group to survive near-fatal challenges. The case starts with challenges Sun Dawu encountered: a salary-rise request from a recently elected board member; some managers' doubts about the constitution system; and the suspicion of external experts and journalists of the group's elections. The case examines the history of Dawu Group, the "Family Business Constitution" system and the approach Sun Dawu took to address the succession issue.

One of the issues the family business owner faced was whether it was possible to solve the internal challenges and external doubts about family business succession and governance and, if so, how.

Objectives: 1) To illustrate how a Chinese family business owner has sought a proper corporate governance and management mechanism 2) To help students understand the hybrid institutional infrastructures of the “Family Business Constitution” and the challenges during the implementation, especially the cross-generational succession issue in the specific Chinese context 3) This case is suitable for core and elective courses in business management, strategy, sustainability, corporate governance and human resource management, and elective courses in family business management, Chinese business management and entrepreneurship.

Disciplines: General Management, Entrepreneurship, International

Issue(s): Business and Society, Corporate Strategy, Human Resources Management, Corporate Governance, Change Management, Crisis and Change, Business Development, Entrepreneurial Business Growth, Decision Making, Board/Management Relations, Business Sustainability, Family Business, Board and Management Duties

Industry: Agricultural Production - Crops

Setting: China, Large organization, 1985-2008

Difficulty: 4 - Undergraduate/MBA

Length: 10 pages

9B11N006

HQ Sustainable Maritime Industries Inc.

George Athanassakos, Kamil Janczyk, Grzegorz Zebrowski

Publication Date: 5/10/2011

A junior investment analyst at Maple Toronto Fund (the Fund), a deep-value shop whose main strategy was to invest in deeply-undervalued businesses, was screening hundreds of small cap stocks and stumbled upon HQ Sustainable Maritime Industries Inc. (HQS), an aquaculture and aquatic product processing company that operated in two product segments in China. A quick look at HQS's financials suggested to the junior investment analyst that he had found the holy-grail of value investing: a net-net stock. The junior investment analyst knew he had to present an in-depth due diligence to estimate a stock's intrinsic value and determine whether the stock was truly undervalued. He wondered how to tackle the valuation; in addition to developing a deep understanding of the industry and the company's business model and numbers, he considered the value-investing-based valuation approach. The junior investment analyst knew that demonstration of thorough analysis and accurate valuation of HQS might convince senior management of the Fund to acquire a substantial stake in HQS; if this investment was profitable, it could boost his career and prospects of advancement within the Fund. The junior investment analyst had one week to put his presentation together.

Disciplines: Finance, International

Issue(s): Net Asset Value, Margin of Safety, Strategic Valuation Analysis, Investment Decision

Industry: Agriculture, Forestry, Fishing and Hunting

Setting: China, Small organization, 2010

Difficulty: 4 - Undergraduate/MBA

Length: 41 pages

9B11E024

Managing Customer Relationships in Offshore Outsourcing: B2Bcs, an Israeli Consulting Firm

Arup Kumar Das, Sangeeta Shah Bharadwaj, Kate M. Kaiser

Publication Date: 5/27/2011

Teaching Note: 8B11E024

The objective of this case is to study an Israeli firm, B2Bcs, which is providing end-to-end services in establishing offshore project development teams and help firms in their decision to outsource projects offshore. B2Bcs was established in 2006 and initially concentrated on software development project outsourcing mainly to eastern European and Indian firms. They help clients throughout the entire project development life cycle from decision making to start of operations offshore. The firm also provides strategic planning and guidance, provides offshore site selection services and partners with customers for greater value and profit. An interesting aspect of B2Bcs's nature of work involves cross-cultural handshake, interfacing Israel based 'client' organizations with 'service provider' organizations in India and eastern Europe.

However, the recent economic downturn has made B2Bcs's customers extra cautious about the decision to set up an offshore development centre. Over the last few months, Israeli firms have been looking for less expensive outsourcing solutions as part of their various cost-reduction initiatives. They expect low-rate quotes from offshore service providers of low-cost destination countries such as India and eastern Europe. Unfortunately, India has not been hit very hard by the recession, unlike the West and hence the prices quoted by Indian service providers are still very high.

Of late, the company had been facing stiff competition from similar consulting firms. The key to getting business in this area was based on one's past relationships with key executives in client and vendor firms. Increasingly, other consulting firms also started exploiting these relationships to get new business, thus affecting B2Bcs's growth plans severely. In such a scenario, two broad questions need to be answered: 1) What is the new value proposition that B2Bcs should now offer to its clients? 2) How could B2Bcs help its clients find the right service provider at a competitive price?

The primary goal of this teaching case study is to examine the process of establishing the offshore outsourcing of projects. A background understanding of the various outsourcing theories will help students to map the theories with the case situation. Through this case study discussion, the students should achieve the following: 1) Learn the offshore outsourcing life cycle process (from client firm perspectives), including: a) vendor selection, b) selecting the outsourcing model, c) project staffing and recruitment, d) establishing outsourcing contracts, e) project monitoring and management, and f) monitoring service quality. 2) Learn the offshore outsourcing life cycle

process (from service provider firm perspectives), including: a) contract negotiations, b) project execution and management, c) delivering service quality and value to the client, and d) building a relationship and partnership. 3) Discuss the existing value propositions being offered by B2Bcs to its Israeli customers as well as to its service provider customers. 4) Identify the new value proposition that B2Bcs should offer to retain and enhance its customer base.

Disciplines: Management Science and Information Systems, International

Issue(s): Value-based Management, Business Development, Retention Marketing

Setting: Israel, Small organization, 2009

Difficulty: 5 - MBA/Postgraduate

Length: 10 pages

9B11E009

Mercedes-Benz India

Nicole R.D. Haggerty, Shankar Venkatagiri, Ramasastry Chandrasekhar

Publication Date: 5/20/2011

Version Date: 5/27/2011

In December 2007, the management of Mercedes-Benz India (MBI), a fully owned subsidiary of Daimler AG, the 12th largest automobile manufacturer in the world, has decided to relocate to a new facility near Pune in western India. In overseeing the installation of information technology (IT) infrastructure at the new premises, the company's chief information officer (CIO) is dealing with some managerial choices, pertaining to IT architecture, IT tools and IT skill sets of the company. Each choice involves several trade-offs. The CIO's decision on each will have a major effect on the revenues, margins and competitive positioning of MBI in the Indian automotive industry.

Disciplines: Management Science and Information Systems, International

Issue(s): Strategic Management, IT Infrastructure, IT Leadership, Green Computing

Setting: India, Small organization, 2007

Difficulty: 4 - Undergraduate/MBA

Length: 13 pages

9B11D003

Nokia India: Battery Recall Logistics

Charles Dhanaraj, Narendar Sumukadas, P. Fraser Johnson, Monali Malvankar

Publication Date: 5/27/2011

Teaching Note: 8B11D003

The case provides an opportunity for students to develop practical knowledge of the role of operations management in a product recall situation, particularly in an emerging market context. Product recalls are an integral part of supply chain management (SCM). Companies inevitably face a question of when, not if, a recall will be necessary. These situations combine the complexity of operations with the time-urgency of a mission-critical task. The case also provides a rich context to learn about the interaction of SCM, information systems and reverse logistics, and to understand the marketing, logistics and communication

challenges faced by a multinational company operating in an emerging market such as India.

The case presents the challenge faced by Nokia India in 2007. Nokia had built a strong brand reputation over a ten-year period and was a market leader in the Indian mobile devices. India, incidentally, was also Nokia's second largest market, next only to China. Suddenly, what corporate headquarters considered a routine product advisory for a defective battery, resulted in panic in customers after the Indian media widely publicized the potential dangers that defective batteries could pose.

Over a three-month period, Nokia India had to recall a few million batteries and replace them with new ones.

The objectives of the case include 1) developing an effective product recall / reverse logistics plan that would ensure preparedness for the challenges and urgent circumstances that might surface in a recall situation, 2) understanding the key criteria for success of product recall systems and 3) understanding the interface of management action and the logistics system under a crisis situation.

Disciplines: Operations Management, Entrepreneurship, International

Issue(s): Communications, Logistics, Emerging Markets, Supply Chain Management, Product Recall, Crisis Leadership

Industry: Information, Media & Telecommunications

Setting: India, Large organization, 2007

Difficulty: 5 - MBA/Postgraduate

Length: 13 pages

9B11M023

Orascom Telecom: Risks of Internationalization

Dina Zaki, Marina Apaydin, Farah Zahran

Publication Date: 5/26/2011

Teaching Note: 8B11M023

Orascom Telecom Holding S.A.E. (OTH) was established in 1998 in Egypt and had grown exponentially to become one of the major players in the global telecommunications market. OTH was considered to be among the largest and most diversified network operators in the Middle East, Africa and South Asia.

Orascom Telecom Algeria (Djezzy) was launched in February 2002 and it grew to become the market leader in terms of both subscriber numbers as well as the quality of telecommunications services provided. Djezzy served more than 14.7 million subscribers on its network and had a 62.9 per cent market share.

After the great success Orascom had realized in Algeria, Orascom wanted to further expand. The manager thought that India could also be a great opportunity in which Orascom could expand its business. In 2006, OTH agreed to acquire a 19.3 per cent stake in Hutchison (HTIL) to penetrate the Indian market. India was an excellent opportunity as there were strong complementary similarities between Orascom and Hutchinson Telecom: both were successful operators offering mobile services in countries with large populations and low penetration levels of telecommunications services. However, despite this appearing to be an excellent opportunity, Orascom was not able to complete this operation because it did not

consider the expenses in an accurate way and many factors were ignored, concentrating only on the positive aspects.

The purpose of the Orascom case is to help students understand the risks of internationalization and to develop a way of critical thinking in order to assess the requirements of a business to be successful.

The case is used to assess the risks of internationalization in different contexts. Orascom Telecom Company witnessed two very different "failures." However, there was something in common: both incidents reflected the risks of internationalization. With these two failures in mind, the purpose of this case is to develop an overall strategy to deal with the risks of internationalization that Orascom might face in the future. What lessons should be learned from this experience? What should be done to prevent similar risks to Orascom's further internationalization?

Disciplines: General Management, Operations Management, Entrepreneurship, International
Issue(s): Accounting - Tax, Acquisitions, Competition, Case Analysis, Competitive Strategy, Business Sustainability
Industry: Information, Media & Telecommunications
Setting: Egypt, Large organization, 2009
Difficulty: 3 - Undergraduate
Length: 9 pages

9B10C029

Privatization of the Tiger Leaping Guest House in Nanjing, PRC

Stephen Grainger

Publication Date: 3/23/2011

Teaching Note: 8B10C029

The Liang family, experienced family hoteliers in China, had to leave the mainland under the pressure of the forces of Chairman Mao and the CCP in 1949. They resettled in Taiwan, resumed their hospitality business and now, two generations later, have returned to Nanjing to find their family's old guest house has been allowed to run down and deteriorate as a Chinese state-owned enterprise (SoE). They repurchase the old guest house with the intention to redevelop. How will they deal with this privatization and the inevitable bureaucracy of purchasing, demolition and rebuilding the old guest house? How will they convert the existing SoE human resources (trained under planned economy conditions) into dynamic employees operating in the market economy while being sensitive to the cultural characteristics and challenges of this mainland Chinese workplace? With more than 6,000 Chinese SoEs still being targeted for privatization, this case is very relevant and provides a real world opportunity for students to exercise their research, analytical, international management, entrepreneurial and cross-cultural management skills.

This case is best used in a unit after the topics of international human resource management, culture and international management have been covered. Such positions may include 1) as a closing case in an international management unit of study 2) as a human resource management case in an international human resource management or international management unit

of study 3) as a challenge in an entrepreneurial unit of study or 4) as a mid-unit or closing case in a strategic management unit of study.

Disciplines: Organizational Behaviour/Leadership, Entrepreneurship, International
Issue(s): Management in a Global Environment, Cross Cultural Management, Cultural Customs, Privatization
Industry: Hotels, Rooming Houses, Camps
Setting: China, Medium organization, 2007
Difficulty: 4 - Undergraduate/MBA
Length: 6 pages

9B11E013

Seoul National Bank: The Chief Credit Officer's Tough Decisions

Mehmet Begen, Jon Jhun

Publication Date: 5/30/2011

Teaching Note: 8B11E013

The chief credit officer (CCO) at Seoul National Bank has recently faced numerous defaults on its corporate loans. To address this problem, the CCO must re-evaluate how the bank responds to defaults and determine a default strategy. The CCO must analyze the pros and cons of 1) collecting on collateral, 2) partially settling, and 3) wait and seeing, evaluating the payouts and risk profiles of each strategy. Further, the CCO must determine a systematic way to approve loans from companies. Analyzing both qualitative and quantitative factors, the CCO must determine which companies to approve for loans given a certain size of its loan portfolio. Given these decisions, the CCO must determine whether or not to increase or shrink the size of its loan portfolio based on the expected outcomes and/or simulated results.

Disciplines: Management Science and Information Systems, International
Issue(s): Simulation, Decision Trees, Optimization, Loan Default Scenario Analysis, Loan Portfolio Decision, Outcome Projection of Decisions
Industry: Banking
Setting: Korea, Large organization, 2005
Difficulty: 4 - Undergraduate/MBA
Length: 5 pages

9B11M007

Sharp Corporation: Beyond Japan

Derek Lehmborg

Publication Date: 3/23/2011

Teaching Note: 8B11M007

Faced with major losses from operations, Sharp Corporation's young and unconventional president questioned the company's long-standing operating model. Sharp was a leader in the area of liquid crystal display (LCD) technology and manufacturing. It also held strong positions in several categories of consumer electronics in the Japanese market. Although Sharp had been increasing its involvement in overseas markets, it had yet to replicate its successes overseas. Sharp's operating model placed sensitive, high-value-added operations, such as research, development and component manufacturing near its headquarters in Japan. The company jealously guarded its LCD knowhow and had implemented strict security measures at its LCD panel

plants. As Sharp's international sales grew, limitations with its business model became apparent. Operating primarily in Japan had drawbacks, such as exposure to currency risk, high infrastructure cost and high taxes. Additionally, the logistics of shipping large items, such as LCDs and solar panels, overseas presented other dilemmas. Sharp needed to reconsider this model and develop an approach that was more suitable to the environment it now competed in.

Disciplines: General Management, International
Issue(s): International Business, Technology, Strategy and Resources, International Strategy
Industry: Electric & Electronic Equipment Supplies
Setting: Japan, Large organization, 2009
Difficulty: 4 - Undergraduate/MBA
Length: 16 pages

9B11A022

Social Entrepreneurship and Sustainable Farming in Indonesia

Ilan Alon, Eve Misati

Publication Date: 6/8/2011

Teaching Note: 8B11A022

Oded Carmi was a social entrepreneur striving for a "green Bali." He started Sari Organik as a model farm intended to grow organically with market demands and to benefit the local community while serving as an educational center for small scale farmers in the region. Thirteen years later, the idea was not as well embraced as he had hoped. The case provides information on social entrepreneurship, providing a background on Carmi, the environment in Ubud, Bali, and Indonesia at large, and discusses some of the challenges the entrepreneur was facing as the founder and owner of Sari Organik farm and the restaurant "Warung Bodag Maliah" (overflowing basket). His main challenge was to replicate and sustain his organic rice farming model across Bali and eventually other parts of Indonesia. His initial thoughts involved some options: • To utilize the established village system and its leadership (religious and civil) to re-introduce traditional rice farming culture in Ubud, Bali and eventually Indonesia. • To introduce a new model such as micro-franchising through which he (the micro-franchiser) would recruit a number of local farmers (micro-franchisees) and provide them with the resources to grow rice organically, • To go into a joint venture with the few existing organic rice farmers in the region. • To expand his business as a sole proprietor, i.e. buy more land and increase organic rice production – this was his least favorite option since it would go against his mission of involving the community. The case may be a good starting point for discussion on the impact of modernization on a traditional society and the role of business in society. Carmi, a native of Israel, tried to revive traditional farming techniques that were more sustainable and healthy. Carmi realized he had to come up with a strategy soon, and he was open to other viable options for replication and sustenance. Learning Objectives: 1. To learn about the role of business in society, corporate social responsibility and sustainable farming in emerging markets 2. To examine strategic options available to a small business in an under-developed market 3. To show how the local culture and institutions must be taken into account when implementing

a business strategy for local economic development and social development through entrepreneurship 4. To introduce micro-franchising as a unique strategy of "franchising" in less developed markets, where buyers and workers are impoverished.

Disciplines: General Management, Marketing, Operations Management, Entrepreneurship, International
Issue(s): Agriculture, Sustainable Development, Quality, Developing Countries
Industry: Agricultural Production - Crops
Setting: Indonesia, Small organization, 2010
Difficulty: 4 - Undergraduate/MBA
Length: 14 pages

9B11M022

The Generics Pharmacy

Jim Kayalar

Publication Date: 4/29/2011

Teaching Note: 8B11M022

The price of pharmaceuticals in the Philippines is second only to Japan in Asia and one of the highest in the world despite the Philippines being a less developed country and nearly half of its population living on US\$2 a day. The case illustrates how The Generics Pharmacy a local pharmaceutical company challenged the existing industry business model and became the largest pharmaceutical retailer in the country within a period of only three years. Under the strategic leadership of CEO Benjamin Liuson, The Generics Pharmacy succeeded in formulating a superior value proposal by focusing on the supply and demand side constructs at the bottom of the pyramid and bringing affordable high quality medicines within reach of low income individuals. Superior leadership, management and strategic initiative succeeded in integrating and balancing tenets of corporate social responsibility, entrepreneurial foresight and resource based strategy to catapult the company into a leadership position.

Disciplines: General Management, Entrepreneurship, International
Issue(s): Leadership, Market Strategy, Strategic Change, Strategy Development, Pharmaceuticals
Industry: Miscellaneous Retail
Setting: Philippines, Large organization, 2010
Difficulty: 5 - MBA/Postgraduate
Length: 16 pages

9B11M040

The Ultimate Fighting Championship and Cultural Viability

Tara Ceranic

Publication Date: 6/9/2011

Teaching Note: 8B11M040

The Ultimate Fighting Championship (UFC) is an American mixed martial arts (MMA) company based in Las Vegas, Nevada. The UFC is controlled by its parent company Zuffa LLC, which is owned by Frank and Lorenzo Fertitta and Dana White. The UFC has seen a great deal of success since its purchase from its founders in 2001 for \$2 million. The owners have made MMA a highly marketable product in terms of live event ticket sales, at home pay-per-view (PPV) purchases and general popularity among their key demographic: men aged 18 to

34. However, this success has mainly occurred within the United States and Lorenzo, current UFC chief executive officer (CEO), wants to expand the organization's reach across the globe. With several successful international events in countries that are fairly culturally comparable to the United States (the United Kingdom, Germany, and Canada), Lorenzo must decide if the UFC can be culturally viable in several new international markets. Specifically, he is interested in the potential to operate in China, India and South Korea.

Learning Objective: This case has been designed for use at both the undergraduate and graduate level and can be used in the following courses: International Business, Organizational Behaviour, Strategic Management, Business and Society (Business, Government and Society), Leadership and Marketing. It is possible to use this case in a variety of places in your course, and its position will depend on your syllabus. Specifically, you can use the case to address the following topics: The difficulty inherent in determining if a potential market (i.e. international location) will be a cultural fit for a product or service, competitive advantage, strategic development, analyzing the external environment, government regulation, the impact a leader has on organizational expansion, and brand development and management. Following the discussion of the case, students will be able to recognize the UFC as a successful business with ties to course concepts; acknowledge that cultural viability is a precursor to financial viability; identify the difficulties inherent in expanding into a new culture or location; assess the potential positive and negative implications of the UFC's proposed expansion into China, India and South Korea; construct solutions for entrance into China, India and South Korea based on their cultures; defend the importance of regulation for the organization; and critique the marketing/brand control created by the UFC.

Disciplines: General Management, Marketing
Issue(s): International Expansion
Industry: Arts, Entertainment, Sports and Recreation
Setting: Medium organization, 2011
Difficulty: 4 - Undergraduate/MBA
Length: 18 pages

9B10M113

Trying to Create a Stir: Opening a Coffee Shop in Korea

Gyewan Moon, Allen H. Kupetz
Publication Date: 3/18/2011
Teaching Note: 8B10M113

A critical question for entrepreneurs starting a business, particularly in a foreign country, is choosing whether or not franchising is the appropriate mode of entry. Franchising offers the entrepreneur instant brand recognition, established business processes and supply chains, regulatory and tax guidance as well as a ready supply of assistance in the early months; however, it deprives the entrepreneur of what many of them crave - the ability to create and grow a business from one's imagination. The two entrepreneurs in this case had regular salaries, but wanted to try their hands at opening a coffee shop - or a chain of coffee shops - in South Korea, which already had many brands with multiple outlets.

This case is appropriate for use in entrepreneurship, management strategy or international marketing and business courses to introduce mode of entry selection and product/service differentiation. It provides a practical example for students to understand how a mode of entry decision impacts competitiveness in a mature market segment in a mature geographic market. The case can help achieve these objectives as it 1) Encourages students to explore the unique challenges that entrepreneurs face in market selection, mode of entry, product/service offering and brand differentiation strategies; 2) Demonstrates that these critical decisions - market selection, mode of entry, differentiation, etc. - are not linear decisions to be made one after another, but rather pieces of an integrated strategy that have an impact on each other; 3) Allows students to be creative in looking for ways to differentiate a product or service that is a late entrant into a mature market.

Disciplines: General Management, Entrepreneurship, International
Issue(s): International Business, Market Strategy, Entry Mode, Market Selection
Industry: Eating and Drinking Places
Setting: South Korea, Small organization, 2010
Difficulty: 4 - Undergraduate/MBA
Length: 8 pages

9B10M076

Why Not to Invest in India: An Analysis of the IT Sector

David W. Conklin, Simon Kalechstein
Publication Date: 5/25/2011
Teaching Note: 8B10M076

As an investment location for IT, India may be losing its relative attractiveness compared with alternative jurisdictions. India still is a relatively ideal location for certain types of IT services, particularly those that have become commoditized and rely only on low wages. However, there has been a gradual change in IT services towards a far more differentiated set of activities, where a range of higher-value-added services rests on a new set of key success factors. While Servcom has been enormously successful in India in the past, it is the author's concern that the new set of higher value-added activities will require a new set of key success factors, and that India does not offer these as successfully as certain other countries. This case encourages students to compare countries as alternative investment locations. In this approach, students may spend whatever time a professor wishes in examining facts and data from various countries and comparing these with facts and data in regard to India. The author of the case suggests a series of specific countries that may now be better investment locations, at least for higher value-added IT services: China, Brazil, Eastern Europe, Philippines, Vietnam and Egypt.

Disciplines: General Management, International
Issue(s): International Business, Location Strategy, Developing Countries, Globalization
Industry: Business Services
Setting: India, Large organization, 2010
Difficulty: 4 - Undergraduate/MBA

Length: 17 pages

9B11A019

www.dhonuk.com - Marketing Art in an Emerging Market

S. Ramesh Kumar, Shamit Bagchi

Publication Date: 6/8/2011

Teaching Note: 8B11A019

India as an emerging market offers tremendous opportunities to marketers. The marketing scenario is an upbeat one both for mundane products as well as luxury offerings. Marketing art was an unexplored area. www.dhonuk.com was an entrepreneurial company that was making an attempt to market art. This case study is about the attempt by the company to study the behaviour of the consumers interested in art. The case study delves into the nuances of segmentation and psychographics with information on the involvement levels of consumers. The challenge for www.dhonuk.com was to use consumer insights to formulate marketing strategies that would enable the company to target various segments and decide how these segments could be differentiated. Some of the interesting questions that the case reflects are (1) Would capturing the perception of consumers about art forms work? (2) What about their level of involvement in art forms? (3) Were art forms something that consumers used to reflect their personality? (4) Were consumers associated with art different from other consumers in terms of their lifestyle? The case has a blend of several aspects of consumer behaviour that will be useful to formulate a strategy for this unusual category in the Indian marketing context. The case can be used to illustrate how the various aspects of consumer behaviour can contribute to marketing strategy of a firm, especially with regard to a category that has not diffused widely among the consumers. The case also illustrates how consumer behaviour concepts can be combined to obtain consumer insights in a given scenario. The outcome of the case is reflected in how marketing mix elements can be formulated using behavioural concepts. This angle is different from formulating marketing mix using competitive data without the information on behavioural dimensions. Learning Objective: This case can be used at the postgraduate level courses associated with consumer behaviour, international marketing, online marketing, emerging markets and entrepreneurship. The case can be viewed from segmentation and lifestyle analysis. It can be taught from the perspective of how consumer behaviour contributes to strategy. The case can also illustrate how an entrepreneurial firm can use behavioural aspects (normally case studies deal with how mega brands use consumer behaviour.)

Disciplines: Marketing

Issue(s): Consumer Behaviour, Market Strategy, Emerging Markets, Segmentation, Positioning, Lifestyle Analysis

Industry: Arts, Entertainment, Sports and Recreation

Setting: India, Small organization, 2011

Difficulty: 5 - MBA/Postgraduate

Length: 18 pages