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Cases, slices of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist’s place and suggest business strategies, tactics, and solutions.

New Cases

Coursera
In the year since its launch, Massive Open Online Course (MOOC) provider Coursera grew rapidly and emerged as a market leader in terms of the number of student enrollments, courses offered, and partnerships. This case examines Coursera’s rapid growth and the ways its success impacted the success of its competitors, Udacity and edX. Harvard Business School #714412

Ford vs. GM: The Evolution of Mass Production (A)
This case explores the very different paths taken by the Ford Motor Company and the General Motors Corporation in the first 3 decades of the 20th century. The case offers a setting to examine several frameworks: exploration versus exploitation, the emergence of dominant designs, and vertical integration versus transaction costs and supplier holdup. Harvard Business School #614010

Home Plus: Riding the Korean Retailing Rollercoaster
In the late 1990s, British retail giant Tesco selected joint venture as its market entry strategy into South Korea and created the new Homeplus brand. This case describes the market entry, competitive strategy, and localization of this Western multinational in an increasingly globalized retailing industry. Ivey Publishing #W13140

Jamba Juice (A)
The new CEO of Jamba Juice, the leader in the smoothie and fresh bar industry, has successfully averted bankruptcy and must now decide the future path for the company. This 2-part case presents the various strategic options the CEO is considering. Harvard Business School #713536

LEGO (A): The Crisis
As this case opens, iconic toymaker LEGO stands on the brink of bankruptcy. Jorgen Vig Knudstorp, LEGO’s young and newly appointed CEO, must size up changes in the toy industry, learn from the company’s recent moves, and craft a strategy that will put LEGO back on track. Harvard Business School #713478

Lenovo: A Chinese Dragon in a Global Village
The fast rise of Lenovo among its computer industry competitors raises a series of questions about the sustainability of its competitive position and the choices it has made in its globalization efforts. Ivey Publishing #W13085

Louis Vuitton
A global company faces various challenges as it tries to grow a business based on one of the most valued high-end brands in the world. This case helps students understand a firm’s strategy and its interaction with its resources, organization, and environment. Ivey Publishing #W13009

Teaching Note Available

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1
New York City: Bloomberg’s Strategy for Economic Development
This article traces the economic development of New York City from its founding in the 17th century through 2012. The case focuses on the decisions made by New York City officials, past and present, highlighting the challenges of economic development at the city level. Harvard Business School #714404

Tesla Motors
In mid-2013, the electric car manufacturer Tesla Motors was riding a wave of success. It had launched its first mass-produced car to rave reviews, raised first-year production targets, and started taking orders for its next car, the Model X. Tesla seemed to be on its way to defy the skeptics and become the first U.S. company to enter the car industry with a mass-produced car since WWII. Harvard Business School #714413

Trader Joe’s
Trader Joe’s ranks as one of the most successful grocers in the U.S. The company achieved this success with a distinctive small-format strategy as well as a unique culture and approach to human resources. In 2013, however, Trader Joe’s faced several new competitive threats. TN Harvard Business School #714419

Yammer (A)
In spring 2012, Yammer was a leading provider of private social networks for companies. Yammer was on track to become a highly successful stand-alone company when it received an unexpected $1.2 billion acquisition offer from Microsoft. CEO David Sacks debates the challenges and opportunities related to an integration with Microsoft. Harvard Business School #713407

Popular Cases

Apple in 2012
After transforming Apple into one of the most profitable companies in the world, CEO Steve Jobs become an innovation legend. Tragically, in 2011 the recently retired Jobs died from cancer. Will Apple continue to thrive without its renowned leader? TN HBS Premier Case Collection #712490

Cola Wars Continue: Coke and Pepsi in 2010
New challenges for Coke and Pepsi include boosting flagging domestic sales and finding new revenue streams. Both firms modify their bottling, pricing, and brand strategies. Both also look to emerging international markets to fuel growth as they broaden their brand portfolios to include noncarbonated beverages such as tea, juice, sports drinks, and bottled water. TN HBS Premier Case Collection #711462

eBay, Inc., and Amazon.com (A)
A decade after BusinessWeek declared the competitive battle between eBay, Inc., and Amazon.com “a defining moment for e-commerce,” Amazon established itself as the market leader. eBay must decide what strategy to use to regain the upper hand. Will it maintain its current platform business model or make a radical change by transforming itself into a services provider? TN Harvard Business School #712405

Haier: Taking a Chinese Company Global in 2011
In 2011, China’s leading appliance manufacturer had over $20 billion in worldwide sales and was the leading global manufacturer of refrigerators. This case describes how the company rose from a defunct factory in the Shandong province to become an international leader in its industry. Harvard Business School #712408
Google, Inc.
This case describes Google’s history, business model, governance structure, corporate culture, and innovation process. After reviewing its recent strategic initiatives and the threats they pose to competitors Yahoo! and Microsoft, students analyze what Google should do next: stay focused on the company’s core competencies or branch into new areas.

“..." I used this case in an undergraduate, capstone strategy class to illustrate how firms grow from core competencies. The case has lots of rich detail, yet is understandable by undergraduates. Best case of the semester!" — Case review from Harvard Business Publishing for Educators web site*

ZARA: Fast Fashion
Spanish retailer Inditex has set up a quick response system for its ZARA chain. ZARA observes what is selling now and continuously adjusts what it produces and merchandises on that basis. Powered by ZARA’s success, Inditex has expanded into 39 countries, making it a powerful global force. TN Harvard Business School #703497

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MULTIMEDIA CASES

Now available online, multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments.

Marks & Spencer: The Phoenix Rises
Re-creates the attempt by a new team of top executives to restore prosperity to the venerable U.K. retailer Marks & Spencer. #304034

The Nehemiah Strategy: Bringing It to Boston
Contains both a print case and supplemental media that illustrate the challenge of implementing an affordable housing initiative in Boston. #304082

ZARA: Fast Fashion
Spanish retailer Inditex breaks with convention: instead of predicting months ahead what women will want to wear, its ZARA chain adjusts what it produces and merchandises based on what is selling now. This multimedia case is a stand-alone version of the related print case (#703497). #703416

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**New Articles**

**Analytics 3.0**
The business world is entering a third era in the use of analytics, one in which big data will power not only a company’s operations but also its customer service and products. Firms will need to respond with new capabilities, positions, and priorities. *Harvard Business Review* #R1312C

**Big-Bang Disruption**
Digital platforms are enabling a new class of disruptive innovations that beat incumbents on both price and quality right from the start. These “big bang” disruptions do not follow conventional strategic paths. Incumbents will need to develop new tools and strategies in order to survive them. *Harvard Business Review* #R1303B

**The Big Lie of Strategic Planning**
This article identifies common traps related to setting strategy and covers how a company can avoid them by focusing on customers, recognizing that strategy is about making bets, and articulating the logic behind strategic choices. *Harvard Business Review* #R1401F

**The CEO of IMAX on How It Became a Hollywood Powerhouse**
This article describes how IMAX experimented with business models to grow from its modest roots in nature documentaries into a major player in multiplexes around the world. *Harvard Business Review* #R1307A

**Consulting on the Cusp of Disruption**
Technology, alternative staffing models, and other forces are starting to reshape the consulting industry with profound implications for its future. Drawing on the theory of disruption, authors Clayton M. Christensen, Dina Wang, and Derek van Bever offer 3 scenarios for the future of consulting. *Harvard Business Review* #R1310F

**Living in the Futures**
Shell’s practice of scenario planning has survived for almost half a century and has had a huge influence on how businesses, governments, and other organizations think about and plan for the future. *Harvard Business Review* #R1305K

**Three Rules for Making a Company Truly Great**
A statistical study of the 25,000 companies that traded on U.S. stock exchanges between 1966 and 2010 identified 344 “exceptional” companies. Measuring performance according to return on assets, the authors recognized that the choices these top companies made were consistent with 3 seemingly elementary rules. *Harvard Business Review* #R1304J

**Transient Advantage**
Achieving a sustainable competitive advantage is nearly impossible in today’s high-velocity business world. Businesses cannot afford to spend months crafting a single long-term strategy; they need a portfolio of multiple transient advantages that can be built quickly and abandoned just as rapidly. *Harvard Business Review* #R1306C
**When Marketing Is Strategy**
Companies’ upstream activities are being commoditized or outsourced, and downstream activities are emerging as the main sources of competitive advantage. To compete effectively, companies must shift their strategy from products to customers. *Harvard Business Review #R1312G*

**Popular Articles**

**Blue Ocean Strategy**
Using the example of Cirque du Soleil, a company that increased its revenue 22-fold over the last 10 years by reinventing the circus concept, this article asserts that the best way to generate opportunity is to create areas of uncontested market space instead of competing in overcrowded industries. *Harvard Business Review #R0410D*

**Can You Say What Your Strategy Is?**
Companies with a clear, concise strategy statement often turn out to be industry stars. This article provides a practical guide for crafting an effective strategy statement and includes an in-depth example of how the St. Louis-based brokerage firm Edward Jones developed one that has generated success. *Harvard Business Review #R0804E*

**Core Competence of the Corporation**
Core competence is a significant and unique capability that provides competitive advantage to an organization. This article outlines how to identify core competencies in an organization, especially the capacity to coordinate diverse production skills and integrate streams of technologies. *Harvard Business Review #90311*

**Design Thinking**
As innovation extends to human-centered processes and services as well as products, more companies are moving the design process upstream—and asking designers to create ideas rather than to simply dress them up. This article offers several intriguing examples of design thinking at work. *Harvard Business Review #R0806E*

**How Competitive Forces Shape Strategy**
This update of Michael Porter’s classic article extends his work of strategy formulation and includes new sections that demonstrate how to put the 5-forces analysis into practice. According to Porter, strategy can be viewed as building defenses against competitive forces or as finding a position in an industry where the forces are weaker, with changes in the competitive landscape being critical to ongoing strategy formulation. *Harvard Business Review #R0801E*

**Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility**
Approached strategically, corporate social responsibility generates opportunity, innovation, and competitive advantage for corporations—while solving pressing social problems. Authors Michael Porter and Mark Kramer advise managers to pioneer innovations that create distinctive value for the company and society. *Harvard Business Review #R0612D*
What Is Strategy?
Michael Porter argues that the essence of strategy is choosing a unique and valuable position rooted in systems of activities that are much more difficult to match than operational effectiveness alone. Harvard Business Review #96608

“Michael Porter’s insights are applicable to strategy in fields as disparate as military history, politics, and sports, and are crucial to the understanding of modern business. Truly timeless...” — Review from Harvard Business Publishing for Educators web site*

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BOOKS & CHAPTERS

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Books

Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant
W. Chan Kim and Renée Mauborgne present a systematic approach to making the competition irrelevant and capturing blue oceans—untapped new market spaces ripe for growth. This landmark work upends traditional thinking about strategy.
Available as an eBook. Harvard Business Review Press #6190

The End of Competitive Advantage: How to Keep Your Strategy Moving as Fast as Your Business
Columbia Business School professor Rita Gunther McGrath argues that organizations need to forge a new path to winning: capturing opportunities fast, exploiting them decisively, and moving on even before they are exhausted.
Available as an eBook. Harvard Business Review Press #10605

Playing to Win: How Strategy Really Works
A.G. Lafley, CEO of Procter & Gamble, and Roger Martin, the former dean of the Rotman School of Management, present a simple set of exercises and questions that students can use to make hard decisions that lead to a strong strategy.
Available as an eBook. Harvard Business Review Press #11202

Producing Prosperity: Why America Needs a Manufacturing Renaissance
Authors Gary Pisano and Willy Shih show the disastrous consequences of years of poor sourcing decisions and underinvestment in manufacturing capabilities. They reveal how today’s undervalued manufacturing operations often hold the seeds of tomorrow’s innovative new products, arguing that companies must reinvest in new product and process development in the U.S. industrial sector.
Available as an eBook. Harvard Business Review Press #10345

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Tilt: Shifting Your Strategy from Products to Customers
Upstream, product-related advantages are rapidly eroding and competitive advantage is increasingly found downstream, where companies interact with customers in the marketplace. Author Niraj Dawar examines the global nature of this downstream shift and its profound implications for strategy and organizations.
Available as an eBook. Harvard Business Review Press #11165

Chapters

Embed Analytics in Business Processes: A How-To Guide
This chapter covers the ideal characteristics of analytically enabled business processes, how automated analytically enabled decisions should be, IT’s role in embedding analytics, and how to overcome sticking points to embedding analytics in a company’s day-to-day operations.
From Analytics at Work: Smarter Decisions, Better Results #5751BC

The Emerging Arena: An Agenda for Developing and Executing Strategy in Emerging Markets
In this chapter, experts Tarun Khanna and Krishna Palepu provide a brief overview of their unique framework for developing and deploying strategies that fit emerging markets.
From Winning in Emerging Markets: A Road Map for Strategy and Execution #5913BC

The Nature of Institutional Voids in Emerging Markets: Why Markets Fail and How to Make Them Work
This chapter highlights the myriad institutions required to support market transactions and shows why the absence of these institutions is the real culprit of market failures in developing economies.
From Winning in Emerging Markets: A Road Map for Strategy and Execution #5904BC

The Three Commodity Traps: From Diamonds to Glass—Is Your Company at Risk?
This chapter examines the 3 commodity traps of deterioration, proliferation, and escalation that affect so many companies. Using the story of Harley-Davidson to illustrate how these traps can threaten even the strongest organizations, the author outlines common solutions to each trap.
From Beating the Commodity Trap: How to Maximize Your Competitive Position and Increase Your Pricing Power #5688BC

What It Means to Put Analytics to Work: And How Your Organization Can Profit from Becoming More Analytical
This chapter provides an overview of what it means to use analytics in a business: the types of questions analytics can answer, when analytics might fall short, how analytics combine art and science, and even how poor analytical decisions contributed to the 2007-2009 financial crisis.
From Analytics at Work: Smarter Decisions, Better Results #5734BC

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Online simulations present real-world management challenges for students and encourage classroom interaction and discussion. Results are available immediately for a comprehensive debrief session. All simulations include a detailed Teaching Note.

**Strategic Innovation: Back Bay Battery v2**
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“The simulation has been a huge success with students, who stayed focused and engaged for two hours. I have shared the theory with my students for years, but it is the first time that they got the concepts immediately.”
— Review from Harvard Business Publishing for Educators web site*

**Strategy Simulation: Competitive Dynamics and Wintel**
Students are exposed to the dynamics of cooperation and competition between 2 different businesses. Playing the role of Microsoft or Intel, students determine release schedules and pricing. They must also consider the risks and benefits of coordinating schedules and frequency of product releases. **Seat Time: 90 minutes**

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Course Modules offer a road map to the best teaching materials, with recommendations on how to organize them. Each module suggests 4-6 items plus alternate suggestions. Popular modules in Strategy include:

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- Industry Analysis

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Textbook Case Maps match cases to the leading business textbooks on a chapter-by-chapter basis. Maps are prepared by experienced editors at Harvard Business Publishing and suggest several cases for each chapter.

- Barney: Gaining and Sustaining Competitive Advantage (Prentice Hall)
- Carpenter and Sanders: Strategic Management: Concepts (Prentice Hall, 2007)
- Hitt, Ireland & Hoskisson: Strategic Management (Thomson)
- Saloner, Shepard & Podolny: Strategic Management (Wiley)
- Spulber: Management Strategy (McGraw-Hill)
- Walker: Modern Competitive Strategy (McGraw-Hill)
- Wheelen & Hunger: Strategic Management and Business Policy (Prentice Hall)
- Yip: Total Global Strategy (Prentice Hall)

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VIDEO SUPPLEMENTS

Video supplements give students insight into a case as they view a class visit from a CEO, a factory tour, or interviews with prominent business visionaries. Available on DVD. Many video supplements are accompanied by a Teaching Note. Video supplements in Strategy include:

- BMG Entertainment #702900
- Ducati: Frederico Minoli #705804
- General Electric Medical Systems #703904
- Interview with Martin Sorrell Update, February 5, 2003 #304815
- Kodak: Interview with George Fisher #706802
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