Leadership and Team Simulation: Everest V3

Instructors around the world have used this award-winning simulation to teach group dynamics and leadership. A newly updated version includes flexible team assignment options to accommodate any class size, as well as optional new team challenges.

KEY UPDATES
• New design, layout, and user experience
• More flexible team assignment options
• Classic, modified, and new team challenges
• Optimization for tablets and mobile phones
• Metric system options
• New instructions, tool tips, and videos

In the simulation, students play one of 5 roles on a team of climbers attempting to summit Mount Everest. Teammates must share information to maximize group achievement and avoid the perils that threaten the group's ability to reach the summit.

Students begin the journey in the role of the Leader, Physician, Environmentalist, Marathoner, or Photographer (or an optional 6th role, Team Observer). The goals associated with each role can conflict with others and require communication and compromise among team members.

CONTINUED ON NEXT PAGE

NEW!
ORGANIZATIONAL BEHAVIOR SIMULATION: LEVERAGING NETWORKS

STUDENTS NAVIGATE THEIR POSITION WITHIN A NETWORK

This fast-paced, 20-minute group simulation teaches students about the structural properties of social networks. Students are placed into networks of 7 to 10 players with the goal of obtaining certain key resources from other members of their network. Concepts include network structures and properties, social capital, reciprocity, and the power of networking. The simulation can be played on any device and in class sizes of 14 or more.

This simulation can be used to emphasize a number of concepts related to social networks and networking, depending on course objectives. A comprehensive Teaching Note covers key learning objectives, including:
• Demonstrate how the properties of a person’s network affect his or her ability to derive benefits from it.
• Change the perception of networking as selfish, opportunistic, or insincere by demonstrating its benefits and potential for reciprocity.
• Understand the relative value of resources on global vs. local levels

CONTINUED ON NEXT PAGE
LEADERSHIP & TEAM SIMULATION: EVEREST V3 FROM PAGE 1

Team Dynamics
Students have 6 simulated days to travel through 5 camps on their way to Everest’s summit. At each camp, students analyze conditions and share conclusions with the team. After a group discussion, students input their own climbing decisions to advance. Students’ ability to effectively evaluate and exchange information determines the team’s success on the climb.

A Transition Guide describes the updates in full detail, and a comprehensive Teaching Note covers how to play and debrief the simulation with students.

The Student Experience
Each student is assigned a position in the network, a set of three resources, and three additional resources to target. The student’s goal is to obtain the target resources as quickly as possible. Students can trade and communicate only with people they are directly connected to, however, and while some students have as many as 4 or 5 personal connections, others might only have 1 or 2. Once the student obtains the target resources, he or she can (but is not required to) continue playing to help others in the network obtain their target resources.

This simulation can be used in leadership and organizational behavior courses at the undergraduate and graduate levels or in career development courses and organizational change courses. Depending on course goals, the simulation can also be paired with readings noted in the accompanying Teaching Note. This simulation has also been effectively used with executives, especially when paired with individual network analysis and planning.

Administrator Options and Tools
Administrators have a variety of features and tools at their disposal. These include customization options related to scenarios and timing, real-time monitoring of student activity, detailed reporting screens, debrief PowerPoint slides, a comprehensive Teaching Note, and author commentary videos.

ORGANIZATIONAL BEHAVIOR SIMULATION: LEVERAGING NETWORKS FROM PAGE 1

ONLINE REVIEWS OF LEADERSHIP AND TEAM SIMULATION: EVEREST V3

“Excellent tool to observe leadership and teamwork in action.”
“In the words of a student: ‘I’ve just had an epiphany!’”
“A tremendous learning experience for the students. It works excellently for both face-to-face and online courses.”

FOR COURSES IN:
• Organizational Behavior
• Leadership
• Career Development
• Organizational Change

Students must work within their network to obtain 3 key resources as quickly as possible.

FREE TRIAL ACCESS Complete Free Trials of simulations are available online to registered Premium Educators.

Not a Premium Educator? Registration is Free: educatoraccess.hbsp.harvard.edu
In this 8-hour online simulation, students analyze customer data and explore various marketing, sales, and customer service strategies that will ultimately affect customer equity and their organization's market value. The simulation prompts students to make strategic investment and organizational decisions relating to customer acquisition, retention, loyalty, and referral in order to grow and sustain a profitable customer base.

Playing the role of chief marketing officer at Hartnow Technologies, a 3-D printing company, students are tasked with driving business growth away from a product-centric strategy toward a customer-centric one. Equipped with an interactive Customer Relationship Management dashboard, students analyze performance metrics to inform their strategic decisions while facing a variety of challenges, opportunities, and fiscal information. Through a series of investment choices, students gather customer behavior data to identify the most valuable customers and maximize their lifetime value, all while trying to find and attract new customers with similar attributes and increase Hartnow Technologies’ market value.

The simulation is designed for team or individual play, and there is no limit to how many students or teams can play in any given run. It is appropriate for undergraduate, MBA, and executive education courses. The simulation seat time is 8 hours, and it can be taught in both physical classrooms and online courses.
ACCOUNTING

Accounting for Income Taxes at Apple Inc.
JUSTIN J. HOPKINS

DARDEN SCHOOL OF BUSINESS CASE
#UV7251 (8 PAGES)

This case provides students with the opportunity to analyze the income tax disclosures for Apple Inc. In particular, it provides for discussion about such topics as deferred taxes, valuation allowances, unrecognized tax benefits, and the statutory rate reconciliation. What is most unique about the example is that Apple reports around $200 billion of cash and investments on its balance sheet. However, students learn that Apple shareholders would incur a significant tax penalty were Apple to repatriate the cash and distribute it to shareholders. Also, Apple designates some foreign earnings but not others as permanently reinvested. Therefore, students can see the accounting effects of both designations.

Cash Flow Statement Confessions: Department Store Retailers (A)
MARK E. HASKINS

DARDEN SCHOOL OF BUSINESS CASE
#UV7230 (11 PAGES)

A fellow named J. T. Funk is fascinated with the fact that there were often clear winners and clear losers in the competitive retail arena, and it did not seem to matter whether a retailer was big or small, old or new, because any retailer could fail. Funk wonders whether there would be any clues in the retailer financial statements he has in his possession that pointed to strength or portended weakness and, if so, what the indicators of either would be.

Contribution Margin: What It Is, How to Calculate It, and Why You Need It
AMY GALLO

HARVARD BUSINESS REVIEW WEB ARTICLE
#H03Y96 (1,310 WORDS)

When running a company, it’s obviously important to understand how profitable the business is. Many leaders look at profit margin, which measures the total amount by which revenue from sales exceeds costs. But if you want to understand how a specific product contributes to the company’s profit, you need to look at contribution margin.

Financial Accounting Reading: Revenue Recognition
DAVID F. HAWKINS

HARVARD BUSINESS SCHOOL CORE CURRICULUM READING
#5066 (36 PAGES)

The overarching goal of the revenue recognition Reading is to help students understand better the substance and implementation challenges of the joint FASB/IASB revenue recognition standard. This Reading includes 4 Interactive Illustrations: Time Value of Money for Revenue Recognition, 5-Step Revenue Recognition, Revenue Recognition Timeline, and Estimating Bad Debt.

Hosted SP: Outsourced Sharepoint
MARY GILLET; CHRIS STURBY

IVEY PUBLISHING CASE
#W13752 (10 PAGES)

The founder of a cloud computing business needs to determine the costs of providing the company’s services to its clients. Students must perform an activity-based costing exercise to determine the cost of the company’s 2 core product offerings and recommend which product should become the company’s focus. Students must also consider the treatment of up-front capital costs when determining profitability. To make a decision, students must understand the company, the industry in which it operates, and the costing issues involved.
JetBlue and the New Revenue Recognition Standard
EMILY BOOTH; ELIZABETH BLANKESPOOR; JACLYN C. FOROUGHI
STANFORD GRADUATE SCHOOL OF BUSINESS CASE #A2331 (12 PAGES) TN

In May 2014, the Financial Accounting Standards Board (FASB) and the International Accounting Standards Board (IASB) issued a converged standard on revenue recognition (ASC Topic 606 and IFRS 15, respectively) aimed at ameliorating difficulties associated with determining when to recognize revenue and at what amount. Prior revenue recognition standards applied broad concepts together with a variety of requirements for specific industries or types of transactions, sometimes resulting in divergent accounting for economically similar transactions. In contrast, the new standard outlined a single comprehensive model to use in accounting for revenue from contracts with customers. In 2014, JetBlue Airways Corporation acknowledged the new revenue recognition standard. This case examines how companies’ accounting practices are affected by broad-based new accounting standards. It is designed to introduce the new revenue recognition standard and help students walk through an assessment of how the standard might impact a company like JetBlue Airways.

Kangaroo Tail Winery Limited (A)
GRAEME RANKINE
THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT CASE #TE0459 (3 PAGES) TN

Two Australian entrepreneurs, Anna Amphlett and Andrew Ferris, decided to start a new venture to produce, market, and distribute high-quality premium wine in Tasmania, an island off the southern coast of Australia. Amphlett and Ferris developed a business plan for a winery business based on a new brand to be called Kangaroo Tail. Amphlett and Ferris were retired executives, each with more than 20 years of experience at Constellation Brands Inc. and Treasury Wine Estates. After a year of experimentation, Amphlett and Ferris finally settled upon a blend that yielded wines with the right aroma, taste, and color. They negotiated a loan requiring them to provide the bank with a business plan and projected financial statements. They are unsure whether the wine operation will be a profitable use of their capital.

MGM Resorts International: Accounts Receivable
LUANN J. LYNCH
DARDEN SCHOOL OF BUSINESS CASE #UV7325 (14 PAGES) TN

The manager at a local investment firm had been reading through a recent report regarding MGM Resorts International when he noticed a drop in the company’s bad debt expense estimate for 2016. He had asked an analyst at the firm to investigate. The manager knew a decrease like this could indicate an improvement in collectability from customers, but he also knew the expense was subject to estimates from management. He needed to know whether or not to interpret the decline as a good sign. This case is intended for use in an introductory financial accounting course to demonstrate the impact of accounts receivable on financial statements.

Ricoh India Limited: Financial Shenanigans
BARNABY CHALKLADER
IVEY PUBLISHING CASE #W17291 (12 PAGES) TN

Ricoh India Limited, a subsidiary of Ricoh Japan, failed to submit its quarterly results in September and December 2015, leading the Bombay Stock Exchange to move the company’s shares from the B category (companies with small-to-mid capitalization rates) to the Z category, which included companies that had failed to comply with listing requirements or had failed to resolve investor complaints. Although the company claimed it had adhered to corporate governance standards and high ethical conduct, it admitted to having falsified its accounting records. Between March 2016 and May 2016, the company’s shares lost 42.3% in market value. What was the impact on the company’s shareholders? After the falsification of the company’s financial statements was made public, should an investor continue to hold the Ricoh India shares or divest?

Target Data Breach: Accounting for Contingent Liabilities
JUSTIN J. HOPKINS
DARDEN SCHOOL OF BUSINESS CASE #UV7357 (4 PAGES) TN

This is a flexible case that provides for discussion about the form and content of 10-K reports, managerial discussion and analysis, non-GAAP reporting, and accounting for contingent liabilities. What is unique is that Target included lengthy disclosures about the data breach, but many questions remain because the breach occurred shortly before year-end. Further, the instructor can compare the contingent liability of $17 million reported in the 2013 10-K with the $201 million in costs incurred by Target related to the breach as of the 2015 year-end.

Tesla’s Non-GAAP Accounting Measurements: Revenue Recognition and Stock-Based Compensation
MARTIN PERSSON; MITCHELL STEIN; SPENCER HIGGS
IVEY PUBLISHING CASE #W17544 (10 PAGES) TN

In November 2014, questions were raised about American electric car manufacturer Tesla Motors Inc.’s accounting practices, which did not follow the generally accepted accounting practices (GAAP). Tesla’s third-quarter 2014 financial statements showed a loss of almost US $75 million when using U.S. GAAP standards, compared to a profit of over $5 million when using its own non-GAAP standards. The accounting discrepancy between the two systems was due mainly to the allotment of vehicle buybacks, stock-based compensation, and regulatory credit sales. Tesla’s share price had risen to $242 from its initial public offering of $17. Had the company’s non-GAAP adjustments influenced investors’ perception of Tesla’s performance and therefore the resulting stock price? Specifically, was it reasonable to state that Tesla had been profitable in the third quarter of 2014? Were Tesla’s non-GAAP adjustments appropriate?

The Economic Development Board: Energizing Growth for Singapore
JUNE GWEE; BOON SIONG NEO
ABCC AT NANYANG TECH UNIVERSITY CASE #NTU119 (42 PAGES)

For the past 50 years, the Economic Development Board (EDB) has been one of the key pillars of Singapore’s economic success. The story of EDB’s strategies through each period of Singapore’s development is well documented. However, much less has been written about EDB’s financing—how it raised EDB’s strategic funds through the years. This case study describes the development of EDB’s strategy and its impact on the development of Singapore’s economic success.
RAFAEL DITELLA; VINCENT PONS; SARAH MEHTA; DAVID LANE
HARVARD BUSINESS SCHOOL CASE #I77034 (23 PAGES)

Over the past several decades, rapid growth in Chinese investment and trade has created for Africa a new development partner. China represents an alternative to U.S. and European nations whose past imperialism, resource avarice, and economic dictates—through the conditionality of IMF and World Bank lending—remain a negative legacy. This case uses the story of Zambia’s Chambishi copper mine, which was purchased in 1998 by the state-owned China Non-Ferrous Metals Mining Corporation, to illustrate China’s growing interest and involvement in the African continent. While many in Africa welcome the substantial Chinese investment, resentment over labor abuses, low pay, and substandard working conditions at some Chinese-owned enterprises fuels anti-China sentiment. At Chambishi copper mine, a 2005 explosion, caused by management’s shoddy adherence to safety standards, killed nearly 50 miners and sparked outrage among Zambians. The explosion marked the first in a long series of protests and safety violations that would unfold at Chambishi over the next 10 years.

In the Cold Light of Day: A Case Study of Argentina’s 2001-2002 Economic Crisis
EDUARDO LEVY YEYATI; MICHAEL WALTON; NICOLAS AJZENMAN; PILAR TAVELLA
HARVARD KENNEDY SCHOOL CASE #KS1277 (12 PAGES)

Argentina’s macroeconomic crisis of 2001-2002 is a classic case of the interaction between exchange rate policy, fiscal policy, banking, and external finance. It makes for a highly engaging teaching case because of its many layers. It was at one level a product of the hard peg of the Argentine currency to the dollar and at another, the loss of competitiveness with changing international conditions. The proximate cause of the crisis was a run on reserves and bank deposits. But these symptoms were also intricately linked to fiscal policy, to IMF policy, to financial conditions, and to Argentina’s underlying political economy. The case is designed as a simulation, focused on the key moment at the end of November 2001 and the roles of Domingo Cavallo (minister of finance), the Argentine industry association, representatives of households, and the IMF. Students have to get inside the roles to understand and defend the position of each group, drawing on tailored background material for each role.

The Next Battle in Antitrust Will Be about Whether One Company Knows Everything about You
BALA IYER; MOHAN SUBRAMANIAM; U SRINIVASA RANGAN
HARVARD BUSINESS REVIEW WEB ARTICLE #HGRV03 (1,394 WORDS)

Regulators must shift attention from mergers to the consolidation of information.

Sugary-Drink Legislation in Massachusetts
MONICA WANG
HARVARD T. H. CHAN SCHOOL OF PUBLIC HEALTH CASE #PH7001 (22 PAGES)

In the fall of 2016, with the January 2017 deadline to file bills fast approaching, state Senator Lewis was contemplating the details of a sugary-drink legislative proposal in the commonwealth of Massachusetts. Senator Lewis had a particular interest in legislative efforts to contain health care costs and prevent chronic disease through prevention and wellness approaches. He was particularly concerned about the rising levels of sugary-drink consumption and associated conditions of obesity and diabetes, considering such drinks “a uniquely toxic food.” As an experienced legislator, he knew he was facing a tough battle and wanted to take an approach that would give the bill the best chance of succeeding. Senator Lewis explained, “Massachusetts should be leading the legislative effort to reduce sugary-drink consumption in the Northeast. Significant opposition from the beverage industry is expected, but we have a real chance of making progress at the local and state levels.”

UK Government Digital Service: Moving Beyond a Website
DAVID EAVES; DANIEL GOLDBERG
HARVARD KENNEDY SCHOOL CASE #KS1241 (22 PAGES)

In 2011, the UK founded a new government agency known as the Government Digital Service (GDS). Facing significant budget challenges, several high-profile information technology failures, and growing demands to “modernize” government services, the government set a mission for GDS to champion a “digital culture” in government, ideally unleashing a wave of both cost savings and innovations. By 2012, GDS had identified billions of pounds of potential savings, centralized the government’s web presence into a single domain (called GOV.UK), and received wide acclaim from technology commentators. However, the leaders of GDS felt there was significantly more work to be done—not only modernizing government services but also convincing civil service to focus more on implementation, user needs, and digital services. This case provides an overview of GDS’s work up to 2012 and considers the strategy and change management questions facing the agency as it seeks to expand.
start her career in this industry by deceiving people. Should she push back on her manager or perhaps ask to do the project another way? This fictional case study written by Sandra Sucher and Matthew Preble features expert commentary by Josh Bersin and Ruwan Weerasekera.

How Do I Know If I Am Morally Responsible?
BIDHAN L. PARMAR
DARDEN SCHOOL OF BUSINESS BACKGROUND NOTE
#UV7323 (5 PAGES)

In this note, a chef perceives that a web site reviewer is responsible for his slowing business because the reviewer allowed fake reviews about his restaurant to be posted. The chef would like this behavior to stop.

Sun Hung Kai: A Governance Crisis in a Family Firm
GILLES HILARY
HEC MONTREAL CASE
#HEC181 (17 PAGES)

The case study documents an incident involving one of the world’s largest family-owned, publicly traded firms. The case is set in Hong Kong, where Chinese, Western, and local cultures intermingle, affecting the way corruption is viewed and dealt with. It involves issues related to conflicts within a prominent family leading to a high-profile scandal, describing tensions between the desire to maintain family control over the firm and the need to maintain proper governance and transparency for financial markets, respond to social pressure from a society that deals aggressively with corruption, and deal with a criminal inquiry that could lead to years in prison. This was all happening while complex political issues simmered in the background.

Turing Pharmaceuticals: Fair Profit or Price-Gouging in the Drug Industry?
CRAIG N. SMITH; ERIN MCCORMICK
INSEAD CASE
#IN1346 (21 PAGES)

This case examines how a drug price increase by one small company, Turing Pharmaceuticals, became the focal point of a controversy that engulfed the entire drug industry. Turing’s decision to raise the price of its anti-infection drug Daraprim from $13.50 to $750 per dose is emblematic of the debate about the responsibilities of pharmaceutical companies and business more generally. The case asks whether pharmaceutical executives have a responsibility to patients when setting drug prices, or whether they are beholden only to their shareholders.

More broadly, what are the responsibilities of companies to shareholders relative to other stakeholders? And what role should those who make public policy take in this domain? While set primarily in the United States, the case raises questions of corporate social responsibility and public policy for the global health care industry and business more generally. It provides an opportunity to explore the potentially conflicting demands of shareholders and stakeholders, the limits of industry self-regulation, and the need for government-imposed price controls, notably in the context of patent monopolies.

Uber and the Ethics of Sharing: Exploring the Societal Promises and Responsibilities of the Sharing Economy
CRAIG N. SMITH; ERIN MCCORMICK
INSEAD CASE
#IN1344 (21 PAGES)

This case explores the changes wrought by the “sharing economy,” examining the innovations and controversies surrounding the online ride-hailing service Uber. It provides a unique overview of the challenges posed by new business models like Uber’s, which use the Internet to link individual providers of goods and services to customers. Raising significant economic, social, and environmental sustainability issues, it asks what the responsibilities of “sharing economy” companies are. More specifically, are they merely “technological platforms” facilitating transactions for private individuals, or do they have the same responsibilities as real-world companies, such as transportation businesses, hotels, and employment agencies?

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China’s Miracle Economy: Causes, Consequences, and Current Status
JOHN MARTHINSEN; NESTOR AZCONA
BABSON COLLEGE CASE
#BAB346 (32 PAGES) [X]

During the past few decades, China has experienced spectacular rates of economic growth, which dwarf those of developed Western countries. This case describes the major policy reforms that have allowed China to transition from an agrarian-based economy to the manufacturing powerhouse it is today. Also discussed are some of the negative consequences of rapid economic growth and the reasons behind China’s recent slowdown, as well as the government’s current efforts to reorient the economy, financial system, and policies affecting international trade and investments.

Combating the Yoga Guru: Dabur’s Dilemma
MANASWINI BHALLA; KOUSTAV DEY; PULKIT AGGARWAL
INDIAN INSTITUTE OF MANAGEMENT–BANGALORE CASE
#IMB643 (25 PAGES) [X]

The case intends to introduce the reader to a disruption in the Indian fast-moving consumer goods (FMCG) industry. A single new entrant, Patanjali, entered the FMCG industry in 2006, combating incumbents and attacking them on all fronts. Within a short time, it was able to produce results and exceed industry expectations. The case starts with the evolution story of Dabur, the world’s largest Ayurvedic and natural health care company. It indicates the major milestones of the company and how over the years it has been able to combat all sorts of threats and retain the top spot in many of the segments it operates in. The case then discusses a potential threat to Dabur from the new entrant, Patanjali. Building on its Ayurveda brand, Patanjali launched a foray into FMCG products and drastically reduced prices. Using the power of a yoga guru that made the product widely accepted among the Indian masses, Patanjali is threatening every FMCG giant in the country. The case then goes on to depict how Patanjali seems to have gone on a direct, frontal attack against all existing big players. The case is written from the perspective of Dabur to understand the nature of the competition it faces from Patanjali.

Hacking Heroin
MITCHELL WEISS; SARAH MEHTA
HARVARD BUSINESS SCHOOL CASE
#IB1010 (30 PAGES)

“Hacking Heroin” was the first hackathon that Annie Rittgers, founder of Cincinnati-based 17a, had organized or even attended. “There will continue to be a lot of preventable overdose deaths and wasted potential if the opioid crisis continues unabated,” she said. “Bright spots and positive momentum matter when it comes to directing the energy that exists in Cincinnati toward addressing the epidemic.” Now, though, days before Hacking Heroin in June 2017, it wasn’t clear that Rittgers’ intercession would prove to be one of these “bright spots.” Not quite 50 people had registered for the free event, and there was no guarantee that they would attend. Sponsorships for the event had been slow to materialize. The 8 challenges that she and the team planned to pose to hackathon participants were mostly, but not entirely, settled. Some, but not all, of the key hospital leaders had signed on to participate in the event. Rittgers wondered what she could do to nudge the hackathon toward success. Were these just expected hurdles, and would it all turn out okay? Were they warning signs that a warranted remedy? Or were they cues that hackathon skeptics had been right all along in asking what kind of way was this to address a problem of epidemic proportions anyway?

The Rise of Behavioral Economics and Its Influence on Organizations
FRANCESCA GINO
HARVARD BUSINESS REVIEW WEB ARTICLE
#HR388X (745 WORDS)

Nobel winner Richard Thaler changed how we think about human behavior.

HBR Guide to Buying a Small Business
RICHARD S. RUBACK; ROYCE YUDKOFF
HARVARD BUSINESS REVIEW PRESS BOOK
#10090 (320 PAGES)

Are you looking for an alternative to a career path at a big firm? Does founding your own start-up seem too risky? There is a radical third path open to you: you can buy a small business and run it as CEO. Purchasing a small company offers significant financial rewards—as well as personal and professional fulfillment. Leading a firm means you can be your own boss, put your executive skills to work, fashion a company environment that meets your own needs, and profit directly from your success. But finding the right business to buy and closing the deal aren’t always easy. In the HBR Guide to Buying a Small Business, Harvard Business School professors Richard Ruback and Royce Yudkoff help you determine whether this path is right for you and show you how to raise capital for your acquisition, find and evaluate the right prospects, avoid the pitfalls that could derail your search, understand why a “dull” business might be the best investment, negotiate a potential deal with the seller, and avoid deals that fall through at the last minute.

KargoCard: Building a Prepaid Gift Card Business in China (A)
BOON SIONG NEO; GILLIAN YEO; XIAOXIAO LIU; WEE KIAT LIM
ABCC AT NANYANG TECH UNIVERSITY CASE
#NTU133 (22 PAGES)

This case features the development of KargoCard, a Shanghai-based prepaid gift card startup, from its inception in 2008 until late 2015/early 2016, when it received news of a potential buyout by a global player. It illustrates the challenges of entrepreneurship, particularly management and leadership in dynamic and foreign business environments. In particular, this case highlights the considerations in pursuing different growth strategies. This case is suitable for graduate-level management, business, and executive development programs that include entrepreneurship and/or tech innovation components.
Male and Female Entrepreneurs Get Asked Different Questions by VCs—and It Affects How Much Funding They Get

DANA KANZE; E. TORY HIGGINS; AURA HUANG; MARK A. CONLEY
HARVARD BUSINESS REVIEW WEB ARTICLE #H03QHY (1,177 WORDS)

There is an enormous gender gap in venture capital funding in the United States. Female entrepreneurs receive only about 2% of all venture funding, despite owning 38% of the businesses in the country. Research finds a new explanation for the gender gap in venture funding.

Rethinking Crowdsourcing

HARVARD BUSINESS REVIEW
HARVARD BUSINESS REVIEW ARTICLE #FIT076A (4 PAGES)

As crowdsourcing evolves, new research finds a pitfall companies should be alert to: consumer voting on the ideas submitted on open innovation platforms is often skewed by social bias, or people’s tendency to like and vote for ideas whose progenitors have liked and voted for their own. A study of 87 crowdsourced projects suggests that when evaluating the ideas that are generated through open innovation, companies should rely less on consumer preference and more on their own evaluative criteria. And the right answer may come from tapping a small number of the right people—ones whose specialized expertise makes their views more relevant—rather than from polling a crowd of random idea generators.

When Founders Go Too Far

STEVE BLANK
HARVARD BUSINESS REVIEW ARTICLE #FIT076G (9 PAGES)

Silicon Valley venture capitalists (VCs) used to routinelyoust start-up founders—who were viewed as green and unskilled—as part of the process leading to an IPO. The author, an adjunct professor at Stanford and a well-known entrepreneurship thinker, describes how VCs gradually came to see founders not as a problem that needed to be solved but as a valuable asset that needed to be retained. In July 2009, when Mark Andreessen cofounded the VC firm Andreessen Horowitz with Ben Horowitz, it was with a key philosophical difference from rival firms: a “founder friendly” focus. Blank argues that this trend has gone too far and the situation at Uber is just the most obvious example of that. He offers prescriptions for how to begin correcting this power imbalance.

Xiaomi: Designing an Ecosystem for the “Internet of Things”

JEREMY B. DANN; KATHERINE BENNETT; ANDREW OGDEN
GREIF CENTER FOR ENTREPRENEURIAL STUDIES–USC
HARVARD BUSINESS REVIEW WEB ARTICLE #SCG527 (22 PAGES) TN

Xiaomi quickly rose to become one of China’s top smartphone manufacturers after its founding in 2010. By mid-2015, it was looking to bolster its declining repeat purchase rate and deepen the impact of its products. The company began to invest heavily in an “ecosystem” of allied companies and compatible smart products. Xiaomi also must determine whether its Internet-based sales model will continue to drive growth or whether it must invest hundreds of millions of dollars in a full-fledged retail network.

Zola

GEORGE FOSTER; SARA ROSENTHAL
STANFORD GRADUATE SCHOOL OF BUSINESS CASE #6625 (22 PAGES) TN

The case describes the journey of Zola, an online wedding registry designed to greatly improve the clunky and impersonal wedding registry process. With innovative features such as group gifting, scheduled delivery, and honeymoon donations, Zola was described as the registry for millennials. As the company achieved significant traction and looked to scale, it had to choose 1 of 3 distinct strategic growth paths to pursue: (1) become the go-to registry site for all major life events, (2) become the online home department store for millennials, or (3) become the premier all-things-wedding web site. The CEO and her team also needed to decide whether and how to raise capital in the context of this strategic decision.

GM’s Capital Allocation Framework

C. FRITZ FOLEY; F. KATELYNN BOLAND; MICHAEL LEMM
HARVARD BUSINESS SCHOOL CASE #218026 (20 PAGES)

In March 2015, General Motors announced the details of a newly established capital allocation framework. This framework provided a target for return on invested capital, guidelines for capital structure choices, and policies related to payouts. Senior managers face questions about how these policies should be implemented and what impact they might have.
Interest-Rate Swap Offered by Sumitomo-Mitsui Bank: Was This for Hedging or Speculation? 
MITSURU MISAWA
UNIVERSITY OF HONG KONG CASE #HK1105 (15 PAGES) ▼

Sumitomo-Mitsui Bank (the bank) was found not to have breached its duty of explanation when an interest-rate swap agreement had been executed between the bank and a customer (the company), under which fixed and floating interest rates would be swapped and the resulting difference settled. The company had borrowed substantially at floating-rate interest and wanted to hedge against the risk associated with rising interest rates. During the period from June 8, 2005, to June 7, 2006, the company paid ¥8.8 million in total to the bank as the difference between the fixed interest rate and the floating interest rate and for penalty interest payments due to delay. The company then sued the bank and asserted that it had breached its duty of explanation, abused its superior bargaining position, and inappropriately and unfairly solicited this agreement with the bank. The company had a basic question about whether this swap was for hedging or speculation, and it claimed that the bank had not fully explained the product and the risk involved.

Larry Puglia and the T. Rowe Price Blue Chip Growth Fund 
KENNETH EADES; DOROTHY C. KELLY
DARDEN SCHOOL OF BUSINESS CASE #UV7218

Set in late 2016, this case recounts the remarkable performance record of Blue Chip Growth Fund (BCGF), a mutual fund managed by Larry Puglia at T. Rowe Price, Inc. The case describes the investment style of Puglia, whose record with BCFG had on average outperformed the S&P 500 since the inception of the fund in 1993. The tasks for the student are to assess the performance of the fund, consider the sources of its success, and decide on the sustainability of Puglia’s performance. Consistent with the introductory nature of the case, the analysis requires no numerical calculations. The instructor should not be deceived, however; the absorption of capital-market background and the implications of financial concepts in the case will fully occupy the novice. This case is intended for use in the opening stages of a finance course. It provides a nontechnical introduction to the U.S. equity markets and lays the foundation for some basic concepts in finance.

Note on Behavioral Finance 
STEPHEN R. ROESTER; AMOS NADLER; MICHAEL LAY
IVEY PUBLISHING CASE #WT5141 (12 PAGES)

Behavioral economics, a relatively new branch of study, formally began in the 1980s and has garnered increasing attention from economists and neuroscientists since. Behavioral finance, a subfield of behavioral economics, attempts to explain financial market-related behavior. This note introduces behavioral finance by providing an overview of fundamental behavioral economic theories and empirical findings, including more recent findings that have expanded the breadth of the field. It also outlines strategies for correcting irrational financial behavior.

OptiGuard, Inc.: Series A-Round Term Sheet 
SUSAN CHAPLINSKY
DARDEN SCHOOL OF BUSINESS CASE #UV7217 (17 PAGES) ▼
STUDENT AND INSTRUCTOR SPREADSHEETS AVAILABLE

This case focuses on an entrepreneur in the cybersecurity industry who is attempting to raise a first round of venture financing. To date, the firm has been unsuccessful in attracting funding from venture capitalists (VCs) and has instead relied on a small seed round from local investors. With funds running short, the entrepreneur is again attempting to raise funds from VCs. During this process, OptiGuard receives a bridge loan from a reputable venture capital firm to tide it over until it can complete a Series A round with the same firm. In November 2015, it receives the terms for a $5 million Series A round, and the students must evaluate the adequacy of the offer in light of other comparable financing rounds and how the terms will affect the future performance and other aspects of OptiGuard in light of the high likelihood of future financing rounds. The case’s main teaching purpose is to provide a basic understanding of the legal and financial issues encountered in early-stage investments. The case incorporates the term sheet for the proposed Series A round and data on the pre-Series A capitalization of the company.

Tesla: The SolarCity Acquisition 
ZHICHUAN FRANK LI; TOMIWA ADEMIDUN
IVEY PUBLISHING CASE #W73407 (14 PAGES) ▼
STUDENT AND INSTRUCTOR SPREADSHEETS AVAILABLE

In mid-2016, the chief executive officer of Tesla, a U.S. manufacturer of electric cars, was interested in acquiring SolarCity, a U.S. solar power manufacturer and distributor. Both Tesla and SolarCity operated in young, high-growth industries; however, despite their high growth rates, both companies were also losing money every year. The companies had similar products and could be a strong strategic fit. The CEO needed to convince Tesla’s shareholders that SolarCity would be a good acquisition target and then determine a fair price to offer.

Aravind Eye Care System: Retaining the Legacy 
SANKARAN MANIKUTTY; KAVIL RAMACHANDRAN
INDIAN SCHOOL OF BUSINESS CASE #ISB090 (18 PAGES) ▼

The case deals with issues of the management of values in a family organization when it is growing and undergoing a generational transition. The organization at the center of this study is Aravind Eye Care System (Aravind), a nonprofit organization managed as a trust but fully financially self-reliant for both its current expenses and its expansion needs. It gave about 50% of its services free, and though its medical competence was unquestioned, its executives believed that its main strength was its value system. Though it may not be fully correct to call it a “family organization” (many of its top management people were not from the family at the time of the case events), family members were seen as having a special responsibility as not only managers of the organization but also as custodians of its values and legacy. The case presents Aravind Eye Care System’s situation in context with a view to identifying the problems in retaining its legacy, which all of its executives agreed was not only invaluable but also the source of its competitive strength.

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Being the Boss in Brussels, Boston, and Beijing
ERIN MEYER
HARVARD BUSINESS REVIEW ARTICLE
#R1704D (9 PAGES)

When misunderstandings arise among members of global teams, it’s often because managers conflate attitudes toward authority with attitudes toward decision making. However, the two are different dimensions of leadership culture, says the author, who has extensive research and consulting experience with global companies. Attitudes toward authority range from strongly hierarchical to strongly egalitarian. Approaches to decision making vary from top-down to consensual. The author explores both dimensions and classifies selected countries according to their position on both scales. The Japanese, for example, are hierarchical in their views toward authority—deferential to the boss and accustomed to waiting for instructions rather than taking the initiative—but they are consensual decision makers who get buy-in before they set a course of action. The author describes the 4 cultural types—consensual and egalitarian, consensual and hierarchical, top-down and hierarchical, and top-down and egalitarian—and the corresponding expectations about leadership in each environment. If you keep those in mind, you’ll be more successful in your cross-cultural interactions.

Corporate Sustainability at a Crossroads
DAVID KIRON; GREGORY UNRUH; MARTIN REEVES; NINA KRUSCHWITZ; HOLGER RUBEL; ALEXANDER MEYER ZUM FELDE
MIT SLOAN MANAGEMENT REVIEW RESEARCH REPORT
#SRM19

In the final report of our 8-year study of how corporations address sustainability, *MIT Sloan Management Review* and The Boston Consulting Group examine the crossroads at which sustainability now finds itself. Despite sociopolitical upheaval that threatens to reverse key gains, our research has shown that companies can develop workable—and profitable—sustainability strategies to reduce their impact on the global environment by incorporating 8 key lessons.

Fiona and Frédéric Bonner
JENNIFER PETRIGLIERI; GIANPIERO PETRIGLIERI; OTILIA OBODARU
INSEAD CASE
#IN1352 (11 PAGES)

This case follows the relationship and careers of an investment banker and a tech entrepreneur as their personal and professional lives unfold. It hinges on the dilemma they face 10 years into their marriage and with 2 young children as job opportunities pull them to different sides of the U.S. The case invites students to explore their opinions about Frédéric and Fiona’s lives and careers to date; their successes, failures, and trade-offs; and their opinions going forward. By doing so, it creates a space for students to reflect on and discuss their experiences and expectations of “managing” the interplay between work, love, and family in their lives. The case challenges students to examine how they define success professionally and personally; how, with, and for whom they make major decisions; whether they can “have it all”; and what that might look like.

The Harvard Business Review Manager’s Handbook: The 17 Skills Leaders Need to Stand Out
HARVARD BUSINESS REVIEW
HARVARD BUSINESS REVIEW PRESS BOOK
#10004 (352 PAGES)

The challenges managers face come in all shapes and sizes—a direct report’s anxious questions, a boss’s last-minute assignment of an important presentation, or a blank business case staring them in the face. To reach full potential in these situations, managers need to master a new set of business and personal skills. Packed with step-by-step advice and wisdom from *Harvard Business Review*’s management archive, the HBR Manager’s Handbook provides best practices on topics from understanding key financial statements and the fundamentals of strategy to emotional intelligence and building employees’ trust.

Leading Transformation
JEFFREY R. IMMELT; RANJAY GULATI; STEVEN PROKESCH
HARVARD BUSINESS REVIEW ARTICLE COLLECTION
#R17058 (15 PAGES)

During his 16 years as CEO, Jeffrey Immelt engineered a radical makeover of GE, repositioning the firm as a digital industrial company looking to define the future of the Internet of Things. In the main Spotlight article, he shares what he learned about leading a giant organization through massive changes. There are several lessons explained in the article: (1) Be disciplined. (2) Soak. (3) Make it existential. (4) Be all in. (5) Be resilient. (6) Be willing to pivot. (7) Embrace new kinds of talent. Immelt’s legacy at GE will be a complicated one. During his tenure, earnings tripled and market share reached record highs, yet the P/E ratio plummeted and the stock price underperformed—no doubt in part because the payoff from some of his bets won’t be clear for a long time to come. The package includes 2 companion articles. “GE’s Global Growth Experiment” examines how GE balances serving local needs with the economies of worldwide scale. “Reinventing Talent Management” looks at how the company is using analytics to augment its core HR processes.

The Overcommitted Organization
MARK MORTENSEN; HEIDI K. GARDNER
HARVARD BUSINESS REVIEW ARTICLE
#R1705C (9 PAGES)

By assigning people to multiple teams at once, organizations can make more efficient use of time and brainpower and do a better job of solving complex problems and sharing knowledge across groups. But competing priorities and other conflicts can make it hard for teams with overlapping memberships to stay on track. Group cohesion often suffers, and people serving on several teams concurrently may experience burnout. Through extensive research and consulting, the authors have identified several ways that both team and organizational leaders can reduce the costs of multi-teaming and better capitalize on its advantages. Team leaders should launch the team well to establish trust and familiarity, map every member’s knowledge flows among teams, and buffer teams against shocks. All this represents a significant investment of time and effort. But organizations pay a much higher price when they neglect the costs of multi-teaming in hot pursuit of its benefits.
Harvard Business Publishing distributes material from many case writing institutions, and the collection continues to grow. Two new partner collections are now available—with Teaching Notes available for all cases.

**Greif Center for Entrepreneurial Studies | USC Marshall School of Business**
A growing collection focused on entrepreneurial ventures and corporations pursuing game-changing innovations. The collection highlights industries in which Southern California is a leading global player: media, entertainment, consumer internet, fashion, health care, tourism, aerospace, cleantech, and other sectors. Cases include:

**ENTREPRENEURSHIP**
- Bratwurst, Beer, and Business: Planning for Growth at Wurstküche
  HBS CASE #SCG526 | 16 PAGES
- Redgate Media Group: M&A During Global Financial Crises
  HBS CASE #SCG524 | 14 PAGES
- Restaurants on the Run: A Founder’s Journey
  HBS CASE #SCG515 | 8 PAGES

**SOCIAL ENTERPRISE**
- InVenture: Building Credit Scoring Tools for the Base of the Pyramid
  HBS CASE #SCG513 | 19 PAGES
- Robert Goodwin: Accelerating Social Impact at Mattel
  HBS CASE #SCG525 | 16 PAGES

**Lahore University of Management Sciences**
This collection highlights an emerging economy with unique sociocultural and political contexts. Subjects vary from business/government relations to finance, including specialized cases in Islamic finance, agribusiness, family business, and public administration. Cases include:

**FINANCE**
- Medium Term Budgetary Framework (MTBF): A
  HBS CASE AVAILABLE
- Pakistan Steel Mills: The Politics of Valuation
  HBS CASE AVAILABLE
- Vineyard Farm: Business Feasibility
  HBS CASE AVAILABLE

**BUSINESS & GOVERNMENT RELATIONS**
- Qadri Group: Family Constitution Writing Process
  HBS CASE AVAILABLE
- The Punjab Health Foundation: Governance Structure and Programme Portfolio
  HBS CASE AVAILABLE

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**RoboTech: Storming into the U.S. Market**
CHRISTOPHER A. BARTLETT; RACHEL GORDON; JOHN LAFKAS
HBS BRIEF CASE #918501 (10 PAGES)

The RoboTech case describes the challenges facing the CEO of a small, Singapore-based industrial robotics company that decides to diversify away from its core industrial robot business by leveraging its expertise in the medical-devices industry. It launches an innovative product (a specialized surgical robot) in an unfamiliar market segment (spinal surgery) and decides to enter the unfamiliar, distant U.S. health care market, which is characterized by rapid technological change and intense competition with large, established competitors. RoboTech’s initial struggles with maintaining product supply and customer support are also complicated by regulatory pressures and shifting reimbursement rates. The case illustrates the strategic and organizational pressures that result from facing numerous unanticipated pressures in a company that lacks the resources, capabilities, and management experience to deal with them. Although the case was developed for courses in international management/international business, it is also well suited to courses in strategy, technology management, and general management.

**Sales Misconduct at Wells Fargo Community Bank**
SURAJ SRINIVASAN; DENNIS CAMPBELL; SUSANNA GALLANI; AMRAM MIGDAL
HARVARD BUSINESS SCHOOL CASE #118009 (36 PAGES)

Set in early 2017, this case examines widespread sales misconduct at Wells Fargo Community Bank. Wells Fargo’s governance and controls are described in the lead-up to the September 2016 announcement that Wells Fargo had settled with regulators for $185 million in relation to the years-long period of misconduct in sales. The case describes subsequent investigations, terminations, compensation clawbacks, and other consequences.
Decoding CEO Pay*
ROBERT C. POZEN; S. P. KOTHARI
HARVARD BUSINESS REVIEW ARTICLE
#R7046 (8 PAGES)

Each year, most public companies issue reports describing the pay packages of their CEOs. In these documents, compensation committees attempt to explain the rationale behind the pay figures to the shareholders, who often must vote to approve them. The issue is that in their reports, many committees adjust performance numbers in obscure and inappropriate ways that lead to overly generous CEO pay—and they do so using nonstandard criteria that are difficult for even sophisticated institutional investors to decode. In this article, the former executive chairman of MFS Investment Management and an MIT professor of accounting and finance sort through the reports’ fine print and expose practices that stack the deck in CEOs’ favor.

Eliminating the Gender Pay Gap: Gap Inc. Leads the Way
KELLIE A. MCELHANEY; GENEVIEVE SMITH
UC BERKELEY–HAAS SCHOOL OF BUSINESS CASE
#BS5892 (17 PAGES)

This case examines Gap Inc. as a trailblazer in gender pay equality, with a focus on investing in gender equity in leadership positions. Since Gap Inc. made history in 2014 by becoming the first Fortune 500 company to announce that it pays female and male employees equally for equal work, attention to equal pay by individual employees, companies, and governments has continued to grow. This case provides a historic perspective of pay in the U.S., defines methods for accurately measuring it, identifies the barriers to equal pay, and describes practices and policies companies can implement to achieve equal pay and attain higher representation of women in leadership positions. This case highlights how Gap has achieved equal pay and continues to ensure it, including through annual pay analysis, the prevalence of sponsorship, and family-friendly policies.

Maggie Wilderotter: The Evolution of an Executive
BORIS GROYSBERG; SARAH L. ABBOTT;
ROBIN ABRAHAMS
HARVARD BUSINESS SCHOOL CASE
#417091 (18 PAGES)

In a career that spanned over 30 years, Maggie Wilderotter served as CEO of 2 publicly traded companies and served on 32 corporate and 9 association and nonprofit boards of directors. As CEO of Frontier Communications, a U.S. telecom company with over $25 billion in assets, Wilderotter executed 3 major acquisitions, transforming the company’s business mix and more than doubling its size. This case explores Wilderotter’s career, examining the personal characteristics that made her such a successful executive and board member. The case also looks at the turning points in Wilderotter’s career, the decisions she made, and the way in which she built her skills.

Sensing (and Monetizing) Happiness at Hitachi
ETHAN S. BERNSTEIN; STEPHANIE MARTON
HARVARD BUSINESS SCHOOL CASE
#418019 (10 PAGES)

Inspired by research linking happiness and productivity, Hitachi invested in developing new “people analytics” technologies to help companies increase employee happiness. Hitachi had begun manufacturing high-tech badges that quantify a wearer’s activity patterns. Data from these devices revealed an unusually high correlation between certain patterns of activity and a person’s subjective sense of happiness at work. Rather than depending on mood rings or even facial expressions, both of which were highly unreliable, Dr. Kazuo Yano—the mastermind responsible for bringing “happiness sensors” to market—believed he now had the ability to accurately sense happiness. When combining information from these sensors with other sources of data like Outlook calendars or email, Dr. Yano’s team could pinpoint with scientific precision which activities, events, or even people generated the most happiness in employees at work. With a firm proof of concept in hand, Dr. Yano was ready to push the business model further. He was rolling out an app to provide personalized “happiness” recommendations to employees, and he was considering other ways to automate the model to bring it to scale. He was confident that the new technology had the power to transform employee happiness and the productivity of workforces, in Japan and beyond, if only he could find the right business model to launch such a happiness movement.
ability to exploit the volumes of information available to us. Augmented reality (AR), a set of technologies that superimposes digital data and images on physical objects, is closing this gap. By putting information directly into the context in which we’ll apply it, AR increases our ability to absorb and act on it. This article walks readers through the questions firms need to ask when integrating AR into their strategies and operations.

**DXSD: Transforming Migrations**

CHITRA SHARMA; SANGEETA SHAH

IVEY PUBLISHING CASE

#W17358 (6 PAGES) 14

On January 23, 2015, DXSD India received an opportunity to add a complex new line of business to the company’s value chain. The head of DXSD India, a shared service division of a UK bank, was concerned about his company’s ability to take on more complex work. Gaps had been identified in the existing process migration framework, so a new framework was proposed to fix the gaps. The new framework was not tested and did not yet have approval from the onshore project management office. DXSD India had 2 days to decide whether to use the existing way of working or to pursue the proposed new framework. Would simple repairs of gaps within the current framework be sufficient to transform migrations, or should a new framework be developed?

**Fintech: Choosing a Cloud Services Provider**

CLINTON DANIEL; JANIS L. GOGAN

NORTH AMERICAN CASE RESEARCH ASSOCIATION CASE

#NA0473 (30 PAGES) 14

The Fintech case addresses the perspective of a company purchasing cloud computing services as opposed to that of a vendor selling cloud computing services. It offers the added benefit of describing an important specialist intermediary in the highly regulated and complex U.S. alcoholic beverages industry. The case has been tested in MIS and IT management classes in undergraduate, MBA, MS-IT, and DBA programs. It introduces cloud concepts (SaaS, IaaS, PaaS) and provides an opportunity for students to consider technical, economic, operational, and strategic factors when making mission-critical IT decisions such as moving an important application to the cloud. Students can also consider how to mitigate risks associated with particular providers. The instructor can use the case to introduce students to pilot testing and issues in vendor selection and ongoing management. After considering the strengths and weaknesses of each provider and the provider selection process, the instructor can ask students to recommend a provider and/or other steps that should be taken before making a final decision.

**From On-Premises Software to Software-as-a-Service: Transforming C3 Solutions**

GREGORY VIAL; SUZANNE RIVARD

HEC MONTREAL CASE

#HEC187 (18 PAGES) 14

This case describes the evolution of a software development firm’s infrastructure supporting the development, delivery, and operation of applications over 2 decades. The firm in question is C3 Solutions (C3), a small Canadian software development firm active in a niche market within the transportation and logistics industry. Focusing on the transformation of C3’s business model, the case provides before-and-after pictures of the infrastructures in place and illustrates the evolution of infrastructures in software development firms. C3’s success was originally based on the development and sale of on-premises software. Due to pressures originating within the company and its environment, this business model became difficult to sustain, and the organization’s survival was threatened. In response, C3 carried out a profound transformation of its business model, becoming a provider of software as a service (SaaS). To achieve this transformation, the company had to modify its IT infrastructure.

**How Machine Learning Is Helping Morgan Stanley Better Understand Client Needs**

RANDY BEAN; THOMAS H. DAVENPORT

HARVARD BUSINESS REVIEW WEB ARTICLE

#H03TCT (573 WORDS) 14

This article discusses how Morgan Stanley is using machine learning to understand its clients better, focusing on the predictive analytics and customer relationship management aspects of the technology. The article highlights how machine learning is being used to automate investment advice from financial firms, which has been referred to as robo-advisers. While no one in the industry is particularly fond of the term, it has caught on. However, the enhanced human advising process—augmented by machine learning—recently announced by Morgan Stanley goes well beyond the robo label and may help build deeper relationships.

**Managing Our Hub Economy**

CARLOS IANSTITH; KARIM R. LAKHANI

HARVARD BUSINESS REVIEW ARTICLE

#R1704J (13 PAGES) 14

A small number of digital superpowers—Alibaba, Amazon, Microsoft, and others—have become “hub firms” because they control access to billions of mobile customers coveted by all kinds of product and service providers. These hubs drive increasing returns to scale and claim a disproportionate share of the value being created in the global economy. The authors argue that the hub economy will continue to spread across more industries, concentrating more power in the hands of a few. As an example, they take an in-depth look at the auto industry and how Apple and Alphabet/Google are poised to become the main beneficiaries as cars turn into digitally connected spaces for work, entertainment, and shopping. As hubs proliferate and expand their reach, the danger is that they will exacerbate economic inequality and threaten social stability. It is thus incumbent on all stakeholders—traditional companies, start-ups, institutions, and communities—to make certain changes in the ways they do business. Moreover, hub firms themselves must lead responsibly for the good of all, not just creating and capturing value but doing more to sustain other players in the ecosystem.
a more subtle reworking of multinationals’ strategies. This article examines common misperceptions about what is—and isn’t—changing about globalization and offers guidelines to help leaders decide where and how to compete in a complex world.

LG Display Wroclaw: Creating a Workplace of Joy
K. Ravi Kumar; Divya Bhutiani
ABC at Nanyang Techno University Case
#NTU137 (12 PAGES)

This case highlights the initial challenges faced by LG Display when it opened a TFT-LCD module plant in Wroclaw, a small city in southern Poland approximately 340 kilometers away from Warsaw. The Polish plant was important for LGD because it offered significant savings in distribution costs. Furthermore, the geographical adjacency to target markets gave LGD a head start compared with the main competitors. The company had positive return-on-investment (ROI) expectations from this plant. Soon the company started facing low employee productivity and high employee turnover due to cultural clashes between Korean managers and Polish workers. The results were exactly opposite the initial expectations, and the dream of making the Polish plant a workplace of joy was shattered. This case shows the pressure faced by Ji-Hyung Kim, LG Display’s country director of the Polish plant, to improve the working culture of the plant in the next year, as his reputation and promotion were at stake.

VivaColombia: The Challenge of Growing a Low-Cost Airline in Latin America
Elkin Rave; Juan Franco
HEC Montreal Case
#HEC195 (23 PAGES)

The case describes the emergence and business model of VivaColombia, a low-cost Colombian airline. Since its inception, VivaColombia has grown within both the domestic and international markets. Although VivaColombia’s board of directors was satisfied with the results achieved to date, they disagreed about how to proceed. Some board members believed that VivaColombia should consolidate its domestic operations. They were concerned about the large number of customer service complaints that had accompanied its rapid growth. In addition, 2 low-cost international carriers were planning to enter the Colombian market, which the board feared would jeopardize VivaColombia’s position in the domestic market. Other board members thought VivaColombia should take advantage of the opportunity to expand into Brazil, a major Latin American market, presented by Aerocivil, Colombia’s civil aviation authority, which had authorized VivaColombia to operate the Bogotá, Colombia-Sao Paulo, Brazil route. Students must decide whether the company should expand into Brazil or consolidate operations in the domestic market.

Yogo Game: Strategy in the United States
Yang Xiaohua; William Wei; Ken C. Chou; Stavros Christoforou; Natasha de Silva; Henry Patterson
Ivey Publishing Case
#W17311 (10 PAGES)

Yogo Game, Inc., a successful Japanese social media company, launched a subsidiary in the U.S. in spring 2016, the parent company directed the subsidiary to expand its U.S. operations. Yogo Game America projected that it would need to triple its workforce by the end of 2017, which required that the U.S. subsidiary decide whether to hire locals or expatriates and whether to adopt the company’s home culture of Japan or its adopted culture in the U.S. Indeed, the authors observe, many foreign multinationals have increased their focus on India. However, many foreign executives are frustrated that they cannot replicate in India the same strategies that led to success in China. The authors present a framework for foreign multinationals for a successful first-time entry into India or for upgrading an existing operation in India that has not been very effective.

Coolness is a quality that is widely desired but not widely understood. While many brands seek to establish themselves as “cool,” few have a clear idea of how to get there. In this technical note, we present a general framework for coolness that can be used by consumers and managers alike to better understand how to create an air of cool around themselves, their brand, or their products. Our framework rests on 4 traits—autonomy, authenticity, attitude, and association—and on the interplay between them. Using this framework, we answer questions such as “What makes something cool?” “What do cool brands do differently?” and “How can something cool become uncool?” Drawing on the literature surrounding autonomy, identity, norms, and impression formation as well as real-world examples of best practices and common pitfalls, the note seeks to help students navigate the ambiguous world of coolness.

Audio Advice: From Retail to E-Tail
Michael A. Stanko
Ivey Publishing Case
#W17403 (11 PAGES)

Audio Advice was a brick-and-mortar audio specialty retailer with 2 stores in North Carolina. Traditionally, audiophile components were sold only through specialty stores. However, this practice was shifting, with a growing portion of sales occurring online. Audio Advice wanted to capture a portion of this growing channel, so it started online as an Amazon Marketplace seller. Though this channel resulted in quick revenue growth without a great deal of initial investment, it was not suitable in the long term. Audio Advice’s managers had a bigger vision. In planning it’s transition to it’s own e-commerce site, Audio Advice needed to consider branding. Should they extend its existing brand, use a sub-brand, or develop their hold on India the same strategies that led to success in China. The authors present a framework for foreign multinationals for a successful first-time entry into India or for upgrading an existing operation in India that has not been very effective.
a new one? How would each option affect in-store sales, Audio Advise’s reputation, and the willingness of audiophile brands to allow online sales of their products?

Behavioral Drivers of Brand Equity—Head & Shoulders in India
LOVENEET TYAGI; S. RAMESH KUMAR
INDIAN INSTITUTE OF MANAGEMENT-BANGALORE CASE #IM8645 (15 PAGES) $4

What are the nuances that link brand positioning, brand associations, and brand equity aspects of a brand performing successfully in the market? This question for an emerging market such as India is one that triggers many approaches among academics and practitioners. Head & Shoulders brand from Procter & Gamble is a multinational brand that grew rapidly in India after displacing a well-entrenched brand of shampoo. The brand’s effective positioning had struck a chord with consumers and sustained its success over a period of time.

With several competitive brands entering the category of shampoos, the brand manager for Head & Shoulders felt that its positioning, though effective, could not last forever. Could it be strengthened? The company conducted a consumer behavior study, and the results were interesting yet challenging, highlighting a more complex situation than the brand manager had assessed.

Competing on Social Purpose
OMAR RODRIGUEZ VILA; SUNDAR BHARADWAJ
HARVARD BUSINESS REVIEW ARTICLE #R170SG (9 PAGES)

Consumers increasingly expect brands to have a social purpose beyond mere functional benefits. As a result, companies are taking social stands in very visible ways. For example, TOMS’ one-for-one program donates shoes and other goods for every product the company sells. Such programs can benefit society and the brand, but they may fizzle or actually harm the company if they’re not carefully managed. (Recall Starbucks’ widely mocked Race Together campaign.) Marketing professors Vila and Bharadwaj have developed an approach they call “competing on social purpose,” which ties a brand’s most ambitious social aspirations to its most pressing growth needs. An effective strategy creates value by strengthening a brand’s key attributes or building new adjacencies. At the same time, it mitigates the risk of negative associations and threats to stakeholder acceptance. In order to create value for all stakeholders—customers, the company, shareholders, and society at large—managers must integrate considered acts of generosity with the strategic pursuit of brand goals.

France’s “Horsegate” Scandal: Marketing Communications Addressing the Aftermath of a Food Fraud/Product Recall
NORMAND TURGEON; JOANNE LABRECQUE; PHILIPPE LEFEBRE
HEC MONTREAL CASE #HEC191 (13 PAGES) $4

This case describes a major food fraud scandal that resulted in a much-publicized product recall. The episode was dubbed “Horsegate” by the national and international press. In early 2013, a scandal broke out in Ireland and the UK when horsemeat was found in frozen prepared meals sold as containing 100% beef. Findus Nordic, the company involved in the scandal, sold the same products in France. The press launched an investigation, and there were numerous media reports. A French company, Picard Surgelés, was found to have 2 products tainted with horsemeat. Both companies had to recall their products. Politicians got involved and carefully followed the crisis. Organizations in the supply chain implicated in the scandal struggled to defend themselves and blamed each other. French consumers reacted, and sales of frozen meat products dropped sharply. Findus Nordic and Picard Surgelés’s brands were the most heavily impacted in France. This case focuses on Picard Surgelés, an integrated food processor that sells its store brand (private label) products in a company-owned chain of retail stores. The company needs help, and brand managers and marketing communications specialists must assess the situation and make recommendations to address the aftermath of the food fraud/product recall.

Harley’s Corner: Positioning Dilemma in the Pet Food Market
MADHURIMA DEB
IVEY PUBLISHING CASE #W17354 (14 PAGES) $4

In January 2016, the CEO of Harley’s Corner, an India-based online retailer of gourmet dog food, faced a decision dilemma. He needed to decide on the most suitable positioning strategy for the business, which competed against several well-known brands, including other fresh, gourmet, home-cooked food for pets. Harley’s Corner needed to convey a proposition that ran deeper than simply representing an “all-natural, home-cooked” fresh pet food. How could he differentiate the offerings in a relevant way to retain his loyal customers, attract new customers, and thereby grow the business? What was the best way to position his brand, Harley’s Corner, which catered to a niche segment?

KITKAT in Japan (A): Sparking a Cultural Revolution
PHILIP SUGAI; ADRIAN SOSSNA
IVEY PUBLISHING CASE #W17424 (12 PAGES) $4

In 2008, the marketing manager for Nestlé Japan’s confectionery business and his team were struggling to redefine the KITKAT brand in the Japanese market. KITKAT as a brand faced a real threat as the retail environment rapidly shifted toward increasingly powerful convenience store chains and consumer preferences shifted toward more novel consumable products. With more than 200 companies competing in Japan’s crowded and relatively stable confectionery market, Nestlé Japan was facing the harsh realities of Japan’s famed position as the world’s toughest consumer market. To address these challenges, Nestlé Japan worked over 15 years to instill deep meaning in the KITKAT brand and then, based upon this foundation, created a comprehensive product portfolio. How can KITKAT capitalize on its past success as it moves forward?

Lululemon Athletica
ALICE M. TYBOUT
KELLOGG SCHOOL OF MANAGEMENT CASE #KE1010 (10 PAGES) $4

The case traces the development of Lululemon Athletica (Lulu) from founder Chip Wilson’s first post-yoga epiphany in 1997 through the sale of all his shares in 2015. The case outlines Wilson’s early experience in technical performance wear, which gave him the expertise needed to launch the Lululemon brand with its premium-priced,
In June 2014, MannKind Corporation announced that after years of development and billions of dollars in expenses, the FDA had finally approved its drug Afrezza. MannKind would thus be the only company with an inhalable insulin on the market. As an alternative to injectable rapid-acting (or mealtime) insulin, Afrezza boasted a potential market of at least 4 million diabetic patients. Shortly thereafter, Sanofi, a company with vast experience in the diabetic space, became MannKind’s marketing partner and helped launch Afrezza in February 2015. Although the drug had a black-box warning and required doctors to perform a lung test on patients, expectations were high, with some analysts predicting peak sales of up to $4 billion a year. However, when Afrezza generated lackluster first-year sales, it drove Sanofi to terminate its short-lived contract with MannKind in 2016. MannKind’s management attributed the launch’s failure to a poor marketing approach, convinced that Sanofi, despite its strong global presence and experience, did not effectively address critical barriers to adoption. The company planned to overhaul Afrezza’s entire marketing strategy.

Predicting Net Promoter Score (NPS) to Improve Patient Experience at Manipal Hospitals
RAHUL KUMAR; SANDHYA SHENOY; UNNIKRISHNAN DINESH KUMAR
INDIAN INSTITUTE OF MANAGEMENT-BANGALORE CASE
#IMH640 (11 PAGES) INSTRUCTOR SPREADSHEET AVAILABLE

Manipal Hospitals had the advantage of being the “oldest” health care group in India. In 6 decades, the group established a reputation for being ethical and patient friendly. In 2017, Manipal Hospitals catered to around 2 million customers from India and overseas through their tertiary- and secondary-care facilities. Ajay Bakshi, MD, CEO of Manipal Hospitals, strongly believed in moving toward a more tangible outcome through feedback collection. Collecting and tracking the net promoters score (NPS) was an integral part of patient care at MHE. He also believed that closing the loop was a central theme of the NPS and therefore pivotal to understanding and improving the deficiencies in the system. Dr. Bakshi believed that an NPS score itself is only the tip of the iceberg. Understanding what leads to the NPS score, especially the causes of detractors and promoters, and asking follow-up questions on reasons for the score given, are what provide the real value.

Rocket Fuel: Measuring the Effectiveness of Online Advertising
ZSOLT KATONA; BRIAN BELL
UC BERKELEY-HAAS SCHOOL OF BUSINESS CASE
#BS894 (6 PAGES) STUDENT AND INSTRUCTOR SPREADSHEETS AVAILABLE

The case describes an experiment designed to measure the effectiveness of an online display advertising campaign. After running the campaign for their client, Rocket Fuel’s analysts are tasked with proving the campaign was effective and had a positive ROI. The experiment involves randomly assigning Internet users to a test or a control group based on cookies that uniquely identify each user visiting a site where Rocket Fuel can place an ad. Users in the test group see an ad for a newly released handbag by TaskaBella, Rocket Fuel’s client. Users in the control group are shown a public service announcement that is unrelated to the advertised product. Based on the unique IDs, Rocket Fuel is able to track which user eventually purchased a handbag from TaskaBella, allowing the analysts to discern the effectiveness of the campaign. A detailed data set is provided that allows students to conduct their own analysis.

Tantan: Love at Right Swipe
KERSI D. ANITA; AMANDACHAN
IVEY PUBLISHING CASE
#W17018 (17 PAGES)

In July 2016, the founder and chief executive officer of Tantan, a Chinese mobile dating application, considered the progress made by his firm since its launch less than a year earlier. Tantan had more than 2 million active users, yet significant challenges remained. The top management team needed to make several important decisions regarding Tantan’s target audience, the positioning of the company, and how best to carve out a viable niche in China’s fast-growing and increasingly competitive mobile dating market.

The Power of Consumer Stories in Digital Marketing
GLEN L. URBAN; RENEE RICHARDSON
GOSLINE; JEFFREY LEE
MIT SLOAN MANAGEMENT REVIEW ARTICLE
#SMR615 (6 PAGES)

New research finds that stories about consumers’ positive experiences with a brand significantly increase engagement with brand web sites, and stories originating from consumers are especially powerful in shaping brand attitudes in social media. Indeed, companies that aren’t offering experiences that leverage consumer input with brand web sites, and stories originating from consumers are especially powerful in shaping brand attitudes in social media. The top marketing job in a company is a minefield where many talented executives fail. This article collection examines what makes the position so risky—and how firms can set up chief marketing officers (CMOs) for success. In “Why CMOs Never Last,” marketing professors Kimberly Whittler and Neil Morgan highlight that 80% of CEOs don’t trust or are unimpressed by their CMOs. CMOs have the briefest tenure in the C-suite. This churn can lead to serious internal disruptions. What can be done to end the problem? After doing extensive research, the authors believe that the main cause is faulty role design. To rectify the situation, companies need to understand the 3 main kinds of CMO roles and then tailor the CMO’s duties and success metrics accordingly. Next, “The Power Partnership” explains how digital technology has blurred the line between the CMO’s job and the CIO’s.
executives now need to collaborate on an unprecedented level. In “Reflections of a Six-Time CMO,” Joe Tripodi, a top marketing officer, shares his thoughts on how the job has changed since the 1980s and the keys to making it as a CMO. In “A Recruiter’s Prescription,” Greg Welch, who has placed nearly 500 CMOs in his role as an executive recruiter for Spencer Stuart, shares his frustration over how many smart executives fail in this position. Finally, “The Evolution of the CMO” takes a decade-by-decade look at how the growth of new marketing tools, channels, and challenges has expanded and reshaped the CMO’s responsibilities.

**NEGOTIATION**

**Batten Down the Anchors: Responding to Another Negotiator’s First Offer**  
**BRIAN GUNIA**  
**BUSINESS HORIZONS ARTICLE**  
#B1619 (4 PAGES)

Drawing from a wealth of negotiation research, my previous installment of “Negotiating Life” advised negotiators to make the first offer if they can. But sometimes they can’t. Sometimes, despite a negotiator’s best efforts, the other side moves first. In this article, I provide a framework for responding to another negotiator’s first offer, suggesting that the appropriate response varies markedly depending on the quality of the offer. This makes for a more comprehensive strategy for making and managing early offers in a negotiation.

**How to Ask for the Job Title You Deserve**  
**REBECCA KNIGHT**  
**HARVARD BUSINESS REVIEW WEB ARTICLE**  
#H03SBZ (2,310 WORDS)

Your salary shouldn’t be the only thing on the negotiating table. Your job title isn’t everything—but it does matter. When you’re offered a new role or have been in the same position for some time, how should you think about what title you deserve? How do you decide whether it’s worth negotiating?

**The Most Overused Negotiating Tactic Is Threatening to Walk Away**  
**JAY A. HEWLIN**  
**HARVARD BUSINESS REVIEW WEB ARTICLE**  
#H03WAI (1,408 WORDS)

Focus on what you’ll both gain from making a deal.

**NEW ONLINE TOOL**

**Negotiation 360**  
**MICHAEL A. WHEELER**

The Negotiation 360 online tool helps students identify their current negotiating strengths, weaknesses, and styles and then track their performance in role play negotiations over time. Each student has access to a self-assessment profile, negotiation performance ratings and scorecards, peer feedback, and a library of best practices. Faculty create assignments and view results via the administrator dashboard.

**HARVARD BUSINESS SCHOOL**  
#H8865 | TN

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**OPERATIONS MANAGEMENT**

**Durian Capital Inc.**  
SAMEER HASLJA; HARRY GROENEVELT; CHINMAY BHATT

**INSEAD CASE**  
#IN360 (3 PAGES)  
SUPPLEMENTARY ASSIGNMENT AND BREAKOUT EXERCISE AVAILABLE

The case shows how concepts from operations management can be applied to a service (as opposed to manufacturing) setting. With private equity as the setting, it aims to help students understand how to use systematic process and queuing analysis to design a professional service operation.

**Dynamic Technologies (India) Limited: Strategic Integration into the Aviation and Aerospace Global Supply Chain**  
ABHOY OJHA; JISHNU HAZRA

**INDIAN INSTITUTE OF MANAGEMENT—BANGALORE CASE**  
#IM6037 (13 PAGES)  
TN

Dynamic Technologies (DT) is an India-based aerospace manufacturing company that supplies subsystems to a Tier 1 aerospace vendor. Owing to DT’s superior performance, the aerospace OEM offered to directly source the entire system from DT. As a supplier to the Tier 1 vendor, DT was engaged primarily in labor-intensive assembly operations. However, as DT is a direct supplier to the OEM, it will also involve complex precision manufacturing. The question is whether DT will be able to conduct this critical operation in-house or depend on a European company that was engaged in the precision manufacturing when DT was supplying the Tier 1 vendor. There were other complexities, including sourcing materials from Europe. The CEO of the company was grappling with 2 options suggested by his deputies and with the inherent risks involved.

**Flex Hungary: Launching Production (A)**  
WILLY SHIH

**HARVARD BUSINESS SCHOOL CASE**  
#618002 (19 PAGES)

This case examines design choices in the construction of flow lines. Flow lines are a popular way of arranging production because they are simple and inherently efficient. Equipment or workstations are arranged according to the sequence of steps in which a product is made. Each step consists of a set of tasks that individually are minimum rational work elements. These are combined to form the work assignment associated with the step. The work follows the same sequence of operations as it moves down the line, and the sequence is fixed from batch to batch. The case setting is a production site in Hungary that is starting up the production of a personal beverage maker. Should the team implement a conveyor-paced line in preference to a manual pull system? An analysis of process steps and times gives students an opportunity to debate this question.

**Improving the Flow of People: The Victoria Station Redesign**  
MARK FAGAN; GUY STUART  
**HARVARD KENNEDY SCHOOL CASE**  
#KS1244 (11 PAGES)

Transport for London is in charge of an extensive network of Underground (metro) stations, some of which are more congested than others. This case looks at capacity planning, with the heavy-traffic Victoria Station as its primary focus. An overview is provided of the main activities an Underground rider must carry out either to enter the station and eventually board the train or exit the station. The case provides the quantitative data—such as passenger volume, process capacity, and throughput—necessary to assess the
bottleneck and opportunities to enhance circulation. Some preliminary analysis is provided for the causes of the station's congestion, with students expected to conduct their own in-depth assessment using the data provided.

Queue Management: Elimination, Expectation, and Enhancement

ELLIOTT N. WEISS; CHAD TUCKER
DARDEN SCHOOL OF BUSINESS BACKGROUND NOTE
#UV7347 (9 PAGES)

The mathematical relationships predicting average waiting time as a function of arrival patterns, service time distributions, number and types of servers, and various queue disciplines are well-known. In this note, we address the problem of managing queues by managing perceptions of waiting. Basic operations-management principles can easily address issues of fairness: form one line instead of many; apply first-come, first-served principles (unless an "express lane" can be formed in a way that everyone finds fair); and do not allow line jumping. Innovative approaches to queue management, though, can alleviate or reverse the boredom and manage expectations, making the process less painful for customers and frontline employees through 3 mechanisms: (1) eliminating or reducing the wait, (2) managing expectations, and (3) enhancing the experience. We discuss numerous examples of innovative queue management that fit into this framework.

ShopClues.com: Turning Logistics into a Competitive Advantage

ANUPAMA PRASHAR
IVEY PUBLISHING CASE
#W17389 (10 PAGES) 14

In March 2016, the senior director of logistics and fulfillment at ShopClues.com, a leading online marketplace headquartered in Gurgaon, India, reflected on the positive turnaround in the company's logistics strategy. Until 2014, the company had depended on air transport for shipment delivery, which limited it to Tier 1, Tier 2, and a few Tier 3 cities. It had relied entirely on the few national courier services available. As key executives worked at transforming ShopClues into an organization that emphasized people and development, they faced various challenges related to collecting, managing, and leveraging large volumes of data.

Supply Chains Built for Speed and Customization

MANNOHAN S. SODHI; CHRISTOPHER S. TANG
MIT SLOAN MANAGEMENT REVIEW ARTICLE
#SMR082 (5 PAGES)

Thanks to emerging technologies like 3-D printing, manufacturers can offer consumers customized products and do so with unprecedented speed. Intrigued by a new product you saw in a YouTube video? Well, someday soon, you may be able to personalize it, order it via the company's web site, and have it in your hands in a matter of days. But to enable this phenomenon at scale, an entirely new model of supply chain is required.

Agoda: People Analytics and Business Culture (A)

KENNETH GOH; KEN MARK
IVEY PUBLISHING CASE
#W17429 (15 PAGES) 14
B CASE AVAILABLE

In the spring of 2016, the chief executive officer of Agoda Company Pte. Ltd. (Agoda), a subsidiary of The Priceline Group, Inc., wanted to transform the firm's human resource practices using data analytics. The idea was not just to get more data but also to use this data to help managers gain insights to make better decisions. The 3 main focal areas of this exercise were recruitment, performance evaluation, and compensation. As key executives worked at transforming Agoda into an organization that emphasized people and development, they faced various challenges related to collecting, managing, and leveraging large volumes of data.

Deloitte and KPMG: The War for Talent

SANJEEV PRASHAR; AMITABH DEO KODWANI; MUKESH KUMAR
IVEY PUBLISHING CASE
#W17391 (9 PAGES) 14

In 2016, India witnessed an intense war for talent acquisition in consulting when Deloitte Touche Tohmatsu India LLP (Deloitte) poached 20 partners and their teams—around 300 people in total—from KPMG India (KPMG). Deloitte offered higher compensation to attract KPMG executives and lured partners with a salary jump in proportion to the number of team members they could bring from KPMG. The rivalry between the firms was fueled by their desire to challenge Ernst & Young Global Limited, the market leader, which had 125 partners in its advisory vertical. This was the biggest poaching attempt in the industry since 2011 and the third time in the span of a year that KPMG partners had quit to join rival companies. For KPMG, it was a big blow, as the company lost many partners from the vertical that was leading its growth globally. KPMG managers were now confronted with the challenge of defending against any such future poaching attempts by its competitors and retaining existing employees. The firm needed to engage its existing employees and boost their motivation to avoid further damage.

ORGANIZATIONAL BEHAVIOR

Organizational Behavior

This Case Startup Kit in Organizational Behavior suggests 12 cases ideal for teaching as a “first case” for new instructors. Cases were selected for their brevity, ease of use, and teachability. Most cases are fewer than 15 pages and come with a Teaching Note that provides instructional guidance. Also suggested are Core Curriculum Readings that pair well with the recommended cases.

Agoda: People Analytics and Business Culture (A)

IVOY PUBLISHING CASE
#W17429 (15 PAGES) 14
B CASE AVAILABLE

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Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos

HEIDI K. GARDNER
HARVARD BUSINESS REVIEW PRESS BOOK
#10001 (272 PAGES)

Not all collaboration is smart. Professional service firms face a serious challenge. Their clients increasingly need them to solve complex problems—everything from regulatory compliance to cybersecurity—the kinds of problems that only teams of multidisciplinary experts can tackle. Yet most firms have carved up their highly specialized, professional experts into narrowly defined practice areas, and collaborating across these silos is often messy, risky, and expensive. Unless you
know why you’re collaborating and how to do it effectively, it may not be smart at all. In “Smart Collaboration,” Heidi K. Gardner shows that firms earn higher margins, inspire greater client loyalty, attract and retain the best talent, and gain a competitive edge when specialists collaborate across functional boundaries.

**What Everyone Gets Wrong about Change Management**

N. ANAND; JEAN-LOUIS BARSOUX
HARVARD BUSINESS REVIEW ARTICLE #R1706D (9 PAGES)

Corporate transformations still have a miserable success rate; about three-quarters of change efforts either fail to deliver the anticipated benefits or are abandoned entirely. And because flawed implementation is most often blamed for such failures, organizations have focused on improving execution. But poor execution is only part of the problem; the authors’ 4-year study of 62 corporate transformations suggests that misdiagnosis is equally to blame. Before worrying about how to change, they write, executive teams need to figure out what to change—in particular, what to change first. They can do this by fully understanding 3 things: the catalyst for transformation, the organization’s underlying quest (is it global presence, customer focus, nimbleness, innovation, or sustainability?), and the leadership capabilities needed to see it through. JCPenney, Norske Skog, Acer, and other classic cases illustrate the authors’ points, and the article includes a “quest audit” to help companies identify their transformation priorities.

**“Whitening” and Self-Presentation in the Labor Market**

SONIA KANG; KATHERINE DECELLES; ANDRAS TILCSIK; SORA JUN
ROTMAN MANAGEMENT MAGAZINE ARTICLE #ROT346 (5 PAGES)

Modern organizations continue to play a key role in perpetuating economic inequality in society. Despite the proliferation of equal opportunity and diversity initiatives, discrimination on the basis of race remains particularly pervasive in North American labor markets. The authors show that even companies that publicly espouse an inclusive environment continue to discriminate against candidates who appear to be from nonwhite backgrounds. Worse yet, many nonwhite job candidates are proactively “whitening” their resumes in order to hide their racial identity.

**Why Your Company Culture Should Match Your Brand**

DENISE LEE YOHN
HARVARD BUSINESS REVIEW WEB ARTICLE #H03QKG (1,214 WORDS)

How you operate is linked to how you’re perceived.

**How to Predict Turnover on Your Sales Team**

HARVARD BUSINESS REVIEW ARTICLE #R1704A (4 PAGES)

Companies worry about employee attrition, but it’s especially costly in one function: sales. Estimates of annual turnover among U.S. salespeople run as high as 27%. A new study can help managers identify good salespeople who are at risk of quitting and take steps to retain them. Researchers examined more than 2 years’ worth of data from a telecommunications company and created a quantitative model—the first of its kind—to predict which salespeople were likely to quit. They found, as expected, that those with high ratings in historical performance and customer satisfaction were less likely to leave than were average and low performers. But when it came to quota attainment, both high and low performers were less likely than average performers to quit. And the biggest surprise concerned peer effects, which proved the strongest predictor of quitting. Employees at companies with little variation in performance had a greater tendency to leave (they had little incentive to work harder or smarter, the researchers theorized). Also at risk: salespeople in settings with high turnover, whether voluntary or not, suggesting that turnover can be contagious. Drawing on these results, the researchers say, managers can use big data to identify variables that predict turnover in their own ranks and decide which members of the high-risk group warrant intervention to help them stay put.

**Study: More Frequent Sales Quotas Help Volume but Hurt Profits**

DAS NARAYANAS; DOUG J. CHUNG
HARVARD BUSINESS REVIEW WEB ARTICLE #H03UEJ3 (668 WORDS)

Firms often struggle with finding the best way to motivate their sales force. While past quantitative research has investigated many of the common issues, the authors’ recent study focused on an underresearched aspect of sales force compensation: sales quotas. More specifically, what should be the appropriate frequency of quotas—for example, daily or monthly? Students see what happened when a Swedish retail chain switched to daily goals.

**Hotel Hospitality Course Map**

This new course map recommends items ideal for teaching common topics in Hotel Hospitality. Suggestions include cases, video, simulations, articles, and Core Curriculum Readings. Many materials come with a Teaching Note.

**Antara: Building Experiences in Senior Living**

MANPREET HORA; GEETIKA SHAH
INDIAN SCHOOL OF BUSINESS CASE #ISBO94 (23 PAGES)

Antara Senior Living, a first-of-its-kind senior living community targeted at people in their mid-50’s and older, had been planned as a community, grounded in the principles of service and hospitality, and built specifically to ensure that its residents gained the maximum benefit from their environment. Built on a unique design philosophy that encouraged the highest quality of living, it aimed to provide for the care of the residents’ physical health as well as their mind and spirit. The case, set in January 2017, describes the challenges facing Tara Vachani, the young CEO of Antara, as she watches her dream project take form and the project delivery date draws closer. Would Antara be able to establish a business model that would deliver on its commitments of service excellence? What should their operating strategy be? Should Antara look at any possible innovative service extensions that could be offered to seniors as a market at large? It was faced with the choice of either protecting its long-term vision of delivering a high-quality senior living offering or changing
aspects of the product to bring it closer to traditional real estate offerings, thereby increasing the sales velocity and financial metrics of the business in the short term.

Hamburguesas El Corral: Does Delivery Service Matter? MARCUS THIELL; LUZ E. OROZCO; DANIELA SINISTERRA

CLADEA-BALAS CASE #ANO041 (24 PAGES) AVAILABLE IN SPANISH

Hamburguesas El Corral is a Colombian hamburger fast-food chain founded in 1983. From the beginning, Hamburguesas El Corral was recognized as a traditional Colombian brand, positioning itself with the motto “the original recipe” as a provider with focus on fresh and highest-quality products. The case allows students to examine the service encounter design of Hamburguesas El Corral and to compare it with McDonald’s, which entered the Colombian market in 1995 and took over market leadership from Hamburguesas El Corral in 2012. The case furthermore tackles the trend toward delivery services in the fast-food sector, addressing the specific service-encounter design components of this delivery mode as well as its potential benefits and risks within the context of a changing competitive environment.

Scaling Customer Service as Your Start-Up Grows MICHAEL REDBORD

HARVARD BUSINESS REVIEW WEB ARTICLE #H03957 (2,658 WORDS)

As your start-up grows, what your customers expect from you will change and the volume of their requests will change. You’ll shift from the reactive mode of supporting requests as they happen to the proactive mode of fixing issues before they ever become a problem. This article provides a stage-by-stage guide to supporting customers.

SOCIAL ENTERPRISE

Business Talent Group: Growing the Market for Independent Business Talent ROBERT CHESS; RYAN KISSICK

STANFORD GRADUATE SCHOOL OF BUSINESS #EG21 (26 PAGES)

This case explores the challenges Business Talent Group (BTG) faced as it pioneered the market for high-end business talent in the U.S. For nearly a decade, BTG did the heavy lifting to establish the market for high-end, independent business talent. Yet, in 2017, the company found itself under attack from a variety of start-ups with deep financial pockets. Miller and Tyagi knew that BTG would need to continue evolving to retain its status as a market leader.

First Respond: The Challenges of Marketing Social Mission in China CHRISTOPHER MARQUIS; XINGHUI CHEN

HARVARD KENNEDY SCHOOL CASE #KS1237 (28 PAGES)

First Respond is a for-profit Chinese social enterprise focused on developing emergency services with the mission of making China a safer place. In China, there is a severe lack of first-aid awareness and systems, and to fill this gap, First Respond delivers first-aid training, products, services, and solutions to both businesses and individuals in the private and public sectors. It also provides in-race first-aid service for marathons. Looking to the future, key challenges include how to most effectively communicate First Respond’s social mission to stakeholders and how to best sell its products and services in China, a market with a number of institutional barriers to public safety.

Food for All: Cross-Cultural Corporate Social Responsibility, Case A: Food Gatherers in Michigan ARADHNA KRISHNA; DANA MUIR

WDI PUBLISHING AT THE UNIVERSITY OF MICHIGAN CASE #W45CA1 (16 PAGES) AVAILABLE IN SPANISH

This 3-part case provides the opportunity to engage students in an examination of how cross-cultural considerations can affect managerial, legal, operational, and corporate social responsibility decision making. The cases present 2 nonprofit organizations—one in the U.S. and one in India. Both organizations are focused on food redistribution, but each faces different challenges based on cultural, legal, and logistical issues. Cases A, B, and C are rolled out in a single class session. Students are given Cases A and B to read before class (including watching the video that accompanies Case B). Case C can be handed out in class.

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It’s Time to Tie Executive Compensation to Sustainability BARRY SULLIVAN; SEYMOUR BURCHMAN

HARVARD BUSINESS REVIEW WEB ARTICLE #H03USK (1,099 WORDS)

Despite conflicting messages about climate change from U.S. government leaders, sustainability is getting more and more attention at American companies. Shareholders are ratcheting up their demands on environmental and social issues. Consumers are registering their concerns about how companies make their products. And talented millennial employees are voting with their feet by leaving laggard companies behind.

STRATEGY

A Maestro without Borders: How André Rieu Created the Classical Music Market for the Masses W. CHAN KIM; RENEE MAUBORGNE; MI JI

INSEAD CASE #IN1380 (12 PAGES)

For several decades, the classical music industry has been in decline, with demand down, costs up, and profits shrinking as many orchestras struggle for survival. Against this backdrop, André Rieu and his Johann Strauss Orchestra stand apart. Instead of competing like all the other orchestras, Rieu has reconstructed market boundaries between classical music and pop concerts, creating a blue ocean of vast new demand. Rieu and his orchestra have stayed on the Billboard Top 25 Tours list for nearly 2 decades, right alongside the likes of Bruce Springsteen and Justin Bieber. His CDs and DVDs have sold more than 40 million copies, versus 10,000 copies for a typical, top classical music CD. This case reviews the competitive practice of the classical music industry and illustrates how Rieu gained insight into unlocking new demand by looking to non-customers of classical concerts and how he reconstructed industry boundaries and created new market space, making the competition irrelevant.
NEW BOOK FOR ACADEMIC USE

Creating Great Choices: A Leader’s Guide to Integrative Thinking
JENNIFER RIEL & ROGER L. MARTIN

When it comes to hard managerial choices, making trade-offs can seem inevitable. But what about those crucial times when accepting a trade-off just isn’t good enough? In this book, students gain insight into how a business leader can avoid resorting to the least worst option and use a 4-step methodology to create a new and superior answer. This is integrative thinking—an approach to problem solving that uses opposing ideas as the basis for innovation.

Available as an EBook—50% off in digital coursepacks

AUDUBON IN 2017: THE TURNOVER
V. KASTURI RANGAN

In December 2016, Amazon.com, Inc. (Amazon), the largest online retailer, entered the offline retailing industry by launching its first Amazon Go store in Seattle. Previous to this, the company had entered the food, diaper, and housekeeping product manufacturing industries with its Amazon Elements brand. The company had not been profitable until 2001 and was still facing some financial difficulties, but it was the 4th-most valuable public company in the U.S. in 2016. In 2016, it surpassed Wal-Mart Stores, Inc. (Walmart), as the most valuable online retailer in the country. Given its current competitive advantages in the online retail business, could Amazon reproduce this success in offline markets? Did Amazon’s diversification into offline retailing make sense considering its existing resources and capabilities, the presence of established traditional retailers such as Walmart, and a market trend that was increasingly moving toward online stores?

Audubon in 2017: The Turnaround
V. Kasturi Rangan
Harvard Business School Case #518025 (33 pages)

The case briefly describes the 112-year history of the organization and focuses particularly on the changes wrought by its new leader, David Yarnold, who was brought in by the board in 2010. Under Yarnold’s leadership, the organization went through 2 strategic plans (2012-2016 and 2016-2020) and brought about many changes. At the start of 2017, Yarnold declared his goal of making Audubon the most effective conservation network in America. What actions should Audubon take to get to that goal?

Creating Grassroots Leaders through DHAN’s Unique Leadership Model
D. V. R. Seshadri; K. Sasidhar
Indian School of Business Case #ISB092 (15 pages)

Dedicated to the mission of poverty eradication through grassroots development action, Development of Human Action (DHAN) had made a significant impact on the Indian scene. It had already touched the lives of 1.5 million households during the course of its nearly 20-year journey and is poised to reach out to a further 1 million households over the next 5 years. In order to fulfill this ambitious mission, DHAN needed a steady stream of professionals with diverse skills to be trained and deployed throughout India, spanning a wide spectrum of cultures, languages, and sensitivities—truly a big challenge to contend with. Above all, for M. P. Vasimalai (Vasi), the executive director who founded DHAN in 1997, and who is an ardent follower of Gandhian thought, the paramount challenge is to transmit his unique vision and development perspectives to the next generation of leaders, and build these perspectives into the very DNA of DHAN, so that the passion for development work would continue unabated through the years. After graduating from India’s top business school, Vasi forayed into the non-glamorous development sector marked by harsh work context and low material rewards. However, he received a greater reward—of responding to a higher calling or Dharma—and making a difference in the lives of those who are at the bottom of the pyramid. DHAN was

DROPBOX: GO-TO-MARKET SALES STRATEGY
Darren Meister; Matthew Wong
Ivey Publishing Case #IW1416 (6 pages)

In late 2014, Dropbox, the San Francisco-based pioneering cloud-based file storage service, was at an important stage of its growth. Its user base had expanded into hundreds of millions of users globally, and the company was expanding its service offerings to organizations. At the heart of this expansion was the ever-increasing acquisition of customers through the SaaS model. As Dropbox targeted larger customers, it needed to carefully allocate its limited resources and continually evaluate the appropriate sales approach because of the highly competitive nature of the cloud storage market. The head of the strategic finance team needed to recommend how Dropbox could most effectively invest its limited resources. Should it invest in the self-serve, inbound approach or opt for the more proactive and costlier outbound approach?

Finding the Platform in Your Product
Andrei Hagiu; Elizabeth J. Altman
Harvard Business Review Article #RT044 (8 pages)

Five of the 10 most valuable companies in the world today—Apple, Alphabet, Amazon, Facebook, and Microsoft—are able to use and derive much of their worth from their multisided platforms (MSPs), which facilitate interactions or transactions between parties. Many MSPs are more valuable than companies in the same industries that provide only products or services; for instance, Airbnb is now worth more than Marriott, the world’s largest hotel chain. However, companies that weren’t born as platform businesses rarely realize that they can—at least partially—turn their offerings into one, say the authors. And even if they do realize it, they often wander in the dark searching for a strategy to achieve this transformation. In this article, Hagiu and Altman provide a framework for doing so. They lay out 4 specific ways in which products and services can be turned into platforms, and they examine the strategic advantages and pitfalls of each: (1) opening the door to third parties, (2) connecting customers, (3) connecting products to connect customers,
and (4) becoming a supplier to a multisided platform. These ideas can be used by physical as well as online businesses.

Fuyao Glass: Americas Sourcing Decision
WILLY SHIH
HARVARD BUSINESS SCHOOL CASE #618007 (23 PAGES) 

In today’s global economy, what are the factors that go into production location choice? This case is set in the world’s largest automotive glass producer as it expands from China into the United States. To meet a very aggressive cost target, management is faced with the alternatives of fulfilling the contract from its new Ohio factory, which can only produce above the target cost currently because it is still on a learning curve, or it can fulfill the contract from its Tianjin, China factory which can produce below the cost target but will incur extensive shipping costs and require a far greater amount of inventory holding. This case examines a core question facing managers who want to produce physical products for world markets.

The National Women's Soccer League: Toward the Successful Professionalization of Women's Soccer?
SEBASTIEN ARCAND; JEROME BILODEAU; JOSEPH FACAL; STEPHANIE FORTIER-GRONDIN
HEC MONTREAL CASE #HEC193 (22 PAGES) 

The sport of soccer (more commonly known as “football” outside North America) has long been a predominantly men’s game: men’s clubs on every continent generate huge revenues and the FIFA World Cup is the most popular and profitable sporting event on the planet. Slowly but surely, however, women’s soccer is starting to emerge from the long shadow cast by its male counterpart. In 2016, for example, 70,454 spectators gathered at Rio’s Maracana stadium to watch a women’s soccer semifinal between Sweden and Brazil. The previous year, 53,341 spectators attended the final of the 7th FIFA Women’s World Cup at BC Place in Vancouver, Canada. And now, the National Women’s Soccer League, founded in the United States in 2013, is attempting to prove that a national women’s professional league can be profitable. In short, all the stars seem to be aligned for the professionalization of women’s soccer, i.e., the organizational transformation familiar to the federations, clubs, national teams, and other organizations that make up the core of this truly global sport. The case examines the history, issues, and challenges faced by attempts on American soil to carve out a place for women at the highest levels of the world’s most practiced sport.

Neighborhood Watch: The Rise of Zillow
RUSSELL WALKER; JOANNA GREEN
KELLOGG SCHOOL OF MANAGEMENT CASE #K10010 (7 PAGES) 

Read any news report on the housing market, and inevitably it will include facts or figures from the real estate data giant Zillow. The company initially set out to solve 2 key economic frictions in the real estate industry—information asymmetry and the principal-agent problem—by empowering users to access real-time housing data and eliminating the need for real estate agents. The company soon realized, however, that American homeowners and buyers were not willing to give up the traditional real estate agent model, and it changed course. In the end, Zillow decided to join rather than replace the middlemen in the real estate industry.

The TAG Heuer Carrera Connected Watch (A): Swiss Avant-Garde in the Digital Age
FELIPE L. MONTEIRO
INSEAD CASE #I13721 (20 PAGES) 

The Swiss company TAG Heuer, maker of luxury watches, is part of the LVMH group (Moët Hennessy Louis Vuitton). In 2015, CEO Jean-Claude Biver is deciding whether to launch its first-ever fully connected Swiss watch, manufactured in partnership with Google and Intel. Entering this new market presents an unprecedented challenge: making a watch based on a technology (microprocessors) that the Swiss have not mastered. Is TAG Heuer ready to compete in the digital space—and potentially without the traditional “Swiss Made” label? Case B takes up the story following the successful launch of the TAG Heuer connected watch. Sales are beyond all expectations for the luxury Swiss watchmaker and its partners Intel and Google. There are a few surprises too—the consumers are older than they expected, and the watches sell out far more quickly than anticipated—hence, the company runs into some supply chain issues.

Walk Away from The Walking Dead? Shentel and the AMC Renewal Decision
SCOTT R. GALLAGHER; CHRIS KYLE
NORTH AMERICAN CASE RESEARCH ASSOCIATION CASE #NA0495 (5 PAGES) 

Against the background of a fragmented cable industry, Chris Kyle at Shentel is evaluating a renewal offer to carry AMC Networks’ programming. The offer includes a significant price increase as well as conditions that require Shentel to carry additional AMC channels. AMC’s position is fortified by its ownership of the #1 TV show in the U.S., The Walking Dead. Shentel is concerned about price escalation and the additional capacity demands on its network, and must make a recommendation on whether or not to accept AMC’s offer.
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