Data Analytics Simulation: Strategic Decision Making

Students Drive Marketing Strategies as Brand Managers

In this new single-player simulation, students learn the power of analytics in decision making. Acting as the brand manager for a laundry detergent, students are tasked with turning around the brand’s performance by using sophisticated analytic techniques to understand current issues and determine the best strategy for improving performance. Students will be asked to predict market demand, set the channel price, make formulation decisions, determine promotional spending strategy, and communicate their strategy effectively to their managers. The simulation makes use of consumer data informed by a multinational consumer goods company.

“Of all the materials I used in my course, the simulation got the highest praise. Every single student was enthusiastic about it.”

— Tom Davenport, Author

Playing the Simulation
First, students analyze a dashboard that provides metrics on market share, profitability, competitor pricing, and demand by geographic region. Students then dive deeper by reviewing reports and manipulating demographic filters to drill into data segments by income, ethnicity, household size, region, and age.

Core Curriculum: New Readings Released

Foundational Concepts, Plus Interactive Illustrations and Videos

New Core Curriculum Readings have been recently added to the disciplines of Marketing, Entrepreneurship, and Strategy.

New Marketing Readings:
- Competitive Strategies #8158
- Digital Marketing #8224
- Marketing Intelligence #8191
- Product Policy #8208

New Entrepreneurship Readings:
- Launching Global Ventures #5277
- Leading High-Growth Ventures #8082

New Strategy Readings:
- Competing Globally #8123
- Competitive and Cooperative Dynamics #8131
- Technology Strategy #8127

Core Curriculum Readings are also available in Operations Management. All Readings are accompanied by a Teaching Note (including a list of recommended cases and articles that pair well with the Reading), review questions, exhibit slides, and a glossary of key terms.

See more Core Curriculum Readings: hbsp.harvard.edu/corecurriculum

Continued on p. 2
New Online Tutorials

In Accounting and Economics

Depreciation ACCOUNTING
Nieves Carrera and Marco Trombetta | IE Business School | Single-player | #10009E

This interactive tutorial clarifies the key concepts of depreciation and takes an in-depth look at the effects of different depreciation methods on companies. Students calculate the depreciation schedule, visualize the results graphically, and then compare how changes in the useful life and residual value affect depreciation expense.

Learning Objectives Include:

- Understand what depreciation is, what causes depreciation, and how depreciation is accounted for.
- Calculate the depreciation expense for a given asset using different assumptions for residual value and expected life under different types of depreciation methods.
- Compare the depreciation schedules under both the straight-line method and the double-declining balance method using the depreciation calculator.
- Consider the effects of different depreciation methods on companies’ financial statements; specifically, the effects of depreciation on net income and cash flows.

Graph of a Perfectly Competitive Market ECONOMICS
Javier Carillo | IE Business School | Single-player | Available in Spanish | #10011E

This interactive tutorial helps students understand the short- and long-term adjustments in a company and marketplace under the assumption of perfect competition. The analysis is based on 2 graphs: one for the market as a whole and one for the company.

The self-study tutorial allows students to modify supply and demand in both directions as well as the production costs for companies, and see the equilibrium process in terms of profit, loss, price, and exchanged quantities. The graphs provide detailed step-by-step explanations of the shifts, while multiple-choice exercises, with feedback, aim to cement students’ understanding.

Learning Objectives Include:

- Comprehend the microeconomic concept of perfect competition.
- Understand the short- and long-term adjustments of a market and an enterprise under the assumption of perfect competition.
- Analyze the effects of increases/decreases of supply and demand on the equilibrium point.
- Consider graphically how the areas of total costs and profit of a business are affected by such shifts of supply and demand.

Free Trial Access: Full access to Online Tutorials and Simulations is available to Premium Educators (a free service) on our web site.
NEW BRIEF CASES

Brief Cases are rigorous and compact. Most cases are 6-8 pages plus exhibits and all are accompanied by a Teaching Note. Supplementary spreadsheets assist students with a quantitative analysis of the case, while instructor spreadsheets provide supporting data and editable calculations. Many Brief Cases have optional downloadable audio versions for students.

New Brief Cases Include:

**ENTREPRENEURSHIP**
WebTracker #915543

**FINANCE**
Classic Fixtures & Hardware Company #915523
Pinewood Mobile Homes, Inc. #915547

**GENERAL MANAGEMENT**
DRW Technologies #916535

**MARKETING**
Cikray Graphics #916512
Eco7: Launching a New Motor Oil #916507
Ethiopia: An Emerging Market Opportunity? #915501

**ORGANIZATIONAL BEHAVIOR**
Caroline Regis at Excel Systems #915516
Katherine Schuler at Boxes & Bins, Inc. #916501
Marie Jackson: Revitalizing Renfield Farms #915555

SEE MORE BRIEF CASES:
hbsp.harvard.edu/briefcases

IN THIS ISSUE

01 NEW! DATA ANALYTICS SIMULATION: STRATEGIC DECISION MAKING
02 NEW ONLINE TUTORIALS
03 NEW BRIEF CASES
03 UPDATED! STRATEGY SIMULATION: COMPETITIVE DYNAMICS AND WINETL V2
04 ACCOUNTING
05 BUSINESS & GOVERNMENT RELATIONS
06 BUSINESS ETHICS
07 ECONOMICS
07 ENTREPRENEURSHIP
08 FINANCE
09 GENERAL MANAGEMENT
10 HUMAN RESOURCE MANAGEMENT
11 INFORMATION TECHNOLOGY
12 INTERNATIONAL BUSINESS
13 MARKETING
18 NEGOTIATION
18 OPERATIONS MANAGEMENT
20 ORGANIZATIONAL BEHAVIOR
22 SERVICE MANAGEMENT
22 SOCIAL ENTERPRISE
22 STRATEGY

BC NEW CASE FLASH FORWARDS

UPDATED!
Strategy Simulation: Competitive Dynamics and Wintel V2

The second release of this simulation features an improved layout and design for students, clearer messaging, and enhanced instructor tools for conducting a post-play debrief.

Key Updates:

- **Updated Administrative Features**—Instructors can control session start and stop times and make use of a redesigned administration section, with improved reporting screens and an easier-to-use interface.
- **Updated User Experience**—Color coding, clearer messaging, and updated visuals enhance the simulation’s ease of use.
- **Updated Supporting Materials**—The updated Teaching Note and student How-to-Play guide reduce ramp-up time.

Students study the dynamics of cooperation and competition between two businesses that rely on the flow of PC sales. Playing the role of Microsoft or Intel, students determine product release schedules, pricing, and consider whether or not to coordinate schedules and frequency of releases. Asymmetries in profit expose students to the multi-faceted problems of cooperating and competing simultaneously. Ideal for courses in Strategy and Negotiation.

Multi-player | Seat Time: 60 minutes | Instructor Debrief Slides Available | TN | #716801

NOT A PREMIUM EDUCATOR? APPLY ONLINE: educatoraccess.hbsp.harvard.edu
ACCOUNTING

BlackBerry 10
Mary Gillett; Morgan Hart
Ivey Publishing Case
#W15361 (10 pages)  

A well-reputed innovative technology company had introduced a new operating system and 2 new smartphone devices with the goal of turning around the company’s slumping hardware sales. Despite positive product reviews in the media, the models did not sell as well as expected. Consequently, the lower demand led to impairment of inventory and supply commitments at various times throughout the following fiscal year. At the end of the fiscal year, the task facing the company’s chief financial officer was deciding whether or not further impairment was required. Because this decision came at a time of significant uncertainty about the company’s future in the competitive marketplace, the task also involved considering the impact of a potential adjustment on the company’s financial statements and on shareholder confidence.

Case Flash Forward: The Boston Beer Company, Inc.
Harvard Business School Baker Library
#196138 (2 pages)

This Case Flash Forward provides a 4-page update on the Boston Beer Company since 2000, including significant developments, current executives, key readings, and basic financials.

A Challenger’s Strategy: Pinar Abay at ING Bank Turkey
Paul M. Healy; Gautam Mukunda; Esel Cekin
Harvard Business School Case
#116023 (26 pages)

In 2013, Pinar Abay was appointed as the CEO of ING Bank Turkey. At 34, she was the youngest bank CEO in Turkey’s history. Her appointment raised eyebrows because of her youth and because her career at McKinsey had given her no day-to-day bank management experience. ING, however, wanted a younger leader who could relate to Turkey’s young and digitally savvy population. Upon her appointment, Abay determined that major changes were required in operations, personnel, and culture. She adopted a variety of innovative approaches to make these changes, ranging from nontraditional hires to sitting for hours in call centers to personally respond to customer complaints on Twitter. As Turkey’s 12th-largest bank, however, ING Turkey lacked scale, so Abay and her team considered a number of nontraditional ways to organize distribution and market the bank to promote growth.

Case Flash Forward: Citibank: Performance Evaluation
Harvard Business School Baker Library
#198048 (3 pages)

This Case Flash Forward provides a 3-page update on Citigroup, including significant developments, current executives, key readings, and basic financials.

Introduction to Accounting for Intercorporate Investments
Darren Henderson; Andrea Down
Ivey Publishing Background Note
#W15360 (12 pages)

This technical note introduces the key concepts and methodologies of accounting for intercorporate investments, which occur when one company acquires the equity or debt of another company. The accounting basics are discussed for 3 investment categories: (1) passive investments, where little or no influence is present; (2) investments in associates, where significant influence is present; and (3) investments in subsidiaries, where control is present.

London Water (A)
Vaughan Radcliffe; John G. Wilson; Denise Brunsdon
Ivey Publishing Case
#W15409 (9 pages)  
B Case Available

London Water, the water system of the city of London, Ontario, has run deficits for 8 of the past 9 years, leading to significant pressure to pull the organization out of the red. The Water Engineering Division manager knows that something needs to change. Overhauling the rate structure is an attractive option; however, myriad political, economic, and environmental issues are in play. Moreover, as steward of one of the city’s most important utilities, the manager needs to determine the best course of action, ideally a solution that will work in both the short and long run.

Recycling Food Waste to Energy—First Mover Pitfalls: IUT Global PTE Ltd.
Beng Geok Wee; Priya Subramanian; Thiruneeran Murugavel; Stephanie Tan
ABCC at Nanyang Tech University Case
#NTU075 (18 pages)  
Student Spreadsheet Available

This case discusses the trajectory taken by a Singapore-based entrepreneur who embarked on a multimillion-dollar business venture to turn food waste into energy. IUT Global was formed in 2005 to set up and operate Singapore’s first organic waste treatment plant. IUT’s bio-methanization plant was an ambitious project. Budgeted at $60 million, the plant was designed to process 800 tons of food waste and produce 10 megawatts of electricity, most of which would be sold to Singapore’s national electricity grid. Investors were optimistic that with their state-of-the-art process technology and a ready customer, the plant would generate a steady income stream once it was set up and running. However, from the start of production, although less than 10%
of food waste in Singapore was being recycled, IUT encountered problems in the collection of food waste needed to feed its plant.

**BUSINESS & GOVERNMENT RELATIONS**

**Airlines and Antitrust: Scrutinizing the American Airlines-US Airways Merger**

Jose Gomez-Ibanez; Anjani Datla
Harvard Kennedy School Case #KS1140 (22 pages) 
Sequel Case Available

In August 2013, the Antitrust Division of the Department of Justice shocked many in the airline industry by filing a lawsuit to block the merger of American Airlines and US Airways on the grounds that the merger would reduce competition. The American Airlines-US Airways merger was only the latest, albeit the largest, in a recent spate of airline mergers. During the first decade of the 21st century, the airline industry had been plagued by economic recession, high fuel prices, record losses, and bankruptcies. Starting in the mid-2000s, airline executives responded with an aggressive program of consolidation. Other megamergers had dramatically reshaped the industry. If approved by federal authorities, the merger between American Airlines and US Airways would leave 4 major airlines in control of 80% of the domestic market, down from 9 major carriers in 2005.

**Devil in the Details: Designing a Social Impact Bond Agreement in Medellin**

Dan Levy; Pamela Varley
Harvard Kennedy School Case #KS1139 (15 pages)

In July 2012, 3 freshly minted Harvard Kennedy School graduates bought one-way tickets to Medellin, Colombia, to launch a nonprofit start-up they called Instiglio. Their idea: to bring social impact bonds, still experimental in other low-to-middle-income countries. This case provides background about the social impact bond (SIB) model (a financing mechanism for experimental social programs, with private investors shouldering the financial risk of failure) and tracks the early experience of the HKS graduates in Colombia. This case includes a summary of the issues the group faced in designing a first-draft SIB agreement, including several questions about evaluation design and tricky issues in structuring a payment system.

**Evolving Trends in Global Trade**

Dante Roscini; Annelena Lobb
Harvard Business School Background Note #716024 (22 pages)

This note, while not intended to be historically comprehensive, explores the regulation of international trade from the period after World War II to developments in the 2010s, shifts in trade theory and policy, and economic benefits and disadvantages associated with trade liberalization. This note also discusses the advantages and disadvantages of multilateral versus bilateral or plurilateral agreements, as the latter become more common arrangements between trading partners.

**Hong Kong: The Pursuit of Freedom**

Eric Werker; Michael K. H. Law
Harvard Business School Case #716027 (28 pages)

At the half-anniversary of the pro-democracy civil disobedience movement, Chief Executive Leung Chun-Ying was contemplating the future direction of Hong Kong. Did Hong Kong need universal suffrage, or were its greater challenges economic? After 40 years of remarkable growth, Hong Kong’s long-held laissez-faire philosophy seemed increasingly inconsistent with its young electorate, which was finding its voice in public debate. With inequality rising in Hong Kong and the finance and real estate industries playing the dominant role in the economy, many in the territory wondered whether its unique economic model was threatened or should be changed.

**Sales Tax Increase in 2014 Under Abenomics: The Japanese Government’s Dilemma**

Mitsuru Misawa
University of Hong Kong Case #HK1073 (14 pages) 

At a meeting of ruling party officials, Japanese Prime Minister Shinzo Abe said that he had decided to go ahead with a plan to increase the sales tax from 5% to 8%, beginning April 1, 2014. This tax hike had become law in August 2012 under then-Prime Minister Yoshihiko Noda. Abe, faced with a choice he did not ask for, sought to make a decision he could live with. Deciding whether to raise the tax had proven very hard for him. He had to take extraordinary care weighing conditions. The Bank of Japan had already fired the first “arrow” of Abenomics, an unconventional easing of the money supply. The second, fiscal stimulus, was constrained by Japan’s fiscal rebalancing goals. With regard to the third arrow, a strategy for economic growth,
the government was still working out how to break entrenched regulations in farming and employment. Until the very last moment, Abe had to consider whether a tax increase would lead Japan back into the deep valley of deflation and economic stagnation.

BUSINESS ETHICS

Deutsche Bahn AG: The Heartless Train Conductor
Ulf Schafer; Urs Mueller
ESMT Case
#ES1621 (17 pages) ™

Ulrich Homburg must have had an unpleasant déjà-vu experience on January 28, 2010, when hearing of headlines about Schaffnerin Herzlos, the “heartless train conductor.” Homburg, a board member of Germany’s national railway company, Deutsche Bahn AG (DB), and head of its passenger transportation division, was confronted with media reports about a minor girl who had been thrown off the train the night before by a DB train conductor. The incident happened on what turned out to be the coldest night of the winter in a deserted provincial train station. The girl was traveling without a valid train ticket. This incident was not the first of its kind. In 2008, DB employees had also forced several children and youths off trains. The train company had subsequently given service personnel very clear instructions: under no circumstances should minors be asked to leave the train. Now Homburg had to ask himself whether further action was necessary.

The Man in the Mirror (A)
N. Craig Smith; Erin McCormick; Ian Foxley
INSEAD Case
#INS959 (6 pages) ™ B Case Available

Sebastian, a whistle-blower who exposes bribery and corruption in defense contracting in the Middle East, is hired to manage a $3.25 billion military contract. However, he must figure out what to do when he realizes his company is paying bribes to local officials. This case is designed to help students think strategically about how to uphold their values in the face of strong pressure to go along with the status quo in a context of bribery and corruption.

Note on Human Behavior: Situation Versus Character
Nitin Nohria; Sandra J. Sucher; Joseph L. Badaracco, Jr.; Bridget Gurtler
Harvard Business School Background Note
#316078 (9 pages)

When we think of human behavior, especially from a moral perspective, we often rely on explanations based on character. We think that good decisions and responsible behavior require people with integrity and strong character, and immoral behavior originates with people with little integrity and weak character. However, important research in recent decades strongly suggests that situational factors often dominate character in ethical decision-making—for leaders and for members of their organizations. This note summarizes the recent research, shows its implications for the basic steps in ethical decision making, and provides a basis for in-depth discussion of the character-versus-situation question.

Someone to Watch Over Me: The Integration of Privacy and Corporate Social Responsibility
Alexis M. Allen; John Peloza
Business Horizons Article
#BH706 (8 pages)

Firms’ relationships with key stakeholders are increasingly threatened by privacy concerns. Given the role of firm corporate social responsibility (CSR) initiatives in strengthening and enhancing these relationships, this article examines the intersection between privacy issues and CSR activities and creates a framework for assessing privacy-related activities as an element of broader CSR strategy.

Religion in the Workplace: Vignettes
Andrew C Wicks; Saad Quresh; Zeeshan Hafeez; Jenny Mead
Darden School of Business Exercise
#UV7044 (9 pages)

The 14 short vignettes presented in this exercise cover both religion and spirituality issues and are designed to facilitate a discussion of the place of religion in the workplace. They include a variety of religious beliefs, including Christianity, Judaism, Islam, and Hinduism. The instructor can use all 14 vignettes during 1 class session or choose to devote a separate class to each.
ECONOMICS

David A. Moss
Harvard Business Review Press Book #16969 (224 pages)

In this revised and updated edition, author David A. Moss draws on his years of teaching at Harvard Business School to explain important macro concepts using clear and engaging language. This guidebook covers the essentials of macroeconomics and examines, in a simple and intuitive way, the core ideas of output, money, and expectations. Early chapters provide students with an understanding of everything from fiscal policy and central banking to business cycles and international trade. Later chapters provide a brief monetary history of the United States as well as the basics of macroeconomic accounting. Students learn why countries trade, why exchange rates move, and what makes an economy grow.

The Maine Food Cluster Project
Karen Gordon Mills; Aldo Sesia
Harvard Business School Case #316008 (23 pages)

The Libra Foundation is exploring how to grow the food sector in Maine using the strategy of creating a food cluster initiative. Maine is one of the poorest states in the United States, and the food sector is one of the largest employers. Multiple efforts in agriculture, aquaculture, and food processing exist but are not coordinated. The foundation owns 3 food companies. Its CEO needs to decide what action, if any, the foundation should take given the data from research on successful food cluster initiatives in other states.

ENTREPRENEURSHIP

The Atavist: Reinventing the Book
Mukti Khaire; Mary Tripsas
Harvard Business School Multimedia Case #812117 (Seat time: 1 hour)

Atavist was incorporated in September 2010 with the goal of publishing digitally enhanced, narrative long-form nonfiction titles—singles—that could be read on mobile devices and e-readers. As of late 2011, sales had exceeded expectations, with 2 stories spending time on the Kindle best-seller list. Atavist had also received significant favorable press coverage for its innovative reader format, which included embedded story enhancements such as video, audio, photos, character bios, timelines, and maps. Although this software had been developed for internal use, its simplicity and usability made it attractive to other companies. Atavist therefore found itself being offered a new, large revenue stream—licensing fees—that ironically had the potential to eclipse its publishing revenues. This raised a number of questions about the company's business model and vision for the future.

Dinr: My First Start-Up (A)
Shikhar Ghosh; Kristina Maslauskaite
Harvard Business School Case #816023 (12 pages)
B and C Cases Available

In May 2012, a young employee at Google’s London office, Markus Berger, was thinking about whether he should quit his job and go after his dream of becoming an entrepreneur. Berger’s idea was to create Dinr, a company that would offer an upscale food ingredient delivery service in London. A customer would choose a recipe on Dinr’s web site and would receive all premeasured ingredients the same evening at his or her doorstep. Contrary to many existing similar companies, Dinr would not require a weekly subscription but would operate with one-off orders, like other traditional food delivery services. Berger found a more experienced co-founder with technical expertise who was willing to join Dinr part time and gathered £40,000 of initial capital. Yet making the decision to leave his corporate job and become an entrepreneur was not easy. Was Dinr a good business opportunity?

Launching Global Ventures
William R. Kerr
Harvard Business School Core Curriculum Reading #5277 (50 pages) Supplemental Slides and Review Questions Available

This Reading provides insights and best practices to help founders avoid pitfalls and create a truly global strategy. The author offers a framework for categorizing ventures on the basis of whether they are globalizing primarily products and services; people, ideas, and technologies; or finance. It also considers whether ventures are seeking to globalize the best they have to offer or to harness the best the world has to offer. After the founders determine what they hope to gain from globalization, they must choose the best locations, decide how many countries to enter, adapt their business models to each location, and navigate the unique operational and managerial difficulties facing young global ventures.

Overcoming Barriers to Entry in an Established Industry: Tesla Motors
Edward Peter Stringham; Jennifer Kelly Miller; J. R. Clark
California Management Review Article #CMR602 (19 pages)

The automobile industry’s high costs of entry, economies of scale, and network effects from distribution, fueling, and service lead many to conclude that new entrants have no chance. Tesla Motors has overcome many barriers in order to pioneer electric cars. Starting with partnerships and a minimally viable product, Tesla is working to innovate and scale up. Tesla now produces a top-selling luxury car and has a market capitalization twice that of Fiat Chrysler and half that of General Motors or Ford. Tesla has shown that a start-up can enter and disrupt the status quo in one of the most established industries.

West Coast Chill
William A. Sahlman; Robert F. White; Stephanie Puzio
Harvard Business School Multimedia Case #815704 (Seat time: 1 hour) Supplemental Video Shorts Available

The fall of 2010 marked the 20th year that Mitchell Joseph, a fourth-generation beverage executive, a serial entrepreneur, and the founder of the Joseph Company, had been working on developing the technology for a self-chilling can. Joseph was at an impasse and working on developing the technology for a self-chilling can. He was sure that this product performance—cooling liquid in aluminum cans by approximately 30°F in less than 3 minutes—would make the can attractive to beverage companies around the world.
FINANCE

Case Flash Forward: Marriott Corporation: The Cost of Capital
Harvard Business School Baker Library #8560 (4 pages)
This Case Flash Forward provides a 4-page update on Marriott International since 2012, including significant developments, current executives, key readings, and basic financials.

Case Flash Forward: Airbus A3xx: Developing the World’s Largest Commercial Jet (A)
Harvard Business School Baker Library #8562 (3 pages)
This Case Flash Forward provides a 3-page update on Airbus, including significant developments, current executives, key readings, and basic financials.

Gilbert Lumber Company
Steven Rogers
Harvard Business School Case #315137 (4 pages)
Gilbert Lumber is faced with a need for increased bank financing due to its rapid sales growth and low profitability. Students determine the reasons for the rising bank borrowing, estimate the amount of borrowing needed, and assess the attractiveness of the loan to the bank. This case allows students to practice ratio analysis, financial forecasting, and evaluating financing alternatives.

HBR Guide to Finance Basics for Managers
Harvard Business Review Press Book #11185 (193 pages)
Available as an eBook
This go-to guide provides students with the tools and confidence they need to master finance fundamentals, as all good managers must. Students will (i) learn the language of finance, (2) compare firms’ financials with rivals’, (3) shift focus from revenues to profits, (4) assess vulnerability to industry downturns, (5) use financial data to defend budget requests, and (6) invest smartly through cost/benefit analysis.

Jaguar Land Rover Plc: Bond Valuation
S. Veena Iyer
Ivey Publishing Case #W15332 (6 pages) TN
Jaguar Land Rover Automotive plc, a wholly owned subsidiary of the Indian company Tata Motors Limited, announced a bond issue worth US $500 million. The proceeds of this issue were to be used to refinance costlier outstanding bonds. The company was able to raise new debt at substantially lower interest rates than its outstanding debt as a result of its sustained good performance, which led to strong company fundamentals and improved credit ratings. Students will analyze the various motivations for such a financial strategy, whether it will lead to cost savings or cash flow savings, and if so, the extent of the savings.

Loyal3: Own What You Love
Luis M. Viceira; Allison M. Ciechanover
Harvard Business School Case #215075 (29 pages)
This case features San Francisco-based financial technology start-up LOYAL3. Founded in 2008, the company seeks to disrupt the capital markets and democratize access to those markets for retail investors. By the fall of 2014, LOYAL3 had 3 products. In the first, the Social IPO Platform™, LOYAL3 acted as co-manager of an issuing company’s initial public offering (IPO), enabling individual investors to purchase IPO shares at the same price—and at the same time—as institutional investors. The second product, the Social Stock Plan™, allowed investors to purchase stock in publicly traded companies they liked. The third product, Stock Rewards™, enabled companies to grant free stock to customers in lieu of promotional discounts or in recognition of brand loyalty. LOYAL3’s CEO viewed 2014 as a watershed year. He contemplates the product road map going forward.

The Valuation and Financing of Lady M Confections
Mihir A. Desai; Elizabeth A. Meyer
Harvard Business School Case #215047 (9 pages) TN Instructor Spreadsheet Available
This case explores the decision-making process that small, private businesses must undertake when considering an expansion and when selling equity to outside investors. In the

GENERAL MANAGEMENT

NEW BOOK FOR ACADEMIC USE

Smart Choices
A Practical Guide to Making Better Decisions
Authored by John S. Hammond, Ralph L. Keeney, and Howard Raiffa

Although people spend the majority of their lives making decisions, few are equipped with useful decision-making skills. In Smart Choices, students get a proven, straightforward, and flexible road map for making better decisions with more impact. The step-by-step, divide-and-conquer approach shows students how to evaluate plans, break a potential decision into its key elements, identify the key drivers that are most relevant to one’s goals, apply systematic thinking, and use the right information to make the smartest choice.

Available as an eBook
Harvard Business Review Press | #15040
Length: 256 pages | $35.00
过程，学生被要求完成2个练习：一个盈亏分析和一个估值练习。

**GENERAL MANAGEMENT**

**Balanced Workplace Flexibility: Avoiding the Traps**
Ellen Ernst Kossek; Rebecca J. Thompson; Brenda A. Lautsch
*California Management Review* Article #CMR598 (21 pages)

This article identifies 3 types of traps that can emerge when implementing workplace flexibility—altered work-life dynamics, reduced fairness perceptions, and weakened organizational culture—and provides core lessons for managers seeking a balanced flexibility approach. First, managers must become flex-savvy to understand the variations that exist in flexibility practices in order to align implementation with the workforce and organizational context. Second, implementing flexibility must not be treated as an accommodation but as a broader systemic organizational change empowering individuals and teams. The article highlights how to avoid traps and implement balanced workplace flexibility across multiple stakeholder interests.

**DRW Technologies**
Stephen A. Greyser; William Ellet
*Harvard Business School Brief Case* #916535 (3 pages)ropolis

Ed Claiborne is a newly hired corporate VP of procurement for DRW Technologies, a company that produces advanced military systems. Before he has even met the procurement team, Claiborne is assigned his first task of cutting procurement costs and communicating the news to the company. Claiborne decides to send the message via email, and the message is met with unexpected results. This case is met with unexpected results. This case is ideal for students of Communication. The length and plain language make this case ideal for students who are new to the case method.

**El Sistema: Vision, Process, Impact**
Ian C. Woodward; Pissita Vongwasedi; Alexia Laramaud
*INSEAD Case* #INS976 (29 pages)

This case study describes the journey of “El Sistema,” a classical music education program in Venezuela that illustrates the transformative power of music to improve the lives of millions of youths in some of the poorest communities in the world. Using the experience and insights of founder José Antonio Abreu, together with an analysis of the program’s development, this case shows how vision and inspiration are translated into a vibrant and effective organization in the long term. It covers the strategic initiatives and organizational processes used to engage and mobilize a critical mass of people to achieve large-scale impact throughout Venezuela and beyond.

**HBR’s 10 Must Reads 2015: The Definitive Management Ideas of the Year from Harvard Business Review**
Daniel Goleman; W. Chan Kim; Renee A. Mauborgne; Clayton M. Christensen
*Harvard Business Review Press* #15037 (208 pages)

Available as an eBook

With authors from Clayton Christensen to Roger Martin and company examples from Netflix to Unilever, this volume brings you the most current and important management conversations. This book can inspire people to lead by focusing on the right things; import new management practices into an organization the right way, whether they come from other companies or from across the globe; to better manage time; to rethink vital functions such as HR and marketing; to move from a yearly planning cycle to building a winning strategy; and to make long-term organizational decisions with an eye toward national and global economic trends.

**Lufthansa 2012**
Heike C. Worner
*Ivey Publishing Case* #W15243 (17 pages)

Tremendous changes in the global competitive landscape threaten Deutsche Lufthansa AG, the largest airline group in the world. Three large Gulf carriers—Emirates, Etihad Airways, and Qatar Airways—as well as Turkish Airlines now stand to compete with Lufthansa on the traditionally profitable long-haul segment. The chairman of the executive board and chief executive officer has to act quickly if Lufthansa is to keep its top spot. Having ignored the threat from low-cost airlines in the past, Lufthansa must now be better prepared to respond. It is crucial that Lufthansa finds adequate strategic options for sustaining and further expanding its market-leading position.

**McDonald’s Japan (A): The Shanghai Husi Debacle**
Derek Lehmberg
*Ivey Publishing Case* #W15400 (18 pages)

B Case Available

In July 2014, the expatriate CEO of McDonald’s Japan (MDJ) faced a crisis after a video was broadcast accusing one of the company’s China-based food suppliers of serious health and sanitation violations. Although MDJ was the biggest brand in Japan’s fast food industry, the company’s sales had been falling since 2008, and its profitability had deteriorated dramatically since 2012. The CEO, who had recently taken over at MDJ, urgently needed to turn around the company’s situation and deal with the crisis at hand. How could she reassure Japanese consumers and put the company back on the road to growth?

**Sophia Tannis: Life Choices (A)**
Alison Konrad; Kanina Blanchard
*Ivey Publishing Case* #W15479 (4 pages)

B Case Available

Sophia Tannis and her husband, Richard, had to choose between following her career or his. The pair chose to accept Sophia’s new job offer, which involved relocating geographically. Over the ensuing 5 years, Sophia and Richard became parents to 2 children and gradually settled into their new roles. Since putting his own career second to Sophia’s, Richard successfully built up a reputation as a future leader within his organization and has recently been offered his next big job opportunity. As fate would have it, Richard’s promotion was announced the same day Sophia’s boss handed her the chance to take her next big career step.
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**INFORMATION TECHNOLOGY**
Uber Technologies, Inc.: Global Strategies, Local Challenges #W04C43 | TN

**STRATEGY**
Google Energy Shifts into Renewables #W92C26 | TN
Whole Foods Market: A Luxury Grocer in Detroit? #W93C71 | TN

**SOCIAL ENTERPRISE**
Sproxil: Saving Lives Through Technology and Social Enterprise #W93C24 | TN
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**GENERAL MANAGEMENT**
Dr. Narendran’s Dilemma #A00010 | TN

**INTERNATIONAL BUSINESS**
Lupin’s Foray into Japan #A00006 | TN

**ORGANIZATIONAL BEHAVIOR**
Ramesh and Gargi (A) #A00003 | TN

**STRATEGY**
Prayas by Sanofi-Aventis in India: Making Healthcare Accessible to the Bottom of the Pyramid #A00008 | TN

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**HUMAN RESOURCE MANAGEMENT**

**Bright, Shiny Objects and the Future of HR**
John W. Boudreau; Steven Rice
*Harvard Business Review* Article #R1507E (8 pages)

This article relates how the HR team at Juniper Networks answered top management’s call for a renewed focus on values and culture as a differentiator. Early on it launched a program of “trio tours” in which senior executives met with local talent at various company locations to discuss Juniper’s culture. One young engineer pointed out that the company’s forced performance rankings were demoralizing and clashed with Juniper’s espoused values of authenticity and trust. Neuroscience research soon echoed that view, and in 2011 Juniper became one of the first global companies to abolish forced rankings. Developing a reputation as an innovative HR organization requires walking a fine line, the authors write.

**Crowdsourcing: A New Way of Employing Non-employees?**
Robert C. Ford; Brendan Richard; Michael P. Ciuchta
*Business Horizons* Article #BH680 (12 pages)

Interest in and enthusiasm for crowdsourcing is growing tremendously. But should organizations contemplating the use of crowdsourcing view it as simply another means of outsourcing to nonemployees or as something unique that has special requirements for success? This article addresses that issue.

**The Indonesia Strategy Case: Confidential Instructions for Joanna**
Horacio Falcao; Kriti Jain; Heather Grover
*INSEAD Case* #INS978 (3 pages) Student Instructions Available

This role-play case is for a multiple-issue, one-on-one internal negotiation between a recently promoted boss, Joanna, and an employee older than her, Rupert, who is disgruntled by having been passed over for promotion. Joanna needs his advice to design the new strategy for the Indonesia operations, which she must present.
to the board soon. The role-play lends itself to teaching various points, including diagnosing relationship problems, building trust and recovery, overcoming communication biases and perceptions, creating opening statements and unconditionally constructive behaviors, and managing with power and gender differences.

**MOD Pizza: A Winning Recipe?**

Dennis Carey

Harvard Business School Case

#416004 (28 pages)

Scott and Ally Svenson, the founders of MOD Pizza, had to make a number of decisions in planning how to scale their small company. They wanted to grow MOD from 45 stores as of May 2015 to 200 stores by the end of 2016, and while the two believed that MOD could manage this growth from an operational standpoint, they wanted to make sure that MOD’s culture was sufficiently strong to survive this rollout. The company had developed a strong culture, and the Svensons did not want MOD’s core values and philosophies to be compromised as it expanded. To that end, they considered what the company needed to do in order to protect its core culture. Should it put rigid safeguards in place or trust that MOD could successfully scale its culture by hiring the right people and helping them develop as employees?

**People Before Strategy: A New Role for the CHRO**

Ram Charan; Dominic Barton; Dennis Carey

Harvard Business Review Article

#R1507D (11 pages)

Although people drive every organizations’ success, research shows that most CEOs undervalue their HR function and their chief human resources officer (CHRO). No wonder, then, that managing human capital is a top challenge for companies. To address it, say the authors, CEOs must redefine and elevate the CHRO role. They should spell out their expectations in a new written contract, focusing on 3 contributions that the CHRO, as an expert on talent (both in-house and at the competition), should be making.

**Why We Love to Hate HR ... and What HR Can Do About It**

Peter Cappelli

Harvard Business Review Article

#R1507C (9 pages)

Complaints against HR, which are nothing new, have a cyclical quality. They’re driven largely by the business context. When companies are struggling with labor issues, HR is seen as a valued leadership partner. When things are smoother all around, managers wonder what the function is doing for them. This is a moment of enormous opportunity for HR leaders to separate the valuable from the worthless and secure huge payoffs for their organizations. The author outlines some basic but powerful steps they can take.

**INFORMATION TECHNOLOGY**

**Case Flash Forward: Cisco Systems, Inc.: Implementing ERP**

Harvard Business School Baker Library

#8559 (3 pages)

This Case Flash Forward provides a 3-page update on Cisco Systems, Inc., including significant developments, current executives, key readings, and basic financials.

**The Digitization of Just About Everything**

Erik Brynjolfsson; Andrew McAfee

Rotman Management Magazine Article

#ROT275 (5 pages)

Exponential improvement in computer gear is 1 of 3 fundamental forces enabling what the authors call the Second Machine Age. They describe how innovation is being propelled by vast numbers of powerful-but-cheap devices (smartphones). They describe how services like Waze became feasible only in the past few years because of accumulated digital power increases and cost declines. Data is the lifeblood of science, they argue, and as a result, the second force powering the Second Machine Age is digitization, which increases understanding by making huge amounts of data readily accessible. A new style of innovation has emerged that adds social and sensor data to an existing system, greatly increasing its power and usefulness. This approach to innovation is the third and last of the forces shaping the Second Machine Age.

**DonorsChoose.org: How Technology Facilitated a New Funding Model**

Laura Arrillaga-Andreessen; Sarah Murray

Stanford Graduate School of Business Case

#SI128 (15 pages)

In 2000, Charles Best, a social studies teacher working in a school in the Bronx, New York, scraped together $2,000 to pay an overseas web designer to build a rudimentary web site he had designed using pencil and paper. On the web site, teachers could post projects that needed funding—from books and paints to field trips and educational software—and individuals could donate toward those requests. By 2014, half of the public and charter schools in the United States had at least 1 teacher who had used the DonorsChoose.org web site, more than 10 million students had received classroom resources, and more than 1.4 million donors had contributed funds to provide these supplies. Over time, the organization also found itself with a powerful tool at its disposal—vast troves of data, the analysis of which could provide insights into everything from teaching methods to core education funding needs.

**Global Thermostat**

Anna Shen; Mary B. Teagarden

Thunderbird School of Global Management Case

#TB0405 (12 pages)

Global Thermostat is a high-technology start-up that has developed proprietary technology to help stabilize the global climate and close the carbon cycle through direct capture of carbon dioxide from the air. This case provides an opportunity to examine the impact of climate change on society, potential solutions to this complex challenge, and the growth of a high-tech start-up company bringing disruptive technology to the marketplace. This case explores issues associated with disruptive, technology-driven change in a large, highly successful industry with many powerful vested interests.
HCL’s Digital Open Innovation: Enhancing Business Model Effectiveness through Talent and Customer Acquisition, Development, and Retention
Solomon Darwin
UC Berkeley-Haas School of Business Case #B5843 (23 pages) TN
This case provides an illustration of how the intersection of new digital technologies—mobile devices, cloud computing, and online collaboration—is now transforming the way organizations will conduct business in the future. In late 2014, faced with the challenges of the inherent inefficiencies of operating a $6.8 billion corporation with over 110,000 employees located across 31 countries and contending in the hypercompetitive $1 trillion global IT services industry, divisional executives at India-based HCL Technologies took the initiative to launch Starting Point, an internal, centralized digital platform, for 2 of its key verticals. This case tells the Starting Point story in 3 parts and also describes how the Starting Point project benefited from HCL’s entrepreneurial culture, which has been part of the company’s DNA since its founding in 1976.
Retweet This: The Power of a Multi-dimensional Approach to Social Media
Eileen Fischer; Rebecca Reuber
Rotman Management Magazine Article #ROT280 (5 pages)
A key challenge facing entrepreneurial ventures—and any company with a game-changing new offering—is to reduce audience uncertainty about the quality of the new product or service. The authors argue that certain types of communications are more effective than others in achieving this goal. Having studied 8 companies and their Twitter communication strategies, the authors define 3 characteristics of a successful social media communication: a focus on quality, a relational orientation to the user, and distinctiveness cues. They then present 4 distinct communication streams that an organization can embrace, from “sparse” to “multidimensional,” concluding that the latter is most likely to receive high levels of audience responses that affirm quality.
Three-Dimensional (3-D) Printing: Joists on Supply Chain Management and the Chinese Manufacturing Industry
Benjamin Yen; Yihong Yao
University of Hong Kong Case #HK1059 (20 pages) TN
As an innovation in technique, 3-D printing made possible production conducted at or near the points of purchase or consumption. This had a huge impact on the traditional manufacturing industry and supply chain management. A variety of key 3-D printing patents expired in 2014, stimulating mass production and adoption of 3-D printing devices. Three-dimensional printing was likely to provide a solution to supply chain management challenges by printing low-volume and tailor-made products on-site. Imitative innovation, well-established manufacturing infrastructure, and relatively low labor and material costs made possible rapid growth of 3-D printer manufacturing in China. In recent years, China embraced the 3-D printing trend and explored the expanded 3-D printing manufacturing and export market spaces. What role could 3-D printing play in changing supply chain management? What could be the short-term and long-term impacts of 3-D printing on the Chinese manufacturing industry?
The Weather Company: Creating Consumer Apps That Leverage Its Big Data
Ruth Gilleran; Patricia J. Guinan; Salvatore Parise
Babson College Case #BAB168 (14 pages) TN
The Weather Company (TWC) was innovating by leveraging its big data on weather to create new consumer products. Looking for new uses for its weather data, the company decided to build weather-related apps targeting outdoor enthusiasts. To crowdsourcing ideas for these apps, TWC invited employees to a company-wide “hackathon,” where they created mobile app prototypes. At the end of the hackathon, the company decided to pursue Outsider, a mobile app for runners. In addition to outlining TWC’s ideation process, this case describes the composition of the mobile app development team, its implementation of agile software development methods, and its use of modern big data technologies.

INTERNATIONAL BUSINESS

A 30-Year Cross-Border Alliance in China—Chongqing Jianshe Motorcycle Co. and Yamaha Motor Co.
Beng Geok Wee; Aihua Chen; Xiaoxiao Liu; Zizi Chen
ABCC at Nanyang Tech University Case #NTU073 (22 pages) TN
This case is a study of the transnational collaboration in China’s motorcycle industry from the 1980s to the 2010s between Chongqing Jianshe Motorcycle Co., a Chinese state-owned enterprise, and Yamaha Motor Co., a Japanese global motorcycle company. It examines the implications and outcomes for the joint venture (JV) arising from differences in the JV partners’ organizational cultures as well as from different industry practices, and highlights the systemic influence of political and economic factors in a fast-changing business context on each partner’s strategic imperatives. It also discusses the impacts of these factors on the JV’s operations and outcomes.
Global Teams That Work
Tsedal Neeley
Harvard Business Review Article
#R1510D (9 pages)

Many companies today rely on employees around the world, leveraging their diversity and local expertise to gain a competitive edge. However, geographically dispersed teams face a big challenge: physical separation and cultural differences can create social distance or a lack of emotional connection that lead to misunderstandings and mistrust. To help global team leaders manage effectively, the author shares her SPLIT framework, with 5 components, for mitigating social distance.

How Global Is Your C-Suite?
Pankaj Ghemawat; Herman Vantrappen
MIT Sloan Management Review Article
#SMR526 (10 pages)
The globalization of companies can be—and frequently has been—looked at in different ways: in terms of the internationalization of sales or assets, cross-border supply chains or shared services, organizational structures, functional policies (marketing standardization versus customization), and so on. In this article, the authors look at much-less-studied individual measures of globalization: the extent to which the executives who head the world’s largest corporations—at the CEO level and at the level of the managers listed as reporting directly to the CEO—are native or not from the country where the corporation is headquartered. The authors found that on average 15% of the top management team members, excluding the CEO, are nonnatives. The authors examine some of the possible reasons for this and look for correlations that may explain why certain countries have higher rates of nonnative CEOs. They then examine several levers for enhancing a company’s ability to deal with international differences and distances.

The New Mission for Multinationals
Josa F. P. Santos; Peter J. Williamson
MIT Sloan Management Review Article
#SMR527 (10 pages)
Not long ago, many observers worried that ever-expanding multinationals—many of which had revenues exceeding the gross domestic products of smaller countries—were going to take over the world. But as globalization marches onward, powerful local companies are increasingly winning out against multinational competitors. This is especially true in emerging markets, where multinationals are assumed to enjoy superiority and CEOs are counting on growth. The authors note, however, that in some cases multinationals have been able to resist the market gains of local competition, whether through first-mover advantages or by acquiring the leading local players and nurturing their local identity and strengths. For decades, multinationals were able to make good returns by acting as efficient global conduits for assets that were difficult to transfer, including intangibles such as product designs, technology, management systems, and company cultures. Transfers within the multinational company were more efficient than obtaining those assets through open-market transactions. However, a number of forces have been eroding that advantage.

When Culture Doesn’t Translate
Erin Meyer
Harvard Business Review Article
#R1510C (8 pages)
As companies internationalize, their employees lose shared assumptions and norms. People in different countries react to inputs differently, communicate differently, and make decisions differently. Organically grown corporate cultures begin to break down, miscommunication becomes more frequent, and trust erodes, especially between the head office and the regional units. In their efforts to fix these problems, companies risk compromising attributes that underlie their commercial success. The author presents 5 principles that can prevent disintegration.

MARKETING
Balancing Customer Privacy, Secrets, and Surveillance: Insights and Management
Kirk Plangger; Richard T. Watson
Business Horizons Article
#BH705 (9 pages)
As surveillance technology advances and becomes more data-rich and less intrusive and costly, brands collect vast quantities of customer data in order to gain customer insights to remain competitive. Brands often conduct customer surveillance without considering the consequences for customer relationships. Because of customer surveillance activities, customers may also experience privacy intrusions and turn to customer secrecy strategies that hide or disguise their data. To reduce the feeling of intrusion, the authors propose a set of surveillance prompts to structure market intelligence databases to increase the efficiency of, and thus reduce the quantity of, customer surveillance activities, while increasing data integrity and the value of customer insights.

Can You Win Back Online Shoppers?
Thales S. Teixeira; Sunil Gupta; Roberto Leao; Steve Conine
Harvard Business Review Case
#R1509K (6 pages)
Case Commentary Available
Benjy’s, an electronics and appliance retailer, is losing business because of “showrooming.” Customers come into the chain’s stores to see, touch, and compare products but then buy at a lower cost from online competitors. Does the company’s answer lie in matching online prices, trying to thwart price comparisons, improving customer service, offering exclusive products, charging manufacturers a fee for showcasing their products, or something else? Expert commentary comes from Roberto Leao, a finance executive for a global retail organization, and Steve Conine, chief technology officer of Wayfair, an online retailer.

Case Flash Forward: Birth of the Swatch
Harvard Business School Baker Library
#8556 (4 pages)
This Case Flash Forward provides a 4-page update on Swatch, including significant developments, current executives, key readings, and basic financials.

Case Flash Forward: BMW Films
Harvard Business School Baker Library
#8558 (3 pages)
This Case Flash Forward provides a 3-page update on BMW North America, including significant developments, current executives, key readings, and basic financials.
**MARKETING**

**Cilkray Graphics**
Frank V. Cespedes; Alisa Zalosh
Harvard Business School Brief Case
#916512 (10 pages) [TN]
Student and Instructor Spreadsheets Available

Marcus Crosby, president of Cilkray Graphics, convened an emergency meeting with Cilkray’s senior managers in order to respond to an unexpected development. Cilkray sells 3 lines of specialized graphics processing units (GPUs). Each line targeted a segment of the professional market for hosted virtual desktops. Grovex, Cilkray’s key competitor, had just announced the impending launch of the GSpeed, a new GPU. It said that the GSpeed would exceed the performance of competitive products, including Cilkray’s most advanced product line, the CP3000. Industry rumors suggested that the GSpeed’s price would be 20% to 30% below that of the CP3000. Crosby and his team saw 2 options. Cilkray could drop its CP3000’s price immediately. It could also delay its planned release of its new CK300, scheduled for December 2013, in order to make its products more competitive. Crosby and his team had to decide what Cilkray should do next.

**The CEO of Bolthouse Farms on Making Carrots Cool**
Jeffrey Dunn
Harvard Business Review Article
#R1510A (5 pages)

If Coca-Cola could persuade people to drink more than a billion servings of its soda each day, the CEO of Bolthouse wondered why Bolthouse couldn’t do the same for a vegetable.

He and his team decided to use some of the tactics of junk-food companies, which are experts in demand creation. “Eat ‘em Like Junk Food,” Bolthouse’s multimillion-dollar marketing campaign, used tongue-in-cheek TV, print, and digital ads to liken baby carrots to Cheetos, Doritos, and other snack food favorites. The company put its products in vending machines, used Sesame Street characters on its packaging, and sold through retailers such as Walmart and 7-Eleven. It created carrot snack packs, developed 27 varieties of juice and smoothies, and put veggie and fruit purees in squeezable tubes. And it attracted the attention of Campbell’s, which acquired Bolthouse in 2012.

**Competitive Strategies**
Jill Avery; Sunil Gupta
Harvard Business School Core Curriculum Reading
#8158 (34 pages) [TN]
Supplemental Slides and Review Questions Available

This Reading illuminates the dynamics of companies in competition and offers a process for planning and executing marketing strategies to compete in a rapidly changing marketplace. It will also enable marketers to make decisions that account for competitors’ likely responses. This Reading delineates processes for understanding the opportunities and challenges of competitive play, providing guidance for choosing contexts that enable success, while avoiding those in which profitability will be elusive. It then examines how marketers can create opportunities by alleviating constraining competitive forces and by opening up new ways to compete that are more conducive to growth. This Reading concludes with insights into how consumers respond to marketplace competition and examines how companies can frame competitive games to their advantage in brand positioning and marketing communications.

This Reading includes an Interactive Illustration that explains how the prisoner’s dilemma theory applies to pricing issues in industries with 2 dominant competitors (Pepsi and Coke). It also includes video clips.

**Cookie Man: Exploring New Frontiers**
Neena Sondhi; Afsha Dokadia
Ivey Publishing Case
#W15383 (14 pages) [TN]

Cookie Man, an Australian bakery chain, ventured into India in 2000 with the unique promise of providing “freshly baked premium cookies” on the spot. Opening with a manufacturing unit and its first outlet in Chennai, Tamil Nadu, it bought raw materials and most of its packaging locally and used a local firm with refrigerated trucks to distribute its goods. By 2015, it was operating 70 company-owned and franchised stores in newly designed malls and high-fashion streets in 25 cities across the country. Increasing competition, a move by competitors toward Internet distribution, and the changing tastes of consumers have hurt the financial health of the brand, and some drastic and quick strategic choices need to be made. Should the company grow horizontally and open more stores in India and/or expand into neighboring countries? Should it look at new channels of delivery or new offerings?

**NEW MULTIMEDIA CASE**

**The Coca-Cola Company’s Case for Creative Transformation**

Authored by Thales S. Teixeira and Elizabeth Anne Watkins

In 2013, the Coca-Cola Company was awarded Creative Marketer of the Year by the Cannes Lions Festival (known as the “Oscar of Advertising”). Just 1 year earlier, Coca-Cola’s senior VP of integrated marketing content orchestrated the development of Content 2020, a blueprint for how all of Coca-Cola’s branding content should be built, tested, and distributed in the next 10 years. This case provides an opportunity to “look under the hood” and understand how the main principles of Content 2020 work.

Harvard Business School

Seat time: 60 minutes | #815714 | [TN]

Registered Premium Educators (a free service) can see a full Free Trial online.
Creating Online Videos That Engage Viewers
Dante Prouz; Allison Johnson; Matthew Thomson; Raymond Prouz
MIT Sloan Management Review Article #8171 (29 pages) TN
Supplemental Slides and Review Questions Available

The Holy Grail of modern online marketing is video content that “goes viral,” meaning that it captures an enormous number of views and leads audiences to share, comment, or click that they “like” a video. Various experts have ventured theories about what kind of content makes a hit. The advice varies widely and is even contradictory. Depending on the expert, success is thought more likely if a video is humorous, shocking, dramatic, topical, warm, arousing, angry, scary, socially beneficial, cute, violent, sexy, uplifting, intriguing, quirky, interesting, authoritative, tear-jerking, educational, controversial, or baby- and animal-filled. One of the reasons for the various views is that researchers have often looked at only popular videos and did not compare the popular clips with the content almost no one saw. To see whether they could clarify some of the contradictions, the authors examined a mix of popular and unpopular videos, then systematically coded and empirically tested the effect of each element on some relatively objective and observational measures of viewer engagement.

Crowdfunding the Young Gallery Project
Russell Williams; Morbhen Rattray
Ivey Publishing Case #W15415 (8 pages) TN

The Glasgow-based charity Impact Arts was looking for alternative funding streams for its Young Gallery project. As a result, it undertook its first crowdfunding campaign on the Indiegogo platform. The project did not achieve its stated target of £15,000 in the 6-week campaign period. Instead, only £4,715 (31% of the total) was raised. While the charity did not achieve its goal, the campaign left the chief executive officer and her team feeling happy about attracting new stakeholders to the project's Facebook page. The project did not achieve its goal, the campaign left the chief executive officer and her team feeling happy about attracting new stakeholders to the project’s Facebook page.

Customer Centricity
Rohit Deshpande
Harvard Business School Core Curriculum Reading #8171 (29 pages) TN
Supplemental Slides and Review Questions Available

The term “customer centric” has become synonymous with proactive business strategy worldwide. Primarily due to advances in technology, we are experiencing a fundamental shift in marketing—from a previous focus on companies to a spotlight on consumers—giving customers a much stronger voice in both the business-to-business and business-to-consumer sectors. Customer centricity fits into an organization in 3 ways: as part of a knowledge management system (understanding the customer), as part of the development of strategic competence as a learning organization (building a customer-centric culture), and as a foundation for corporate strategy development and execution (serving the customer). This reading is organized into 3 main sections covering these topics and uses examples from diverse industries to illustrate successes in each area. The Reading also contains videos on customer centricity.

Digital Marketing
Sunil Gupta; Joseph Davin
Harvard Business School Core Curriculum Reading #8224 (47 pages) TN
Supplemental Slides and Review Questions Available

Digital technology has changed how consumers search for information, interact with each other, and buy products. The popularization of these technologies has made it possible for companies to have a better understanding of their customers’ decision journeys and subsequent word-of-mouth recommendations. Digital marketing requires a new approach to reach and engage consumers. We highlight 4 key elements of digital marketing: outbound marketing (search and display advertisements), inbound marketing, social media networks, and the mobile revolution. This Reading explores each element, explaining relevant tools and how to assess their effectiveness; it also covers advanced topics such as online-offline interaction and linking measurements to customer lifetime value. This Reading contains an Interactive Illustration, “Search and Display Advertising ROI,” which helps students understand the relationships among measures of efficiency of search and display advertising, as well as the dependence of advertising campaign profit and ROI on its measures of efficiency. This Reading also contains links to 6 video clips on the implementation of digital marketing techniques.

Developing and Managing Channels of Distribution
V. Kasturi Rangan
Harvard Business School Core Curriculum Reading #8149 (38 pages) TN
Supplemental Slides and Review Questions Available

This Reading explores the multifaceted nature of channels of distribution. It provides guidelines for how producers of goods and services should cultivate, execute, and manage their go-to-market strategies. They can achieve success by implementing the notion of channel stewardship and by applying its 3 main disciplines: mapping the industry channels, building and updating the channel value chain, and aligning and influencing the channel value chain. Managers are guided on whether to pursue direct and/or indirect channels of distribution. The author presents a 7-step framework for building the channel value chain. In aligning and influencing the channel system, students discover the importance of aligning the network of suppliers and intermediaries to address customer needs and how participating members should be rewarded commensurate with their efforts. Hard and soft power as key influential levers are discussed, and students are also introduced to a 4-step alignment process for programming a high-performance channel system. This discipline also involves managing horizontal channel conflict. This Reading closes with an eCommerce supplement, which discusses how online channel capabilities have caused varying degrees of disruption among certain product categories.

Eco7: Launching a New Motor Oil
John A. Quelch; Sunru Yong
Harvard Business School Brief Case #916507 (11 pages) TN
Student and Instructor Spreadsheets Available

Aaron Jonnerson, vice president of marketing at the automotive division of Avelin, must make marketing mix decisions for the launch of Eco7, a new environmentally friendly motor oil. The company’s performance has been

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mediocre, shareholder pressure is increasing, and expectations are high for Eco7. However, Jonnerson faces significant challenges in ensuring a successful launch. The market for passenger car motor oil is mature and consumers are price-sensitive. Furthermore, the independent oil-change outlets that are Avellin’s core customers have declined relative to other channels. The Eco7 case asks students to examine consumer behavior and channel conflict and factor them into a product launch. The launch comes at a time when the company may need to adapt to changes in a market that is increasingly commoditized and in which the relative importance of different distribution channels is changing. Students are asked to make recommendations on pricing and distribution and to consider which trade-offs the company should make.

Futbol Club Barcelona
Anita Elberse
Harvard Business School Case #516031 (27 pages)

In June 2015, FC Barcelona President Josep Bartomeu sees his team lift the UEFA Champions League trophy, completing an impressive trophy haul in the 2014-2015 season. Unique for a club of its caliber, 5 of the starting 11 are products of FC Barcelona’s youth academy, La Masia. Yet none of the trophies and accolades guarantee future success. Bartomeu faces pressing questions about the club’s business model—and in particular about the tensions between local and global activities—as well as decisions about the ongoing investment in the youth academy, funding for the club’s foundation and other sports, and its relatively low ticket prices. How could Barça continue to win on and off the field in the increasingly competitive and global world of European football while still protecting its local focus and traditions?

HBR’s 10 Must Reads on Strategic Marketing from Harvard Business Review
Clayton M. Christensen; Theodore Levitt; Philip Kotler; Fred Reichheld
Harvard Business Review Press Book #11366 (224 pages)
Available as an eBook

These top articles help readers understand how to reinvent marketing by putting it—and customers—at the center of business. Leading experts such as Ted Levitt and Clayton Christensen provide the insights and advice needed to (1) decipher the market a business is truly in, (2) create products that perform the jobs people need to get done, (3) get a bird’s-eye view of a brand’s strengths and weaknesses, (4) tap a market that’s larger than China and India combined, (5) deliver superior value to your B2B customers, and (6) end the war between sales and marketing.

Keeping Up with the Joneses: Stealth, Secrets, and Duplicity in Marketing Relationships
Ekin Pehlivan; Pierre R. Berthon; Mine U. Hughes; Jean-Paul Berthon
Business Horizons Article #BH1700 (8 pages)

Stealth, or undercover, marketing involves the disguising of marketing communications that marketers undertake to purposefully influence their audiences without the audiences being aware of these activities. Inasmuch as stealth marketing involves secrecy (the withholding of information) and miscommunication (the communication of partial or misleading information), it is at least on some level duplicitous. Duplicity is the double act of secrecy and misrepresentation. In this article we explore duplicity in marketing communications.

The Kitchen Purchase: Briefing for Buyers: Mr. and Mrs. Stulle
Johannes Habel
ESMT Case #ES1601 (3 pages)
Supplemental Briefing Available

“The Kitchen Purchase” is a simulation of bargaining over the price of a fitted kitchen. This case study consists of a briefing for the sellers (the Hase family) and a briefing for the buyers (the Stulle family). On the basis of these briefings, the course participants negotiate individually or in teams of 2. This case has been kept simple so that the negotiations can be conducted with very little preparation time needed. At the same time, this case study presents a few “stumbling blocks” and permits a profound discussion of the distributive and integrative conduct of negotiations, handling bargaining power, and the ethics of bargaining.

Macy’s: Evolution in the Sunshine State
Boris Groysberg; Das Narayandas; Benson P. Shapiro; Sarah L. Abbott
Harvard Business School Case #416018 (30 pages)

In 2009, Lee O’Rourke was promoted to district vice president in charge of Macy’s newly created North Florida district. This district consisted of 11 stores located in the greater Orlando area and in the east coast towns of Daytona, Melbourne, Merritt Island, and Vero Beach. The performance of these stores had lagged in recent years and O’Rourke was charged with building a cross-functional district team to support these stores and with improving their overall performance. O’Rourke and her team were able to drive almost immediate improvement in the district’s sales growth and profitability and in other key areas such as customer service scores. How can O’Rourke ensure that these stores continue to perform well going forward?

Rockland Hospitals: Innovating Health Care in India (A)
Neena Sondhi
Ivey Publishing Case #W15291 (15 pages)
B Case Available

Rockland Hospitals, a family-run entrepreneurial health care venture, had gone from a 90-bed capacity in 2004 to 808 beds in 2014. It had created an identity as an affordable, quality-driven health care provider in the National Capital Region of India. However, the managing director needed a growth plan that would achieve his goal of creating a medical corridor in the National Capital Region with a consortium of 4 super-speciality hospitals. Should he focus on capacity utilization and enhancing the efficiency of existing hospitals? Is attracting more medical tourists from foreign countries the answer? Or should he strive to create a health care network that reaches the remotest corners of India?

Realigning Sales Territories at Garrick Oil and Lubricants
Asad Aman; Claudio Pousa
HEC Montreal Case #HEC114 (8 pages)

This case presents the challenging situation facing Jonathan Wiley, a fresh MBA graduate...
Marketing Simulation: Using Conjoint Analysis for Business Decisions

Authored by Elie Ofek and Olivier Toubia

This single-player simulation provides students with an interactive experience of using conjoint analysis for managerial decision making. Students are exposed to key business concepts such as demand curves, segmentation, profit functions, competitive responses, vertical and horizontal differentiation, optimal pricing, niche vs. mass market strategies, and brand equity. This simulation is part of a comprehensive Conjoint Analysis Toolkit, which includes the Conjoint Analysis Online Tutorial (#514712) and the Conjoint Analysis Do It Yourself Guide (#515024).

Ron Johnson: A Career in Retail
Das Narayandas; Joshua D. Margolis; Ryan Raffaelli
Harvard Business School Case #516016 (22 pages)

In April 2013, Ron Johnson (HBS ’84) stepped down after just 18 months as CEO of JCPenney. In his brief tenure, Johnson, an acclaimed retailer respected for his innovation and success in shaping the retail images at Target and Apple, introduced dramatic departures from JCPenney’s traditional retail approach and enacted changes quickly and simultaneously, with little market testing. Over Johnson’s final 12 months as CEO, JCPenney shares dropped more than 50%. This case describes the environments at Target, Apple, and JCPenney during Johnson’s tenure and how his experiences may have shaped the strategies that he implemented while CEO at JCPenney.

Sensory Branding: Oreo in the Indian Context
Ramesh Kumar; Nalin Goel; Gireesh Geera
Indian Institute of Management Bangalore Case #IMB519 (10 pages)  TN

Snacking is a habit among Indians that covers several kinds of cultural snacks. Kurkure, a brand sold by a multinational, was successful with its marketing mix, which included an offering that tasted and looked similar to a traditional cultural snack. Chocolates and biscuits, categories that are strongly entrenched in the Indian context, competed with traditional snacks in an environment where Western lifestyles had proliferated. It is in this context that Oreo, the well-known cookie brand in the U.S. market, was launched in India by Cadbury. The brand competed with well-known Indian brands of cream biscuits and was positioned to attract children, teenagers, and young adults. In a category that lacked loyalty and was prone to brand switching, Oreo had achieved a considerable degree of success but faced the challenge of sustaining its success. How should Oreo use perceptual principles to reposition itself to accomplish that?

Taco Bell: The Breakfast Opportunity
Tim Calkins; Blair Darrell
Kellogg School of Management Case #KEL917 (9 pages)  TN

In 2013, Taco Bell, a large U.S. fast food chain, was looking for ways to grow. One of the opportunities the company was considering was adding a line of breakfast foods, something the brand had tried—unsuccessfully—before. There were clear reasons to proceed with the launch, as breakfast offered a completely new meal occasion with tremendous potential. However, there were also notable concerns when it came to operational issues and consumer behavior. Opening for breakfast would increase costs, and getting people to change their morning routine would be difficult. Should Taco Bell risk adding a breakfast menu or not? This case gives students an opportunity to debate growth and new product opportunities.

Uber: Managing a Ride in China
Xiaoke Xu; Xin Wang; Neil Bendle
Ivey Publishing Case #W15425 (14 pages)  TN

As the ride-sharing app Uber expands into China, it is confronted by government regulatory concerns and local competition, while also facing opportunities generated by a fast-growing emerging market and aided by...
local collaborators. Uber endeavors to take the lead in the market, but as the newcomer, it needs to make many decisions. This case study highlights China’s online chauffeuring market and the challenges facing Uber. As students attempt to develop a feasible plan for Uber to succeed, they will review Uber’s service offering and the strategies that both Uber and its competitors have adopted. This case also explores other opportunities and challenges that Uber faces as the company works with local businesses’ and government responses to the new business sector.

**NEGOTIATION**

*An Activist Approach: Castle Rock-Fultons-Remingtons*

Guhan Subramanian; Kaitlyn Szydlowski

**Harvard Business School Exercise**

#916011 (9 pages)

Role Assignment Supplement Available

This 3-party, multiple-issue negotiation exercise deals with a potential merger between 2 leading department stores, called for by an activist investor hedge fund in a letter to both companies. Company management will now attempt to navigate next moves, which are complicated by weak takeover defenses of their corporate boards, a hedge fund with an ownership stake in both companies, and potential antitrust risk. Meanwhile, the third party, the activist hedge fund, is turning up the heat in planning its next move.

**Control the Negotiation Before It Begins**

Deepak Malhotra

*Harvard Business Review Article*  
#R1512D (8 pages)

Countless books and articles offer advice on avoiding missteps at the bargaining table. But some of the costliest mistakes take place before negotiators sit down to discuss the substance of the deal. That’s because they often take for granted that if they bring a lot of value to the table and have sufficient leverage, they’ll be able to strike a great deal. While negotiating from a position of strength is certainly important, many other factors influence where each party ends up. This article presents 4 factors that can have a tremendous impact on negotiation outcomes and provides guidance on what negotiators should be doing before either side starts worrying about offers, counteroffers, and bargaining tactics.

**Emotion and the Art of Negotiation**

Alison Wood Brooks

*Harvard Business Review Article*  
#R1512C (10 pages)

Negotiations can be fraught with emotion, but it’s only recently that researchers have examined how particular feelings influence what happens during deal making. In this article, the author shares and expands on key findings and advice. (1) Anxiety leads to poor outcomes. (2) Anger is a double-edged sword. (3) Disappointment can be channeled to reach a more satisfactory outcome. (4) Excitement isn’t always a good thing.

**Launching Yelp Reservations (A)**

Michael Luca; Kevin Mohan; Patrick Rooney

**Harvard Business School Case**  
#916003 (13 pages)

B Case Available

This case presents a multiparty negotiation among Yelp, current partner OpenTable, and two start-ups in the online restaurant reservation industry.

**Getting to Si, Ja, Oui, Hai, and Da**

Erin Meyer

*Harvard Business Review Article*  
#R1512E (8 pages)

To be effective, a negotiator must take stock of the subtle messages being passed around the table. In international negotiations, however, you may not know how to interpret your counterpart’s communication accurately, especially when it takes the form of unspoken signals. The author identifies and expands on 5 rules of thumb for negotiating in other cultures.

**OPERATIONS MANAGEMENT**

*Ashmark Corporation: Dealing with a Supply Disruption*

Brent B. Moritz; Christopher W. Craighead

*Ivey Publishing Case*  
#W15357 (6 pages)

When Ashmark Corporation’s largest supplier,

**MARKETING**

*NEW MULTIMEDIA CASE*

**Wynton Marsalis & Jazz at Lincoln Center**

 Authored by Rohit Deshpande

Under the leadership of artistic director Wynton Marsalis, Jazz at Lincoln Center (JALC) hosts performances and education events year-round for audiences in New York and across the U.S. Despite the popularity of JALC’s events, the U.S. audience for jazz is small and aging relative to other music genres. This case asks students to apply marketing principles to the challenge that JALC faces in seeking to expand the reach of and appreciation for jazz music despite a shrinking audience.

Harvard Business School

Seat time: 60 minutes | #515701 | TN

Registered Premium Educators (a free service) can see a full Free Trial online.
Red Star Castings, was forced to declare bankruptcy. Ashmark had to develop and implement a contingency plan while also appeasing its customers, who were growing increasingly impatient for their parts to arrive. After Red Star closed, Ashmark had been late on 200 units of production due to missing components. Although this figure represented less than 1% of the company’s total monthly shipments, things were likely to get more difficult, especially with the loss of key employees due to the stressful situation. In addition, the new supplier was having trouble bringing the tooling online, there were delays in the qualification and testing process, and the modest amount of inventory built up in advance of the bankruptcy had diminished. As Ashmark looked to move forward, it would need to develop a much better sense of how to manage supply chain risk.

**Benevento Foods: When the Rubber Hits the Dough**

David Wood; Stephan Vachon; Micheline Singh
Ivey Publishing Case #W15440 (8 pages) TN

For the past 30 years, the president of Benevento Foods, a food processor located in northern New York state, has overseen unprecedented growth. In June 2014, the family-owned company has 90 full-time employees and provides baking mixes and bases to both small stand-alone bakeries and national grocery chains across the United States. It has plans to expand distribution to Mexico and to develop new product lines, especially for gluten-free items. However, it faces a challenge of baking mix. Is this an isolated event or indicative of a bigger issue? Is it symptomatic of a poor quality culture, lack of accountability of key employees due to the stressful situation. In addition, the new supplier was having trouble bringing the tooling online, there were delays in the qualification and testing process, and the modest amount of inventory built up in advance of the bankruptcy had diminished. As Ashmark looked to move forward, it would need to develop a much better sense of how to manage supply chain risk.

**Case Flash Forward: Pharmacy Service Improvement at CVS (A)**
Harvard Business School Baker Library #8566 (3 pages)

This Case Flash Forward provides a 3-page update on CVS Health Corp., including significant developments, current executives, key readings, and basic financials.

**Deflategate and the National Football League**

Marco Iansiti; Christine Snively
Harvard Business School Case #616008 (21 pages)

On January 18, 2015, the New England Patriots faced the Indianapolis Colts in the AFC Championship game. In the second quarter, a Colts player intercepted a pass from Patriots quarterback Tom Brady. Colts equipment personnel alerted NFL officials that the ball’s air pressure was below the required 12.5 PSI (pounds per square inch). Some argued that lower PSI provided a competitive advantage, as it made the ball easier to grip and harder to fumble. At halftime, game officials found the air pressure in 11 of the 12 Patriots game balls to be under 12.5 PSI. The NFL launched an investigation into what became known in the media as “Deflategate” and commissioned attorney Ted Wells to investigate whether or not the balls had been intentionally deflated. Wells’s team, with expert consultants, examined air pressure data recorded by referees, the temperature on game day, the behavior of Patriots players, and other evidence. Did the Deflategate investigation reveal any actual evidence of cheating? Were there flaws in Wells’s investigation?

**Groundnut Value Chain at Anantapur: Growing through Cooperatives**

Anshuman Tripathy; Manu Agarwal; Tabish Imam
Indian Institute of Management-Bangalore Case #IMB531 (25 pages) TN

This case deals with the value chain of groundnuts, from the farm to the market, conducted through a system of cooperatives based in the district of Anantapur in Andhra Pradesh, India. The organization providing the necessary support and training to the cooperatives is the Centre for Collective Development (CCD). CCD is able to provide financing, training, and other support required to the village-level cooperatives and the district-level federation of cooperatives. This case describes the different activities in the supply chain from the farm to the mill to the final marketing. The key decisions to be made are whether the scope of the cooperatives should be expanded to include other products and whether the federation should invest in forward integration and further value-adding activities.

**How to Negotiate with Powerful Suppliers**

Petros Paranikas; Grace Puma Whiteford; Bob Tevelson; Dan Belz
Harvard Business Review Article #R1507G (8 pages)

In many industries, the balance of power has shifted from buyers to suppliers. Companies that got into a weak position need to tackle the problem strategically. They should consider the following actions and implement the least risky one that is feasible: (1) bring new value to the supplier, (2) change how they buy, (3) create a new supplier, or (4) play hardball. As a last resort, companies can cancel orders and future business or threaten litigation. Whatever option firms choose, they need to clearly understand the problem, work on it across functions, and think analytically and outside the box.

**Preventing Another Madoff: Reengineering the SEC’s Investigation Process**

Mark Fagan
Harvard Kennedy School Case #KS11183 (5 pages)

Bernard Madoff perpetrated a $60 billion fraud that lasted for more than a decade. The fallout ruined the lives of many of his investors and significantly damaged the reputation of the Securities and Exchange Commission (SEC). How did the federal agency entrusted to protect investors fail to discover the Ponzi scheme? The question is more salient because a financial expert alerted the SEC to the likely fraud and was ignored, not just once but many times over a multiyear period. This case provides the context to explore questions such as: What was the SEC’s investigation process? Why did it fail to uncover the fraud? What was the role of organizational structure and culture in the debacle? How could the SEC reengineer its processes to prevent such schemes?
Queuing Theory to the Rescue: Managing Security Screening Lines at Logan Airport
Mark Fagan; Dante Perez
Harvard Kennedy School Case #KS1152 (15 pages)

Lines at airports, at the ticket counters, at security screenings, and at the gates make air travel a stressful experience. Queues are especially problematic during peak travel periods. These are the concerns of an assistant federal security director as she plans for the expansion of flights at one of Boston’s Logan Airport terminals. Space limitations restrict the number of screening lanes. Moreover, adding staff on the existing lanes is costly and faces rapidly diminishing returns. Nevertheless, the director must meet screening throughput and wait-time targets as well as keep the lines from stretching out the door. The director applies queuing theory to determine what is feasible at Logan. The reader is introduced to basic queuing modeling and challenged to determine the optimal number of lanes and staffing of those lanes at the terminal.

Reducing Delinquent Accounts Receivable
Jack Boepple
Kellogg School of Management Case #KEL904 (8 pages) Student Spreadsheet Available Instructor Slides Available

In April 2014, the accounts receivable exceeding 90 days were causing a cash-flow problem for Wolf Distributing, which distributes the Berserker Rage energy drink in the Chicago area. Christine Taylor, the company’s chief operating officer, had tried a number of traditional methods to monitor and address this problem, but she had made little progress. She decided to use 3 basic statistical analysis tools—Pareto diagrams, scatter plots, and run charts—to help her better grasp the problem.

ORGANIZATIONAL BEHAVIOR

Design for Action
Tim Brown; Roger L. Martin
Harvard Business Review Article #R1509C (10 pages)

Ever since it became clear that smart design led to the success of many products, companies have been employing it in other areas, from customer experiences to strategy to business ecosystems. But as design is used in increasingly complex contexts, a new hurdle has emerged: gaining acceptance of the “designed artifact” as the status quo. In fact, the more innovative a new design is, the more resistance it’s likely to meet. The solution, say the CEO of IDEO and the Rotman School’s former dean, is to also apply design thinking to the introduction of the innovation itself. This process, “intervention design,” grew organically out of the iterative prototyping that designers did to help understand customers’ reactions to new products. Not only did iterative prototyping create better offerings, but it also was a great way to get organizational funding and commitment, because it improved the chances of success and reduced fear of the unknown. Intervention design uses iterative prototyping to get buy-in too, but extends it to interactions with all the principal stakeholders—not just customers. When Intercorp Group devised a revolutionary concept for Peru’s schools, it needed to win acceptance for corporate-run education and for a very different role for teachers. Thanks to intervention design, it now has 29 schools in operation and is rapidly growing.

Design Thinking Comes of Age
Jon Kolko
Harvard Business Review Article #R1509D (7 pages)

In large organizations, design is moving closer to the center of the enterprise. This shift isn’t about aesthetics and product development, however. It’s about imparting the principles of design—collectively known as “design thinking”—throughout the organization. The approach is in large part a response to the complexity of many products, services, and processes. People need help—they need their interactions with technology and other complicated systems to be intuitive and pleasurable. Design thinking is an essential tool for simplifying and humanizing. The principles include a focus on users’ experiences, especially their emotional ones; the creation of physical models, such as diagrams and sketches, to explore problems; the use of prototypes to experiment with solutions; a tolerance for failure; and thoughtful restraint in product features so that even a complex piece of technology can be easy to use. Creating a design-centric culture requires understanding that the returns on an investment in design are difficult to quantify, allowing people to take
chances, and appreciating what design can and cannot achieve. Design helps people and organizations cut through complexity and imagine the future, but it doesn’t solve all problems.

**Huntington Hospital (A): Empowering Staff**
Sarah A. Soule; Davina Drabkin
Stanford Graduate School of Business Case
#OB91A (10 pages) TN
B Case Available

Kim Markey began as executive director of revenue cycle at Huntington Hospital (HH) in November 2012. Located in Pasadena, California, HH was a 625-bed nonprofit regional medical center that was named among the top-performing hospitals in 2012 by U.S. News & World Report. To further HH’s focus on high-quality, patient-centered care, Jim Noble, executive VP-COO/CFO, was looking for a change in direction, particularly in the business services office. Accounts receivable, a key billing metric, could be lower, so Noble hired Markey with the mandate to improve performance. Markey’s long-term vision involved reexamining the revenue cycle and the hospital’s processes to ensure that HH would become a stronger performer. This case leaves off with a description of the initial work that the consultants did with the Medicare team and their assessment of roadblocks to moving forward. Students are asked to develop a proposal for what Markey and the consultants should do.

**Leading Global Teams: Managing SPLIT to Bridge Social Distance**
Tsedal Neeley
Harvard Business School Background Note
#416011 (15 pages)

This note introduces practitioners to a new method for managing the social distance caused by working across international boundaries. Specifically, it helps practitioners understand the impact of social distance in global teams; develop strategies to overcome social distance; recognize the impact of team structure, or physical configuration, on how subgroups collaborate and identify with the organization; develop strategies for building relationships across physical and cultural boundaries; understand the role of all team members when communicating through a lingua franca; develop a process of mutual adaptation of learning and teaching given the presence of varied identities (self-definitions); and understand how the forms and use of communications technology influence group processes.

**Marie Jackson: Revitalizing Renfield Farms**
Anthony J. Mayo; Heather Beckham
Harvard Business School Brief Case
#915555 (10 pages) TN

Marie Jackson becomes chief executive officer of Renfield Farms during a period of sluggish growth and an organizational crisis. Jackson develops a new vision statement and begins to experience some success but is met with some skepticism from internal employees because the company’s structures and systems do not seem to support the new vision. This case focuses on how Jackson engages and leads a senior team in formulating a vision during a period of change.

**Mary Caroline Tillman at Egon Zehnder: Spotting Talent in the 21st Century**
Francesca Gino; Bradley R. Staats
Harvard Business School Case
#416017 (19 pages)

This case investigates both micro and macro issues around strategic human capital development. First, it explores how Egon Zehnder, a leading global search and advisory firm, assesses talent in the firms for which it works. This case discusses the deployment of a unique potential model that substantially shifts how the company views individuals. Within this framework, Mary Caroline Tillman, the case protagonist, is faced with an evaluation decision between 2 candidates who have different competencies, experience, and potential. Second, this case also explores the macro issues of running a professional services firm and presents an opportunity to examine how and whether the organization can change its focus to include more assessment opportunities.

**The Transformation of Mudo**
Anthony J. Mayo; Esel Cekin; Cigdem Celik
Harvard Business School Case
#416015 (25 pages)

After 16 years in management consulting, in 2012 Baris Karakullukçu left to become the CEO of Mudo, one of the best-known names in Turkey’s retail industry. She was tasked with leading Mudo’s transition from a family business to a more institutionalized, corporate structure and ensuring a smooth handover of the company from the first- to the second-generation owner. As CEO, she makes a series of difficult decisions to transform the company. She develops a new performance management system, reengineering most of the operations, and replaces 80% of the management team, including several C-level executives. Two years later, the impact on operations is positive; however, the company continues to struggle with profitability. Karakullukçu must decide how best to move forward. While the founder seeks rapid and opportunistic growth, Karakullukçu believes that the company should stabilize its cost structure and limit expansion plans.

**Riot Games: Can Culture Survive Growth?**
Boris Groysberg; Michael Norris
Harvard Business School Case
#416016 (28 pages)

In 2015, Riot Games, the maker of the top PC game League of Legends, considers its growth strategy as it moves onto a new campus in Los Angeles.

**Tata Motors’ Talent Management Fast-Track Selection Scheme (A)**
Tripti Singh; Ritu Waila; Gayatri Phadke
Ivey Publishing Case
#W15274 (15 pages) TN
B and C Cases Available

A chief human resources executive of an automotive company in India, faced with exits of promising employees, was reviewing the efficacy and relevance of the company’s 20-year-old high-potential talent identification program, in place since 1991. The chief executive was particularly concerned about how well the program met the company’s changing leadership needs within the context of the automotive industry in India rapidly evolving in recent years, owing to the open economy and an influx of foreign players in the automotive segment. The challenge facing the executive was how to align the program with the company’s organizational strategy to establish a pipeline of successors ready for critical senior roles in a changing business landscape by fostering employees’ loyalty and leadership capabilities.
**SERVICE MANAGEMENT**

*Kjell & Company: Electronics Accessories Retail in the Nordics*

Krishna G. Palepu; Das Narayandas; Kerry Herman

Harvard Business School Case #116009 (26 pages)

Swedish electronics accessories retailer Kjell is considering several issues as it plots its next stage of growth. How should it balance opportunities to expand retail stores into a new market (Oslo, Norway) with additional growth in its home market (Sweden) with decisions about investments to build out its nascent online channel? Simultaneously, the company is piloting a new sales associate performance management system: should store associates be measured by monthly targets or will daily targets prove to be more useful?

**SOCIAL ENTERPRISE**

*Fair Trade USA: Scaling for Impact*

Jennifer Walske; Laura D. Tyson

*California Management Review* Article #CMR610 (22 pages)

This article focuses on Fair Trade USA (the leading third-party certifier of fair trade products in North America); founder, president, and CEO Paul Rice; and his challenges scaling FT USA. It also covers the growth strategies that he and his team are debating at a key point in FT USA’s history amid increasing competition from other certification organizations such as Rainforest Alliance and Utz, and general market confusion over consumer packaging labels. Rice and his team are grappling with how to make the Fair Trade USA label more trusted and competitive in the large and competitive consumer packaged goods market, with the goal of becoming a fast-growing, $100 million for-profit social enterprise known initially for its healthy school lunch program. This case's focus is on how RevFoods has now chosen to enter the large and competitive consumer packaged goods market, with the goal of becoming a trusted healthy meal product brand, suitable not just for kids but also for families. This case outlines the challenges in managing 2 distinctive sets of distribution channels, one through the public school system and the other through major food retailers. This case also reviews the history of RevFoods and its growth over the 9 years since the company’s founding.

*Oregon’s Wind Energy Health Impact Assessment*

Arnold M. Howitt; David L. Tannenwald

Harvard Kennedy School Case #KS1131 (24 pages)

From 2010 through 2013, the Oregon Health Authority’s Public Health Division conducted its first health impact assessment (HIA), a process in which a public health organization draws on an array of analytical techniques to gauge the likely health effects of a policy or proposal in another sector (in this instance, the HIA examined the potential effects of wind farms—which constituted a large and growing element of the state’s alternative energy strategy—on residents’ health). After siting the HIA in the context of the state’s “health in all policies” approach (which calls for public health to deepen its connection to other sectors), this case captures the genesis of the HIA, the implementation process, and the response following its publication. The case focuses on how the division’s relatively small staff managed the HIA’s surprisingly large workload and how the public health team worked to incorporate the perspectives of a diverse—and sometimes opposed—set of stakeholders, most notably grassroots opposition groups and representatives of the renewable energy sector.

*Revolution Foods: Expansion into the CPG Market*

Jennifer Walske; Laura D’Andrea Tyson

UC Berkeley-Haas School of Business Case #B5845 (9 pages)

The Revolution Foods case study focuses on a fast-growing, $100 million for-profit organization that has become a high-profile social enterprise known initially for its healthy school lunch program. This case’s focus is on how RevFoods has now chosen to enter the large and competitive consumer packaged goods market, with the goal of becoming a trusted healthy meal product brand, suitable not just for kids but also for families. This case outlines the challenges in managing 2 distinctive sets of distribution channels, one through the public school system and the other through major food retailers. This case also reviews the history of RevFoods and its growth over the 9 years since the company’s founding.

**STRATEGY**

*Akbank: Options in Digital Banking*

Rajiv Lal; Esel Cekin

Harvard Business School Case #515115 (30 pages)

This case discusses the digitalization strategies of Akbank, a leading bank in Turkey, and how to position its digital banking products going forward. The Turkish banking industry was undergoing a transformation prompted by the demands of the country’s digitally savvy young population and by new regulations on consumer banking that threatened banks’ profitability. Akbank had a legacy as the best financial services company in Turkey, but it knew it needed to innovate to maintain that reputation in the digital era. The bank’s chairman, CEO, and EVP of the digital banking unit were evaluating their options. Should they have a separate P&L for the digital banking unit? How should they structure digital banking so Akbank would remain profitable while achieving the vision for innovation and growth laid out by the bank’s chairman?

*Apple’s Future: Apple Watch, Apple TV, and/or Apple Car?*

David B. Yoffie; Eric Baldwin

Harvard Business School Case #716401 (19 pages)

In 2015, Apple CEO Tim Cook knew that Apple, despite its phenomenal success, needed to continue to innovate in new product areas in order to continue its momentum into the future. This case explores three new (actual or potential) product offerings from Apple: the Apple Watch, Apple TV, and the Apple Car. All three categories represented significant opportunities and challenges. The smartwatch category was new and poised for growth when Apple released its watch in April 2015, but the use case remained uncertain and Apple would face a strong challenge from Android-based competitors. The television industry, facing growing dissatisfaction with traditional
identifies the many factors that firms need to consider while developing and implementing a global strategy, such as activities, location, and timing. Together these insights illustrate how competing globally differs from doing business in a single country and suggest frameworks that provide options for global value creation and value capture.

**Is a Start-Up’s Strength Becoming Its Weakness?**
Rama Nanda; Liz Kind
*Harvard Business Review* Case
#R1611K (6 pages)
Case Commentary Available

The creators of the start-up AndFound, an online platform that connects angel investors with a curated selection of promising start-ups, have a towering advantage over similar business accelerators: the site is free. But this central tenet of the company’s mission presents problems as the company looks ahead and considers options for a long-range business model to monetize its services.

**Shareholder Activists and Corporate Strategy**
David J. Collis; Ashley Hartman
*Harvard Business School Case*
#716403 (18 pages)

By 2015, there had been an upsurge in activist shareholders arguing for radical changes in companies’ corporate strategies. Personalities like Carl Icahn, Bill Ackman, and Daniel Loeb were feared and loathed in some quarters and celebrated in others. With nearly $120 billion in assets under management in 2014 and big players like Icahn Enterprises managing $22.3 billion, Pershing Square managing $13.4 billion, and Third Point managing $8.3 billion, activist hedge funds had become a prominent feature of the corporate landscape, escaping some of their earlier approbation as corporate raiders or, even worse, as “greenmailers.” Activism covered a range of approaches and sought to press for changes on a wide range of issues. Yet one of the most common issues concerned the scope of the corporation. Often, activists demanded the splitting up of the corporate entity or the spinning off or sale of part of the company to another owner.

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**BharatMatrimony.Com**
R. Srinivasan; Menaka Rao
Indian Institute of Management-Bangalore
Case
#IMB535 (7 pages)

The case on BharatMatrimony.com elucidates the business model of a matching platform—one that matches the users on one side with those on the other side. This case describes the entrepreneurial journey of the firm and its founder and elaborates on the business model and its attempts at diversification. Key issues for discussion using this case include sustainability of the matching platform business model and identification of the specific industry conditions where such business models could be extended (and where they could not be).

**Case Flash Forward: Zara: Fast Fashion**
*Harvard Business School Baker Library* #B553 (3 pages)

This Case Flash Forward provides a 3-page update on Inditex and Zara, including significant developments, current executives, key readings, and basic financials.

**Competing Globally**
Juan Alcacer
*Harvard Business School Core Curriculum Reading* #B123 (38 pages)
Supplemental Slides and Review Questions Available

This Reading distills, synthesizes, and builds on insights from 5 academic domains that inform the topic of global competition: economics, international business, global strategy, business strategy, and corporate strategy. It identifies the challenges of competing internationally as well as the need for firms that do so to develop a global strategy. It also introduces the DDD (deployment, development, and deepening) framework. This Reading then...
New Case Flash Forwards

Each Case Flash Forward provides educators and students with a 2-3-page update of key changes at a particular company since it was covered in a related case study.

Case studies with new Case Flash Forwards include:

ACCOUNTING
Citibank: Performance Evaluation #198048

FINANCE
Airbus A3XX: Developing the World’s Largest Commercial Jet (A) #201028
Marriott Corporation: The Cost of Capital #298101

GENERAL MANAGEMENT
3M Optical Systems #395017
Honda #384049

HUMAN RESOURCE MANAGEMENT
Nordstrom: Dissension in the Ranks? #191002

INFORMATION TECHNOLOGY
Cisco Systems, Inc.: Implementing ERP #699022

MARKETING
Birth of the Swatch #504096
BMW Films #502046

OPERATIONS MANAGEMENT
Pharmacy Service Improvement at CVS #606015
Toyota Motor Manufacturing, U.S.A., Inc. #693019

ORGANIZATIONAL BEHAVIOR
Leadership, Culture, and Transition at Lululemon #410705

SERVICE MANAGEMENT
Southwest Airlines in a Different World #910419

STRATEGY
Alibaba’s Taobao (A) #709456
Crown Cork & Seal in 1989 #793035
Danaher Corporation #708445
Dogfight Over Europe: Ryanair #700115
Newell Company: Corporate Strategy #799139
Philips versus Matsushita: The Competitive Battle Continues #910410
Samsung Electronics #705508
The Walt Disney Company and Pixar Inc.: To Acquire or Not to Acquire #709462
Zara: Fast Fashion #703497