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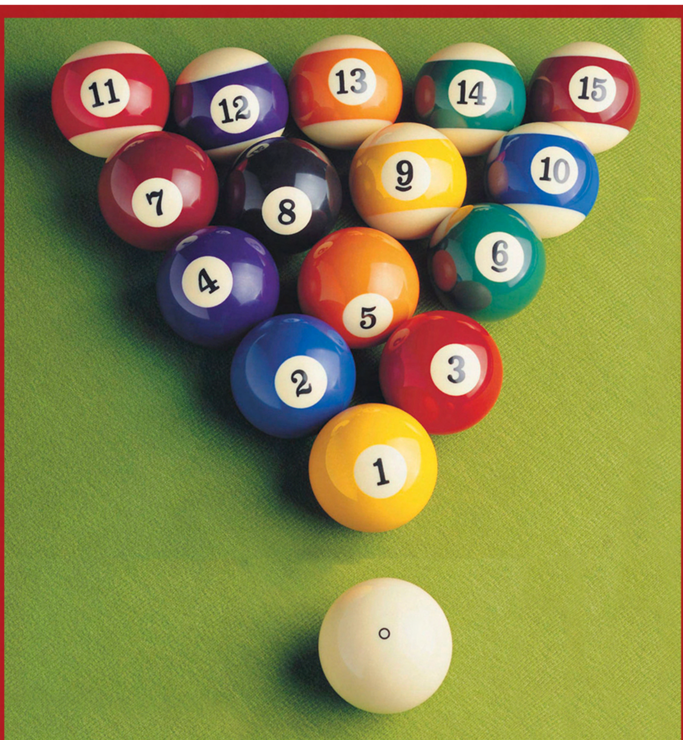

List of Case Studies on

MARKETING

(Brands and Branding,
Marketing Strategy and Positioning,
Repositioning Reverse Positioning
Strategies)

IBS Case Development Centre

Brands and Branding

Whirlpool's Product Innovation and Brand Building Strategies in India: Re-creating the Lost Magic?

This case is written to debate and discuss on the issue – In the presence of focused and determined competitors, even a well-known and established player is capable of making all the possible incorrect strategic moves. Established in 1996, Whirlpool of India Ltd. (WIL) set out to capture the Indian market with its customer-centric approach. The company gained leadership in the direct-cool refrigerator segment with a significant share in the washing machine market. However, with the entry of the Korean conglomerates – LG and Samsung, WIL's rise to success came to a halt. Competing for the same market space, these Korean players offered a host of technologically superior products at affordable rates through a strong countrywide network. Promoted aggressively and backed by a customer care service to please Indian customers, these products took away the market share from WIL in less than a decade. The Korean companies redefined the customer service in the home appliances segment. To make a come-back into the Indian market, WIL, under the direction of its new vice president, Marketing, Shantanu Das Gupta, geared up to focus on offering innovative products. To create a brand recall, the company hired celebrity couple Kajol and Ajay Devgan as brand ambassadors. After 3 years in the red, WIL finally witnessed a net operating profit in 2008. However, with its market share still trailing behind its competitors, the case questions the sustainability of WIL's turnaround.

Pedagogical Objectives

- To understand the nature of the consumer durables market in India and to analyse the critical success factors in this market
- To understand the reasons for WIL's rise and fall in the consumer durables industry
- To suggest alternatives for WIL to become India's 'Best Home Appliances Company'.

Industry	Consumer Electronics/FMCG
Reference	MAR0104
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Competitive strategy, Product innovation, Brand building, Branding, LG, Samsung, Whirlpool, Consumer Durables industry, Marketing, CSFs, Competition, India, Turnaround

Samsung in India: Brand Building through Customer Service

This case, set in 2008, attempts to analyse how to build brand in a hyper competitive industry like consumer durables industry where brands matter the most and marketing efforts matter even more. This case study can very effectively be used to debate on what can be the unique platforms for competitive advantage in consumer durable industry. Post liberalisation in 1991, with the entry of multinational companies like LG, Samsung and Whirlpool, the Indian consumer durables industry has witnessed intense competition. In order to lure the customers, companies flooded the market with latest models, new features and latest technology. To position their brands in the minds of the consumers, these players adopted several brand-building strategies apart from investing heavily on R&D and marketing. This case delves into the critical success factors of the industry and the factors that gave a few players market leadership in this industry. To create a competitive edge, Samsung, the No. 2 player, is emphasising on customer service. It is believed that customer service is a key influencing factor in the consumer durables industry. However, with other companies also catching up, can Samsung create an edge? The case delves into what Samsung needs to do to create a competitive advantage in the highly competitive consumer durables industry.

Pedagogical Objectives

- To debate on the sources of brand-building in a commoditised industry
- To understand Samsung India's brand-building strategies
- To analyse and debate on whether Samsung's focus on customer service would give it a competitive advantage over rivals.

Industry	Consumer Electronics/FMCG
Reference	MAR0103
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Rebranding, Repositioning, Strategic Postioning, Conglomerate, Branding, Network Operator, Retail, Diversification, Vision, Airtel, Bharti, Bharti Televentures

Bharti Enterprises' New Conglomerate Brand Identity: The Strategic Positioning Challenges

This case study's primary objective is to debate and discuss on: Does it make sense for a single-business firm from an emerging country like India, to transform itself into a conglomerate when the reverse trend is witnessed in other countries – both developed as well as developing? With the inception of Bharti Telecom (Bharti) in 1985, Sunil Bharti Mittal laid the foundations of an organisation that would emerge as India's 'telecom conglomerate giant'. The company made a humble beginning with the manufacture of push button handsets. However, 1992 marked the turn of events for Bharti. The liberalisation of the Indian telecom sector in that year unleashed numerous opportunities for domestic and international players to tap the lucrative Indian telecom market. Notwithstanding its small size, Bharti plunged into the bidding war for cellular licenses, successfully capturing the license for providing cellular network service in New Delhi (Delhi). Making a mark with its brand, Airtel, in the Delhi market, Bharti was confident of a triumphant journey. Contradictory to its aspirations, this early victory was followed by a string of downturns. The company lost most of the subsequent cellular bids and found itself in troubled waters. Nevertheless, competitors' inability to exploit their winning cellular bids proved a boon to Bharti. The eagerness of these companies to sell their cellular licenses to Bharti brought the company back into limelight. Banking on the opportunity, the company spread its cellular service to new regions in the country. From being a handset manufacturer, Bharti transformed itself into a full cellular service provider with a whopping 4.5 million customers in March 2003. However, the company is not content with being only a 'telecom conglomerate'. In 2008, to gratify its growing aspirations, Bharti declared its intentions of becoming India's 'finest conglomerate by 2020'. Equipped with a youthful logo and new brand identity, Bharti is determined to unveil another success story. However, many challenges lie ahead.

Pedagogical Objectives

- To analyse the critical success factors in building conglomerates and to understand the role of brand building in a conglomerate vis-a-vis a single-business firm
- To analyse and understand the factors responsible for making Bharti's Airtel the No. 1 telecom brand in India
- To debate on the efficacy of Bharti's decision to convert itself from a single-business firm into a conglomerate
- To examine the challenges that Bharti would face in operating as a conglomerate when a reverse trend is being witnessed all across the globe.

Industry	Telecom
Reference	MAR0102
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Rebranding, Repositioning, Strategic Postioning, Conglomerate, Branding, Network Operator, Retail, Diversification, Vision, Airtel, Bharti, Bharti Televentures

Heineken's Beer Branding: Bringing 'Starbucks Coffee Experience' to Beer

This case study, while providing a landscape of the beer industry, offers scope to discuss the factors behind the declining market share of beer. In the light of this, the case also enables a discussion on the relevance of Heineken's concept of branded beer bars at international airports. Apart from that the case also explores the challenges that Heineken would face in bringing the Starbucks experience to beer given the fact that coffee and beer are similar and dissimilar in many ways.

Globally, as beer is regarded as a homogenous product, breweries have long been adopting unique ways to differentiate and create consumer preferences. However since the 1990s, the most preferred drink – Beer is being viewed as ordinary and old-fashioned. Beer manufacturers failed to create consumer demand and lost market share to wine and other liquors. To counter this, the world's top brewers adopted many techniques. Among others, Heineken, one of the world's most recognised beer brands launched branded beer bars at Hong Kong's International Airport in March 2007. The idea was to win back customers by providing them with a unique experience. Sounds familiar? The idea is taken from Starbucks, the world's leading retailer, roaster, and brand of specialty coffee that successfully made coffee synonymous with itself.

Pedagogical Objectives

- To understand the critical succes factors of the beer industry with specific reference to branding
- To analyse the relevance of the branding strategies adopted by beer manufacturers
- To explore the feasibility of a branded beer bar
- To debate whether Heineken would succeed in bringing the 'Starbucks experience to beer'?

Industry	Beer industry
Reference	MAR0101
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Starbucks, Brands, Branding, Beer, Heineken, Budweiser, Bud Light, Breweries, Retailing, Premium Brands, Brand Personality, Marketing Strategies, Consumer Behaviour

Acer vs Lenovo: Asian Brands' Global Ambitions

On the global personal computer map, Acer emerged from obscurity to become the third largest PC company only behind Dell and HP. But the company wasn't a smash hit over night. Staying true to its South Asian culture, the company worked up the ladder, rather silently, building brick-by-brick. On its way up, the company worked out many hurdles – ranging from branding problems to facing near boycott from the then stalwarts in the business – and gradually overtook much bigger and older companies. The long standing chairman Stan Shih put up a workman-like effort solving one problem after the other and steering the company in one of the most competitive industries. All the way through, he stuck to the basics of the business, focusing on quality, quantity and low costs. Acer's Asian counterpart, Lenovo, made its mark in the global PC market with a bang by taking over IBM's PC business. From then on, the rivalry between the two Asian giants caught the attention of industry as well as academia. The industry is tracking them for remaking the global PC industry dynamics by challenging the western companies, that have practically invented and built the industry over decades. The academia is observing the theoretical and strategical underpinnings and are scripting the journey of these two global giants from the developing world. This case helps the students debate on the importance of brand building in the global PC industry in the back drop of competitive dynamics that are shaping the industry. This will also help in analysing the strategies adopted by Acer and Lenovo to compete in the industry and in concluding which of the two is well-placed.

Pedagogical Objectives

The case is structured to help the students:

- Understand the competitive dynamics shaping the global PC industry
- Appreciate the significance of brand building in a highly commoditized industry
- Analyse which of the two Asian brands is better off amidst fierce competition in the global PC market.

Industry	Personal Computers
Reference	MAR0100
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Lenovo-IBM Alliance, Cross-border consolidation, Price wars, Acer, Chinese PC Industry, Critical Success Factors in PC industry, Branding, Brand Integration, Branding challenges, consumer goods, Presonal Computers

Capsule Hotels: A Case of Reverse Positioning?

From luxury to budget to no-frills and boutique... the major hotel giants are moving ahead with innovative concepts, and the outcome – a never before choice for business as well as leisure travellers. Forging ahead amid stiff competition and industry growth nearing maturity, hoteliers are constantly thinking of new value innovations. One such innovation gave birth to the no-frills concept, based on a typical Japanese capsule hotel along with considerable inspiration from low-cost airlines and first class accommodation on air flight. Particularly visible in popular regions of the US and Europe, they set a unique and distinct competitive position in the market. However, in an industry where customers identify their lifestyle with the hotel brands, known for luxury and comfort, how would no-frills budget hotels appeal to the customers? Given their strategic pricing, can these hotels earn sustainable profits amid competition from high-end as well as low-end hotel segments?

Pedagogical Objectives

- To discuss the development trends in the global hotel industry and its growth across the years
- To understand various operational aspects of hotel industry and their implications on the performance of the hotel companies
- To examine Japanese capsule hotels, their characteristic features, and services offered
- To examine the rise of no-frills budget hotels in Europe and the US
- To analyse the role of location in the success of the new concept hotels
- To examine growing competition in the industry between different hotel categories
- To evaluate the success of these new concept hotels and identify their growth potential.

Industry	Hospitality Industry
Reference	MAR0099
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Capsule; Hotels; Hospitality; Reverse Positioning; Brands and Branding Case Studies; ADR; RevPAR; Segmentation; Occupancy; Luxury; Budget; Differential Pricing; easyHotel; Yotel;Qbic; Blue Ocean Strategy; Bed and Breakfast; Green

Titan Watches – Creating a 'Stylish, Functional' Brand

The Indian watch industry was in a state of flux and market leader 'Titan' had to gear up its marketing strategies to retain its brand positioning. Titan as a brand had established itself for its style and choice of design. Titan's clear segmentation strategy had served it well and the challenge Titan faced was to combat the onslaught of popular international brands like Rado and Rolex. Would Titan be able to match up by leveraging on its brand equity?

Pedagogical Objectives

- To comprehend the market segmentation strategy of Titan
- To study the challenges faced by an Indian watch brand due to the entry of foreign players
- To analyse the impact of brand equity for market sustenance.

Industry	Watch
Reference	MAR0098C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Indian Watch Industry; Titan Watches; Price range of Titan Watches; Domestic and foreign players; Functional and Trendy Watches; market Segmentation; Branding Case Studies; strategy; Innovation; Business; Titan

Brand Hollywood vs Brand Bollywood

Indian film industry christened 'Bollywood' after its more evolved western counterpart Hollywood, is well on its way to growth. In spite of being the world's largest producer of films; Bollywood is yet to acquire professionalism and capitalise on its huge talent bank. Will Bollywood with its rising global audience ride high on a Corporatisation wave? Can Brand Bollywood convert its competency into concrete capabilities and stand up to Hollywood?

Pedagogical Objectives

- To analyse the business models of the Indian film industry 'Bollywood' and Hollywood
- To understand the impact of Corporatisation on a hitherto unorganised industry
- To understand how an industry's competencies can be converted into capabilities
- To analyse the Challenges of evolving brands in a global market.

Industry	Entertainment Industry
Reference	MAR0097C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Bollywood; Indian Film Industry; Hollywood; Branding Case Studies US film industry; Professionalisation; Corporatisation

Brand Gendering: Hello Kitty Turns Unisexual

Hello Kitty, a cat-like logo, developed by Sanrio Company of Japan in 1974, caught on to the imagination of young Japanese girls. The target segment for the brand expanded, with these girls achieving adulthood and its product range encompassed pencils to necklaces. Though developed initially by Sanrio for merchandising within Japan, Hello Kitty obtained recognition in other countries as well and was licensed globally. However, within Japan, the brand was aging and also facing competition from foreign competitors. Sanrio, in 2007, decided to extend the brand to menswear sensing an opportunity. The success of Hello Kitty as a unisex brand remained to be seen.

Pedagogical Objectives

- To study the evolution of the Hello Kitty brand
- To study the brand attributes of Hello Kitty
- To analyse the target segment of Hello Kitty
- To discuss the future of Hello Kitty as a unisex brand.

Industry	Brand Merchandising
Reference	MAR0096C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Kitty; Hello Kitty; Brand Gendering; Unisex Brand; Brand Merchandising; Consumer Behaviour; Brand Fatigue; Business; Strategy; Market Leadership; Branding Case Study; Competitive Advantage

Ford's Brand Revival Strategy for Lincoln

Ford Motors (Ford), one of the biggest manufacturers of automobiles in the US lost could not sustain its Lincoln brand due to mismanagement. The company concentrated more on its trucks division for profits and let its luxury car business slide. It faced falling sales and profits due to a bloated product line, which was out of sync with the market. To get back to its former eminence, Ford initiated the rebranding of its Lincoln luxury-car brand.

Pedagogical Objectives

- To discuss the challenges faced by the company due to change in consumer perceptions and increase in competition
- To discuss concept of badge engineering
- To discuss the concepts of brand, brand image and brand loyalty in the context of Ford
- Ford's brand revival strategies for Lincoln and discuss the possibility to its success or failure.

Industry	Automobile Industry
Reference	MAR0095B
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Brand Revival; competition; US auto industry; Big three; Hybrid automobile; changing consumer prefernce; identity crises; Brands and Branding Case Study; American luxury brand; Alpha numeric naming system; Badge engineering; innovative products; cadillac; new models; Japanese manufacturer

Brand London: An FDI Attraction

Over the years, London had emerged as a global hub for companies that intended to invest in Europe. London's FDI attractiveness resulted in the city gaining the status as a major financial services centre. The city gradually lost its once-famous tag of being a prominent manufacturing hub. By 2007, several other destinations like China and India were posing a severe competitive challenge to London in terms of attracting foreign investment. Eventually, London slipped in the rankings for FDI attractiveness. This resulted in several challenges for the city. It was also pointed out that transport infrastructure and inadequate housing for the growing population was a major concern. This has severe implications in times of a financial downturn.

Pedagogical Objectives

The case study helps students understand and analyse:

- The factors that need to be considered for choosing a location for foreign investment
- The emergence of London as a major FDI destination in Europe
- The factors that favored London as a suitable location for FDI
- The challenges and measures to sustain London's status as a favorable FDI location in Europe.

Industry	Not Applicable
Reference	MAR0094B
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

London; FDI; Foreign Direct Investment; Attractiveness; foreign market entry; European markets; Infrastructure; Financial Services; Manufacturing; Big Bang; Foreign investors; Brands and Branding Case Study; World City; United Kingdom; Financial Centre; Transport and Housing

Portugal's Image Rebuilding Campaign: Will it be Successful?

Portugal, (the Portuguese Republic officially) one of the oldest countries of Europe located at Southwest of Europe started attracting investors and foreign tourists through its liberalisation policies and economic reforms after its independence. But, due to its negative image among the European countries following safety issues, the tourist flow and the Foreign Direct Investments (FDI) were decreasing considerably. The low cost producer countries from central Europe and Asia further aggravated this situation by providing stiff competition to Portugal in attracting FDI. In 2007, a coalition government decided to launch a new promotional campaign called 'West Coast of Europe' to rebuild its brand image among investing community and tourists. The case discusses whether such an image rebuilding campaign would help countries to attract investors and foreign tourists.

Pedagogical Objectives

- How to promote a country as a brand?
- Brand rebuilding and positioning strategies of Portugal
- Challenges faced by Portugal while implementing new image rebuilding campaign.

Industry	Not Applicable
Reference	MAR0093A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Portugese Republic; Tourism Industry; Emerging Low-cost Producer Countries; Brands and Branding Case Study; Advertising Campaign; West Coast of Europe; Economic Climate; Inward FDI Flows; Country Brand Image; Emergency Austerity Plan; Economic and Social Impact; Pousadas Tourists; The Portuguese Government; Portugal Economy; Country Re-branding Strategies

Hindustan Unilever Limited's Rexona: Repositioning 'Rexona' Deodorant

Unilever's INR 55 billion ($1.36 billion) brand – Rexona, internationally spans across 90 markets worldwide commanding 14.5% share of the global deodorant market. In India, as one of the pioneer brands of Hindustan Unilever Limited (HUL), Rexona was worth INR 1.78 billion in 2006. With an annual growth rate of 28%, Rexona continued to compete as one of the core brands in HUL's brand portfolio. Launched as a soap brand, Rexona's journey through Indian fast moving consumer goods market has been a dramatic one. At the end of 2006, the brand managed to emerge as a mass deodorant brand, albeit with some hiccups. The case discusses the challenges faced by the popular brand, despite creating a market which was virtually non-existent in India. The case also discusses the Indian consumers' perception towards body odour and the challenges for Rexona in changing the consumer outlook towards deodorants. The case inculcates various dimensions of brand positioning and the challenges of repositioning a deodorant brand.

Pedagogical Objectives

- To study the trends in the homecare and personal care market in India
- To understand the rationale behind the repositioning of Rexona deodorant
- To discuss the challenges for Rexona in the process of brand repositioning.

Industry	FMCG
Reference	MAR0092A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Rexona; Deodorant Antiperspirant; Hindustan Unilever Limited; Fast Moving Consumer Goods; Brand Repositioning; Consumer Perception; Brands and Branding Case Study; Product Innovation; Consumer Frame of Reference; Brand Extension; Celebrity Endorsement; Brand Perception; Brand Positioning

Beiersdorf AG's Brand Architecture Strategies: Challenges in Nurturing an Umbrella Brand Nivea

Beiersdorf, the company behind Nivea, maintained a fairly concentrated portfolio of brands. Yet, the huge success of Nivea, made the company extend the brand across 15 product categories by 2006. However, this strategy of umbrella branding presented the company with a new set of issues and challenges. While the repeated brand extensions could eventually wear out the Nivea brand, the unsuccessful brand extensions could even dilute the equity associated with the brand. Beiersdorf was at a major risk in over-relying on an umbrella brand. As Nivea formed the bulk of its sales, Beiersdorf was highly vulnerable to any loss of consumer confidence in its flagship Nivea brand. By far, Beiersdorf had successfully leveraged upon its flagship brand. But whether capitalising growth on one single brand would make a successful strategy in the long run was yet to be seen?

Pedagogical Objectives

- To analyse brand architecture strategies at Beiersdorf AG
- To understand the concept of umbrella brand
- To analyse the opportunities and challenges in umbrella branding
- To understand the dynamics of brand building in global cosmetic industry.

Industry	Cosmetic and Toiletries Industry
Reference	MAR0091A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Brand Architecture Strategies; Brand Portfolio Management; Umbrella Branding; Brand Extension; Brand Equity; Brand Essence; Brand Equity Dilution; Brand Values; Brand Identity; Flagship Brand; Brand Positioning; Beiersdorf AG; Nivea; Product Line Extensions; Brands and Branding Case Study; Cosmetic and Toiletries Industry

The Rebranding of an Indian LCC: From 'Air Deccan' to Simplifly 'Deccan'

The fiercely competitive Indian airline industry witnessed as many as three giant merger and acquisitions - Jet Airways-Air Sahara, Indian Airlines-Air India, and Kingfisher Airlines-Air Deccan in 2007. Of them, the Kingfisher-Air Deccan deal was a strategic alliance with a difference. The two airlines decided to operate as distinct legal entities with separate brand identities. Air Deccan had a substantial brand equity among the consumers and had became synonymous with low-cost travel in India. However, Vijay Mallya, Chairman of Kingfisher Airlines, decided to adopt a re-branding exercise for it. The exercise involved renaming Air Deccan as 'Simplify Deccan' with a tagline 'The Choice is Simple', replacing the previous famous tag line 'Simplifly'; replacement of logo, colour, uniform, old aircraft, and delivery of services. This re-branding was intended to give it a premium look, increasing its airfares. The company thus modified its business model from a low-cost to a value-based airline model. The industry was abuzz with speculation that Kingfisher was planning to increase its stake in 'Deccan' to 51%, with an objective to have a greater say in the decision making process. However, analysts were skeptical about Deccan's prospects of attracting a wider target audience.

Pedagogical Objectives

- To understand strategic alliances as a business expansion strategy
- To understand how re-branding exercise may retain consumer loyalty
- To understand the consolidation trend in the Indian airline industry.

Industry	Airline Industry
Reference	MAR0090A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Indian Aviation Industry; Consolidation; Kingfisher Airlines; Air Deccan Airlines; Low Cost Carriers (LCC); Full Cost Carriers; Strategic Alliance; Brands and Branding Case Study; Brand Image; Re-branding; Brand Positioning; Value Based Airlines; Consumer Loyalty; Simplifly Deccan

Coca-Cola: Targeting Niche Market through Brand Extension

Coca-Cola, one of the world's largest soft drink manufacturers became famous for its flagship product Coca-Cola. Coca-Cola adopted different marketing strategies and built a strong brand among the consumers. But the company was faced with stagnating sales in the 1980s due to shift in consumer preferences from carbonated drinks to healthy drinks like juices and green tea. With an aim to attract health conscious consumers Coca-Cola introduced fortified carbonated drinks terming them as 'sparking beverages'. To strengthen its efforts to gain competitive advantage in this emerging segment, Coca-Cola initiated a new marketing campaign for its new product 'Coke Zero' and simultaneously launched 'Diet Coke Plus'. The case analyses whether Coca-Cola would be able to revive its sales through this brand extension strategy.

Pedagogical Objectives

- To analyse the dynamics of non-alcoholic beverage industry
- To understand growth of Coca-Cola
- Evaluation of brand extension strategies by Coca-Cola
- To analyse competitive scenario and it impacts.

Industry	Beverage
Reference	MAR0089A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Coca-Cola; growth and Evolution; Brand Extension; Brands and Branding Case Study; Diet Coke Plus; US Soft drinks industry; Non-Alcoholic Beverage Industry; Sparking Beverages; Carbonated Soft Drinks; Non-Alcoholic Refreshment Liquid Beverages; The global soft drinks industry; Health and wellness drinks; Obesity

Coca-Cola's Multi-branding Strategy: Is it the Right Move?

The changing attitudes of consumers towards healthier lifestyles and the subsequent decline in the CSD consumption during the 1990s led the soft drinks manufacturers to push non-carbonated beverages too. Not to be left behind, over a century old beverage maker Coca-Cola Inc., having the world's most ubiquitous brand - 'Coca-Cola' - began to concentrate on the non-carbonated beverages segment since the end of 1990s. It began offering a diversified range of products like coffee, tea, health drinks, sport drinks, juices, bottled water etc., under various brand names. Even though Coca-Cola has a strong brand name, it has not extended the 'Coca-Cola' brand to its non-carbonated beverages and is promoting these beverages under different brand names. This case facilitates discussion on whether it is the right move for Coca-Cola to adopt a multi-branding strategy while holding one of the world's strongest brands.

Pedagogical Objectives

- To analyse Coke's continuous brand building efforts in the carbonated beverages segment
- To analyse the challenges faced by Coke in the carbonated beverages segment
- To discuss Coke's product diversification strategy
- To discuss the rationale behind Coke's multi-branding strategy and analyse its probable pros and cons.

Industry	Beverage
Reference	MAR0088C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Coca-Cola/Coke ; Beverage Industry; Largest beverage maker; Carbonated; non-carbonated beverages; Advertising campaigns of Coke; Coke's product diversification strategy ; Brand Value; global brands; Bottling; Innovative marketing campaigns; Coke's Social Initiatives; Challenges faced by Coke; Brands and Branding Case Study; Critical success factors of CSD; Umbrella Branding; Value Chain of Coke

Lenovo's Brand Building Strategies: Taking the Competition to Competitors with "Transactional Model"

Neither China nor the Chinese companies can be any more ignored at any international business discussion. An oft-cited reason is Lenovo's acquisition of IBM's PC division that has revved up brand China. After that, Lenovo is busy building its own brand at the global level. This top PC-maker in China has served its home turf so well with its unique business model, dubbed the 'Transactional Model'. It is quite upbeat that the strategy will pay off globally too - catapulting it to the top spot. However, sceptics have their reasons; mainly that its top-3 rivals - HP, Dell and Acer - wouldn't let Lenovo topple them. The case study helps debate if Lenovo's 'Transactional Model' is suitable for other countries also, and if this model helps it combat global giants operating at a bigger scale. The case also helps discuss loopholes in Lenovo's model and how to fill them up.

Pedagogical Objectives

The case is structured to help students understand:

- Competitive dynamics shaping the world PC industry
- Sources of competitive advantages in a highly commoditised industry
- Significance of brand building in such an industry
- Ways by which companies can overcome their legacy costs, when going global.

Industry	Personal Computers
Reference	MAR0087
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Personal Computers; Mergers and acquisitions; Integration challenges; Brand Integration; Branding; Branding challenges; IBM; Lenovo; Brand building in consumer goods; Note Book Computers; Chinese PC Industry; PC Manufacturers; Global PC Industry; Brands and Branding Case Study; Brand Building Strategies

Nike Getting into Subsidiary Brands – Will it Work?

Nike, one of the leading brands of athletic footwear, apparel, equipment and accessories is Oregon, US based company. It company's 50% of the revenue comes from international sales and it registers it presence in more than 160 countries. Nike owns 400 retail outlets which operate domestically as well as internationally. Over the past few years Nike's subsidiaries have been performing well and as a part of the company's growth strategy and to maintain its position in the market Nike started concentrating on its subsidiary business in the year 2006. With the acquisition of the Starter the company also envisaged to setup itself in the value retail. The case analyses the impact of Nike's subsidiary brand on its core brand.

Pedagogical Objectives

The case study has been structured to understand and analyse:

- The effects of subsidiary brands on the core brand
- The dangers of brand dilution and cannibalisation
- Segmentation, targeting and positioning strategies of core brands and subsidiary brands.

Industry	Apparel and Footwear
Reference	MAR0086P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Apparel and Footwear, Nike, Tailwind,US, Value segment, Subsidiary, Branding, Brands & Branding Case Study, Growth strategy, Innovation

Pepsi's Strategy to Address Changing Consumer Buying Behaviour: Would it Succeed?

PepsiCo a world leader in convenient snacks, foods, and beverages is a $35 billion company. Some of the popular brands like Pepsi-Cola, Mountain Dew, Diet Pepsi, Lays, Doritos, Tropicana, Gatorade, and Quaker Oats are owned by the company. The company saw a change of preference in it's consumers in the 1990's apart from this the beverage industry also observed a rise in functional drinks in the mid 2000s. The case focuses on the Pepsi's strategy to address this change in the consumer behaviour.

Pedagogical Objectives

The case study has been structured to understand and analyse:

- The Impact of changing consumer behaviour on the food and beverage Industry
- The possible solutions to address the change in consumer preferences
- The importance of strategy to achieve long-term sustainable growth.

Industry	Food and Beverages
Reference	MAR0085P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Food and Beverage, Pepsi, Consumer behaviour, Brands & Branding Case Study, US health consciousness, Coca-Cola, obesity, Growth strategy, Innovation

Hyundai in US Needs a New, Strong Brand Identity: Can its COO, Steve Wilhite, Deliver?

Hyundai is about to launch its dream run in the US through its luxury car 'Genesis'. For the company, it was indeed a long drive from the low-cost segment to the niche luxury car market - dashed by ignominies and accolades, and periods of growth and fall. Once reviled for its low-quality cars, Hyundai is now hailed as one of the top-class carmakers - even outclassing Toyota, the world's largest and premier carmaker, by several quality parameters. In spite of all this, Hyundai still lacks a strong brand image and is snubbed by Americans. For this, it appointed Steve Wilhite as its chief operating officer in 2006 - to reinvigorate its brand and smoothen the drive of its 'Genesis'. Though its rapid growth catapulted it as the world's sixth largest carmaker, Hyundai risks getting squeezed between its high-tech Japanese rivals and low-cost Chinese new entrants.

Pedagogical Objectives

- To analyse the market entry strategies of select automakers
- To examine the brand perceptions of US consumers
- To critically understand the role of branding strategies in a company's success
- To discuss the brand perplexity met by Hyundai in US.

Industry	Automobile
Reference	MAR0084
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Steve Wilhite; Market Entry Strategy; Consumer Brand Perceptions; Branding Strategy; US Automobile Industry; J.D. Power Quality Study; Kia Motors; Brand Perplexity; Brands & Branding Case Study; Sports Utility Vehicles (SUVs); Chung Mung Koo; Impact of Rising Won; Genesis; Fuel-cell Technology

Adidas: The Reebok Brand Revival

In early 2006, Adidas, the world's second largest sporting goods maker has acquired Reebok International Ltd (Reebok) to expand its global reach and give a competition to Nike, the market leader in US market. After nine months of acquisition, sales of Reebok-branded shoes and other apparel have fallen by 7%. In 2007, Adidas has launched a new marketing and branding strategy for Reebok. The case discusses Adidas's brand strategy for the revival of Reebok.

Pedagogical Objectives

- To understand dynamics of US foot wear industry
- To discuss Adidas's new marketing strategy
- To discuss Adidas's brand strategy for the revival of Reebok.

Industry	Footwear and Apparel
Reference	MAR0083P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Adidas; Reebok; Nike; Sports goods; Footwear; Brand revival; Celebrity endorsement; Brands & Branding Case Study; Merger; Cannibalization; Product positioning; Lifestyle; Advertising strategy; Repositioning; Apparel and clothing; Global marketing

Bank of America: Brand Positioning Strategies

Bank of America, leader in overall Small Business Administration (SBA) lender in the U.S., with clients in 175 countries and associated with 98 percent of the U.S. Fortune 500 companies, announced "Bank of Opportunity" new brand positioning theme supported by many initiatives like mix of national and local television, radio, print, online and outdoor advertising, as well as major charitable grants. The Case details Bank of America's initiatives and ends on the debate whether Bank of America would be able to communicate effectively the underlying theme of "Bank of Opportunity"? Would this brand positioning campaign really take off?

Pedagogical Objectives

- The Case aims at understanding the brand building exercise undertaken by Bank of America
- The Case also aims to discuss the concepts of branding, creation of brand, types of branding, communication barriers, different media used in communication, their reach and impact on the target segment.

Industry	Banking
Reference	MAR0082A
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Branding Strategies; Bank of Opportunity; Communication Barriers; Use of Media Platforms; Brands & Branding Case Study; Target Segment; Impact and Reach of Media; Creation of a Brand; Positioning Strategies; Small Business Administration; Advertising; Brand Positioning; Corporate Branding; Brand Building

Old Spice: Strategies to Transform its Brand Image

Procter & Gamble's Old Spice, a major player in the male personal care sector, was launched by Shulton Company in 1938. Although Old Spice was tagged as an Old Man's Product since the 1970s, the product maintained its market leader position till early 2000. Ever since P&G acquired Old Spice in 1990, it has been aspiring to give Old Spice a spicy and younger appeal. Its reasons for revamping its historic image with generation X has become stronger with the success of Axe, an offering from its competitor – Unilever, in 2004. Old Spice in its struggle to regain its lost leadership status, is trying to make its old sailor whistle a new tune.

Pedagogical Objectives

- To understand the competitive scenario in the male grooming market in the US
- To study the growth of Old Spice over the decades
- To analyse P&G's strategy to revamp its Old Spice brand, with a strong focus to retain its legacy
- To study the positioning of the Old Spice's new range of products.

Industry	Male Grooming Industry
Reference	MAR0081B
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Deodorant industry; Axe; Old Spice; Brands & Branding Case Study; P&G; Reamping; Male Grooming Industry; Make Over; Voice of Experience; High Endurance; NASCAR; Unilever; RedZone; Right Guard; Repositioning; Gillette

Value Creation at Harley-Davidson

On 31 August 2003 Harley-Davidson (H-D), the only major American player in the world motorcycle market, celebrated its 100th anniversary. In 2002, H-D reported its 17th consecutive year of record revenue and net income. In 2001 *Forbes* magazine named H-D the 'company of the year' for its record sales growth, earnings, and strong overall financial performance. The case discusses the way H-D has been creating value for its shareholders: (1) by positioning itself as a lifestyle product (with the capacity to satisfy deep-seated psychological needs); (2) by lowering buyers' price sensitivity (and in the process paving the way for premium pricing); and (3) through risk management and synchronised operating processes.

Pedagogical Objectives

- To understand and analyse how H-D creates value for its shareholders
- To discuss the marketing strategies of H-D.

Industry	Automobile
Reference	MAR0080
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Harley-Davidson; Just-in-time; Richard Teerlink; Clyde Fessler; Value creation; Brands & Branding Case Study; Brand positioning; Buell; Retail; Harley owners group; Co-branding; Brand loyalty; Icon; Pricing; Risk management; Waste cost

Fiat Relaunching the 1950's Fiat 500: Replicating the MINI's Success?

Retro models seem to be the car industry's hot favourites. BMW came out with MINI and Volkswagen with the New Beetle. Both were cult cars in their initial run and their new avatars did not do anything less. Fiat also flirted with this trend, by relaunching its 1950's Fiat 500 afresh, half a century down. Through this relaunch, Fiat wants to consolidate its recent recovery - ratcheted up by its CEO, Sergio Marchionne - and work towards an upmarket image.

This case study outlines the car industry trends and helps analyse the success of the MINI and the New Beetle. The case enables a discussion on the targeting, positioning and marketing techniques of carmakers, especially those of Fiat. It triggers discussion on how Fiat - while cashing in on the retro nostalgia - has to ensure young drivers are not left out. Spotlight is also on Fiat's trade-off between maintaining the car's retro-image and making it thoroughly modern.

Pedagogical Objectives

- To analyse the essential elements for the relaunch of retro models and those of the relaunched MINI and the New Beetle
- To understand the concept of targeting and positioning, with respect to the relaunch of MINI and the New Beetle
- To understand the concept of marketing mix and apply it to the relaunch of the Fiat 500.

Industry	Automobile
Reference	MAR0079
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Trends in and dynamics of automobile industry; consumer behaviour in automobile industry; segmentation; targeting and positioning; Brands & Branding Case Study; marketing mix; relaunch of retro models; bottom-up marketing; viral marketing; Fiat 500; BMW MINI; Volkswagen New Beetle

Brand Bond: The World is Not Enough

Global Film Industry, despite having started in Europe, had lost its prominence to Hollywood. It is believed that one among the few, for the Europeans to be happy about, is the creation of brand like James Bond, a fictional character that was conceived by the British novelist, Ian Fleming. Having his novel Dr. No made into a feature film by EON Productions in 1962, the Bond movie series numbered twenty-one by 2006. The series had excelled for four decades, by changing its product offering to suit the contemporary demands, but without changing its core value. Even today James Bond movies are associated with cool girls, ruthless villains, exotic locations, sexual connotations, cars and gadgets. However, many branding experts question whether this value offering and product relevance of James Bond would have a long mileage, in the context of changing customer preferences and technological revolutions in the film industry.

Pedagogical Objectives

- To analyse whether Brand Bond is an Iconic or a Cult brand
- To discuss, compare and analyse the nature of British film versus Hollywood
- To devise a new business plan to revive the brand Bond.

Industry	Entertainment
Reference	MAR0078
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

James Bond; Brand Bond; Sean Connery; Pierce Brosnan; Branding; Movie marketing; Cult Brand; Iconic Brand; Mass Brand; Hollywood; EON Productions; Brands & Branding Case Study; British Film Industry

Alessi: Managing Brand Equity at the Italian Design Firm

In early 2004, Alberto Alessi, general manager of Alessi S.p.A - the Italian, family-run, kitchen and tableware factory - famous for its playful and innovative design is absorbed about how to manage Alessi's brand equity. Alberto needs to optimise a set of objectives, subject to certain constraints. The objectives are: (1) to bring Alessi's range to masses or in other words, how to enhance and build more luxury into their brand at every price point it offers; and (2) to find new typologies into which Alessi can expand. The constraints are: (a) to sustain the aura of quality and innovation surrounding Alessi; (b) to provide Alessi's designers with the opportunity to take risks and innovate, staying close to the borderline.

The main objectives of the case are to grasp the key issues involved in managing brand equity and thus the focus is on various issues, faced by a luxury goods firm, like Chinese counterfeits, branding strategy problems, production planning problems and so on. The case also provides various possible options such as 1) whether to engage the Chinese manufacturers 2) extending brand both line- and category-wise 3) going for patenting actively 4) consider a change in the business model and so on.

The case prepares a rich ground to discuss critical issues in the strategic brand management of fashion and luxury goods. In particular, it illustrates how Alessi has managed to grow, without losing its core identity and its customer value. It is also meant to evaluate Alessi's brand strategy using the brand equity approach.

Pedagogical Objectives

- The Alessi case is written to serve a number of purposes in a course on Strategic Brand Management. Specifically it can be used to:
- Highlight the importance of brand equity approach
- Define and illustrate brand equity for Alessi
- Evaluate the relative importance of various elements of brand equity that provides value
- Demonstrate how the value that has emerged from various environmental factors have enhanced brand Alessi
- Manage brand equity - how should it be leveraged and protected in the face of various threats; how should it be exploited?
- Raise questions and suggest issues for strategic brand management, in the case of Alessi.

Industry	Gifts, Kitchen Ware, Design
Reference	MAR0077
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Alessi; Italy; Kitchen and tableware; Strategic brand management; Create and sustain brand equity; Home luxury goods; Family-owned businesses; Design-driven innovation; Clusters and strategy; Brands & Branding Case Study; Perceived quality; Brand associations; Democratisation of luxury; Focused low-cost strategy

P&G's brand Management Strategy for Tide in the US

P&G is a leading consumer goods company based in Ohio, US. It owned more than 300 brands including Tide detergent, Crest toothpaste, Pantene shampoo and conditioner, Pringles potato chips, Pampers diapers and Vicks cold medications which were available in over 160 countries. It has the largest market share in laundry detergent products. Its laundry detergent brands included Tide, Cheer, Ariel, Gain, Era, Bold and Dreft. P&G has been struggling to retain its leadership position in the laundry detergent segment, especially for Tide detergent. The Tide brand was losing its appeal due to lack of new products and advertising. The case study discusses P&G's attempts to keep the Tide brand alive.

Pedagogical Objectives

- The case is about P&G and its most widely sold detergent Tide. The case discusses the problem faced by the P&G brand Tide which once used to hold number one position in the detergent industry. The case elaborates on
- The market conditions and the competition faced by Tide in the US market
- Strategy adopted by P&G to make Tide a success
- Advertising initiatives taken by P&G to establish Tide as market leader.

Industry	FMCG Industry
Reference	MAR0076P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Proctor & Gamble; Tide detergent; Ivory soap; Brands & Branding Case Study; Oxydol Soap; dreft soap; Gain detergent; cheer detergent; Project X; wasday miracle; Liquid Tide detergent; Ultra Tide power and Liquid

Nivea's Brand Extension Strategy in the US Market

In 2005, $3.3 billion, NIVEA (Nivea) is the world largest skin and personal care brand. Owned by Beiersdorf, Nivea has grown from being a signature product to over 30 products encompassing fourteen product categories which included a vast expanse of sub-brands such as Body, Visage, Beaute, Sun, For Men, Hair Care and Baby It had used the 'clear benefit concept' to promote growth in Asia, Latin American and Eastern European Market. Nivea has succeeded with new products rollouts by maintaining consistency in its brand messaging, both visually and verbally. Increase in critical consumers, aggressive competitions and private labels is posing a threat for Nivea and their sales growth has been stagnant since 2002. To increase its global market share in skin and beauty care, the company has launched several new initiatives. This case discusses Nivea's growth strategy over the years and it strategy to maintain its lead in the changing market place.

Pedagogical Objectives

- Impact of competition and private label on Nivea
- Nivea's brand extension strategy.

Industry	Cosmetic Industry
Reference	MAR0075P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Skin & personal care; clear benefit concept; Beierdorf, Nivea visage; Nivea for men; Word of mouth campaign; packaging; Brands & Branding Case Study; Market share

Wal-Mart – Building a New Image

Wal-Mart, the second largest company in the world is also the largest retailer in the world. In the past decade, Wal-Mart has been mired in controversies. It has come under increased criticism on a variety of fronts, from paying low wages and providing paltry health benefits to hurting local businesses. Such criticism has escalated since 2004, as two union-backed groups have run grass-roots campaigns to draw attention to Wal-Mart. Analysts observe that the negative perceptions have slowed sales, as some shoppers turn away from the retailer.

Lee Scott Jr (Scott), CEO Wal-Mart realises that many of the controversies that have to do with the environment will end up with people feeling that Wal-Mart has a greater responsibility than they are accepting He decides that Wal-Mart needs to define its responsibility broadly, in a way that will bring its vast supply chain—where its environmental impact is the greatest—into the picture. He aims to turn it into the world's largest environment friendly store. Apart from improving its image, motivating employees, Wal-Mart can also save money by going green.

Pedagogical Objectives

- The case discusses green consumerism with respect to Wal-Mart
- The case outlines the various environmental and other controversies that have had a negative impact on the retailer's sales
- It discusses senior management's initiatives to turn Wal-Mart into the world's largest environment friendly store
- The case highlights that apart from improving its image, motivating employees, Wal-Mart can also save money by going green.

Industry	Variety Stores
Reference	MAR0074P
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wal-mart; Sam’s club; Sam Walton; Sex discrimination litigation; Supercentre; Organic product market; Kid Connection; Sustainable value networks; Brands & Branding Case Study; Environmental campaign; Wal-Mart Jobs & Opportunity Zones; Discount stores; Online retailing; Wal-Mart in controversies; Green initiatives; Environmental Quality Act

Revitalising Barbie

In 2006, 46 year old Barbie – the largest and the most popular doll in the world is struggling through a mid-life crisis. The Barbie brand accounts for almost one-third of Mattel's $5.2 billion annual revenue. The Barbie doll has dominated the global toy market for more than 40 years. But in recent years, its status as queen of the toy cupboard is under threat. Mattel's financial results highlighted her plight with the gross worldwide sales of Barbie falling by 13 % in the second quarter of 2006. Little girls no longer view her as cool and trendy. Mattel decided to reinvigorate the Barbie brand, focusing on core markets, aligning more effectively with growing retail customers by entering into closer partnerships with them, investing in developing markets, and growing alternative sales channels. Mattel has decided to concentrate on three aspects – product, brand building and distribution channel. It has extended Barbie to animation movies, launched interactive web sites, and developed new products to appeal to teens and pre-teens. The case discusses the challenges faced by Barbie; it traces the initiatives taken by Mattel over the years to extend Barbie's product life cycle; and debates over Mattel's current strategy for Barbie.

Pedagogical Objectives

- To examine the challenges faced by Barbie in maintaining its brand image
- It discusses the initiatives taken by Mattel to extend Barbie an iconic brand's product life cycle
- To debate over Mattel's current strategy for Barbie.

Industry	Toy Industry
Reference	MAR0073P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Mattel; Barbie; product life cycle; brnad extension; bratz; fairytopia; core branding strategy; icinic brand; marketing strategy; re-invention; brand merchandise; retail strategy; competition; Brands & Branding Case Study; collector Barbie; mid-life crisis

Harley Davidson: Maintaining a Cult Brand

In 2005, the $5.34 billion – Harley-Davidson (Harley) is the leading motorcycle manufacturer in the US with over 50% market share. Hailed as the classic example of a cult brand, Harley depends on innovative product, premium pricing, unique retail environment and experiential and relationship marketing to maintain its status as a cult brand. It enjoys huge brand loyalty. Deeply connected to American culture and values, Harley has become a symbol of rugged individualism, freedom and rebellion. Harley has cultivated its image and relationships over a long period of time and effectively wrapped itself around its customers using multiple marketing techniques. Every touch point – the product itself, its distribution channels, sales, customer service, design, communications and brand extensions has been harnessed to enhance the company's brand identity. Harley has historically controlled the demand – supply gap of its products to create a scarcity value for the brand

With the changing demographic and market scenario, Harley is slowly changing its strategy on all fronts. In 2005, all the eyes are trained on Harley as it made the transition from operating in the unique, high growth selling environment that it experienced in the 1990s and early 2000s, to one that is sustainable on an ongoing basis. In the recent times, the scarcity value has reduced as a result of its aggressive strategy to match demand and supply. Although the company's efforts to correct the demand – supply gap are going in the right direction, they are also leading to rising dealer inventory and reduced value of pre-owned vehicles.

The case discusses Harley's product development strategy, brand merchandising, pricing, its promotion strategy, the Harley Owner Group (HOG) and its designer stores which promote lifestyle experience.

Pedagogical Objectives

- The emergence of Harley Davidson as a cult brand
- The challenges that Harley Davidson faced from competitors, over the years
- To discuss the strategies adopted by Harley to maintain its status as a cult brand.

Industry	Motorcycle
Reference	MAR0072P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Harley Davidson; cukt brand; innovativeproduct; premium pricing; relationship marketing; brand loyalty; lifestyle branding; icinic brand; experiential marketing; product scarcity model; Brands & Branding Case Study; brand merchandising; retail strategy; brand identity; historical branding; image management

Tourism Malaysia: Marketing the Country

In early 2006, Malaysia launched a 'Visit Malaysia Year 2007' campaign which coincided with the golden jubilee of its independence in 2007. The objective of the campaign was to market Malaysia as a major tourist destination and attract 20 million international tourists in 2007, up from 16.4 million in 2005. In 1999, Malaysia had launched the 'Malaysia: Truly Asia' campaign which significantly increased international tourist flow to the country.

The case deals with the efforts made by Malaysia to transform itself into a comprehensive tourism product and market it.

Pedagogical Objectives

- To analyse the need for integrated planning to make a country brand
- To understand the identity and image of Malaysia as a country brand
- To analyse the challenges while managing a country brand
- To discuss the critical success factors for a country brand.

Industry	Tourism
Reference	MAR0071K
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Tourism Malaysia; Malaysia Tourism Promotion Board (MTPB); Malaysia: Truly Asia; Visit Malaysia Year; Brands & Branding Case Study; Tourist Development Corporation of Malaysia; Asian financial crisis; Malaysia GDP (gross domestic product); Malaysia's international tourist arrivals; Adventure tourism; Meetings, Incentives, Conferences, and Events (MICE); World Tourism Organisation; Tourism infrastructure

Bose: Making the Most Trusted Brand

Bose Corporation (Bose), the manufacturer of audio systems was ranked as the most trusted consumer brand among the 22 distinguished technology companies in 2006. Bose topped the list, ahead of Apple, Microsoft, Dell, Intel and Sony. From its inception, Bose had focused on the quality of the product and laid its emphasis on research and development. Moreover, the speakers produced by Bose used an innovative technology that could be controlled automatically. Apart from being the most trusted brand, Bose had been recognized as the strongest brand in the car audio segment for the fourth consecutive year in the US, in 2006. Customers associated Bose with high brand image and so the question was that whether the company would maintain its existing brand image among the consumers or would go for innovative products to counter its competitors. The case gives an insight to Bose's background from its very inception. It also gives an overview of the making of Bose as a powerful brand.

Pedagogical Objectives

- To discuss about the history and growth of Bose Corporation
- To understand how Bose Corporation focused on the upper strata of customers
- To analyse the making of Bose as a powerful brand
- To assess how Bose generated trust among the consumers
- To argue whether Bose would cater the niche segment or diversify into other segments.

Industry	Consumer Electronics
Reference	MAR0070K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Bose; Brand; Apple; Microsoft; Dell; Sony; Brands & Branding Case Study; Intel; Audio system; Consumer behaviour; Speaker; Brand image; Dr Amar Bose; Stereo speaker; iPod; Branding

Intel: In Search of a New Identity

The very first major move which Paul S. Otellini took, after becoming the new CEO of Intel Corporation, was changing the company's 16-year old logo. The change was not only in the tag line but also in the famous Intel's "dropped-e" corporate logo. The company was the market leader in its microprocessor segment and the famous tag line, 'Intel inside', was closely associated with its success. A sudden shift from its year-old and well known corporate logo to a new one, was quite unlikely Intel. Moreover, the company was planning to diversify to other businesses, apart from its core PC segment, thus, decided to change from 'Intel Inside' to 'Leap Ahead'. There were many instances where companies had changed their corporate logos and also succeeded in maintaining their images in the market.

This case highlights the above-mentioned issues and allows room for discussing whether Intel has made the right move or not.

Pedagogical Objectives

- To understand the processor industry
- To discuss the new marketing initiatives taken by Intel
- To debate on whether this initiative would help Intel to succeed in future.

Industry	Semiconductor
Reference	MAR0069K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Intel Corporation; Logo; Desktop PC (personal computer); Brands & Branding Case Study; Microprocessors; Semiconductors; Component branding; Apple; Multi-tasking; Servers; Intel inside; Leap ahead; Marketing; Image dilution; Brand valuation; Tagline

Tom Cruise at United Artists: The Potential Prospects and Perils

After a rather bitter break-up with Paramount Pictures, Tom Cruise, one of the partners of Cruise/Wagner Productions was reported to sign an agreement with Metro-Goldwyn-Mayer (MGM) to run United Artists, a subsidiary of MGM. The agreement was found to trigger a debate within Hollywood as on one hand while sources at MGM believed that the actor would be instrumental in bringing about a turnaround at United Artists, several other sources felt he could actually turn out to be a liability for the ailing studio.

Though Tom Cruise was a recognised brand in Hollywood and at one point of time, enjoyed overwhelming popularity in the industry, his controversial comments on subjects like Scientology, use of anti-depressants and certain developments in his personal life were however found to be responsible in negatively impacting his image.

Pedagogical Objectives

- To trace the timeline of United Artists, one of the classic iconic studios of Hollywood
- To analyse the causes behind the decline of 'Brand Cruise' and its subsequent impact on studios who invested in the actor
- To analyse the possible impact of the agreement signed between Cruise and MGM.

Industry	Entertainment
Reference	MAR0068K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hollywood; Tom Cruise; MGM (Metro-Goldwyn Mayer); United Artists; Kirk Kerkorian; Charles Chaplin; Mission Impossible; Academy Awards; Golden Globe Awards; Scientology; The Oprah Winfrey Show; Paramount Cinemas; Superman; Pirates of the Caribbean; Brands & Branding Case Study; Spielberg

Sharp: Rejuvenating its TV Brand

During 2000-06, Sharp Corporation's (Sharp) market share in Liquid Crystal Display (LCD) TV segment plummeted from 86% to 12%. Even the 13% recorded growth of the company was less than the Industry average. The 'Sharp' brand which once enjoyed leadership status in global LCD TV market had been suffering from low brand recall due to its weak brand equity. In 2006, 62% revenue and 89% profit of the company came from its home country, Japan. Analysts tried to prove that the company was more a Japanese company, than a global one. Under the leadership of Katsuhiko Machida, the company wanted to regain its leadership status in LCD TV segment. As a part of the restructuring exercise, the company launched a new and innovative marketing communication strategy, changed its corporate identity and punch line, strategic brand platform of the company. To leverage the full benefit from the innovative marketing communication strategy, the company introduced new brands and products. For example, the company launched 65 inches LCD TV, the largest in the world. As a part of the restructuring exercises, the company also equipped its existing facilities with the most advanced technologies. It also enhanced the existing capacity of the plant and diversified to other related area, like, mobile phones and so on.

This case gives in details about the problems the company encountered, strategies adopted by the company as a part of the restructuring exercises and how the company planned to leverage the full benefit from the restructuring exercises. It also gives an idea about global LCD TV market, recent trends and developments of the market, future trends of the market and how innovative technologies affect the growth of the market positively.

Pedagogical Objectives

- To discuss the global LCD TV market
- To discuss the strategic initiatives of Sharp Corporation
- To analyse the challenges faced by Sharp
- To debate on Sharp's restructuring exercise.

Industry	Consumer Electronics
Reference	MAR0067K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sharp Corporation; Liquid crystal display (LCD); Cathode ray tube (CRT); Samsung; Brands & Branding Case Study; Plasma display panel (PDP); Surface conduction display (SED); Plasma display technologies; Matshushita Electronic Corporation; iSuppli; Sony Corporation; Original equipment manufacturers; Organic light emitting diode; Brand identity; LG Electronics; Display Search

Google: From Search Engine to Power Brand

In mid 90s, two students from Stanford University planned to develop an online search engine, Google. The name Google was derived from the word 'googol' which meant a mathematical term for 1 followed by 100 zeroes. Over the years the company became globally the largest search engine. Besides restricting itself as the number one search engine globally, the company was known for its friendly products and continuous innovation. In 2005, the company emerged as number one brand in the survey conducted by Interbrand, surpassing brands like Apple, Nokia, Sony and Starbucks. The case discussed in details about the evolution of brand Google from an online search engine to globally the leading brand. It also covers how Googol plan to retain its superiority over Yahoo and other online search engine.

Pedagogical Objectives

- To discuss about the online search engine
- To discuss how Google became the most popular search engine
- To analyse Google as a power brand
- To discuss how Google enriched its product portfolio.

Industry	Internet Information Provider
Reference	MAR0066K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Google; Yahoo; Pagerank; Hypertext matching analysis; Search engine; Knowledge management; Brands & Branding Case Study; Google Scholar; Apple; Google adwords; Google adsense; MSN-Microsoft; America On-line (AOL); On-line search; Brandchannel.com; Lycos

Will Gillette's Fusion Brand Match its Mach 3 Brand's Success?

In the late 1990s, Gillette, best known for its razors and blades grabbed 15% market share in the US market by launching its Mach 3 brand. Mach 3 was a three bladed shaving system that allowed a shave with less pressure and fewer strokes and thus reduced skin irritation. In 2005, Mach 3 with Mach 3 Turbo and battery powered version M3Power captured 34% share in the US market. In the same year P&G acquired Gillette to make its market position stronger overseas.

In January 2006, P&G – Gillette merger launched the manual and power versions of a five bladed razor shaving system named as "Fusion" in the US, UK and Canada. Gillette charged $12 to $13 for a pack of four Fusion cartridges and the same number of Fusion Power cartridges was priced at $13 to $14. However analysts estimated that Fusion's market-share had been far weaker than what Gillette saw after Mach 3 and Mach 3 Power launches and the reason behind this was the price structure of Fusion. Analysts predicted that the price of the Fusion manual was 80% higher than Mach 3 manual and that of Fusion Power was 30% higher than Mach 3 Power cartridges. Though Gillette argued that, since Fusion was a luxury brand it was costlier than the previous Gillette razors and blades but when the sales of its razors and blades fell by 5% in 2006, the company planned to cut the price of its Fusion brand. This decision was however, not taken unilaterally by Gillette but the company asked its retailers to help it make a decision. The company at the same time paid more attention to the promotional activities of Fusion. Despite this industry observers were skeptical about the success of Fusion. Would Gillette succeed in promoting its Fusion brand and achieve the same success as it did with Mach 3 in 1998?

Pedagogical Objectives

- To understand product variation of razors and blades categories of Gillette
- To understand the comparison between the three bladed shaving system Gillette's Mach 3 and two bladed shaving system Gillette's Sensor.
- To understand the obstacles for the promotion of Gillette Fusion, a five bladed shaving system, to gain the same popularity like Mach 3.

Industry	Personal Care
Reference	MAR0065B
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Product comparison; Pricing; Promotional Activities; Strategy; Brands & Branding Case Study; Product differentiation; Product Life Cycle; Product Launching Strategy

Marketing the 'YouTube' Way

YouTube.com was a video sharing Web site where users could upload, share and watch videos for free. In less than 2 years of its existence, YouTube ranked amongst the Web's top 50 sites and had 16 million daily viewers. By August 2006, it had the highest market share in the free video sharing Web site category. YouTube had introduced two new advertising avenues named 'Brand Channels' and 'Participatory Video Ads' to encash its huge audience base and soaring popularity. But at the same time, YouTube's success story seemed to be eclipsed by allegations of copyright violations for the non-permissible content posted on its Web site. YouTube also faced a challenge to maintain its rapid paced growth and competition from other emerging me-too kind of startups.

In October 2006, Google announced the acquisition of YouTube for $1.65 billion in stock-for-transaction. Would YouTube be able to derive benefit from its association with the global reach and technology leadership of Google or get further entangled in lawsuits after being acquired by a cash-rich technology giant?

Pedagogical Objectives

- To understand the business model and functioning of YouTube
- To examine the critical success factors for YouTube as a company
- To study the marketing strategies of YouTube
- To understand Internet advertising and development of alternative media.

Industry	Digital Media & Entertainment
Reference	MAR0064A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

YouTube; Google; Video Sharing Web site; Video Hosting Web site; User Generated Content; Brand Channels; Participatory Video Ads; Broadcast Yourself; Video Advertising; Steve Chan and Chad Hurley; Internet Advertising; Alternative Media; Viral Marketing; Branding; Advertising; Marketing; Brands & Branding Case Study; Emerging Media Opportunity

Branding: The Yum! Way

In 2004, Yum! Brands Inc., the world's largest restaurant company, generated a revenue of $9 billion. It operated under the well-known brand names, like Pizza Hut, KFC, Taco Bell, Long John Silver's and A&W Restaurants, In order to provide variety and convenience to the customers, Yum! introduced multiple brands under a single roof. This concept was known as 'multibranding'. By combining diverse brands in a single outlet through multibranding, Yum! also expected to maximise capacity utilisation and offset the rising real estate costs in the US.

The case, while discussing the multibranding strategy of Yum!, also focuses on the challenges faced by the company and its initiatives to be a 'multibrand power' in the industry.

Pedagogical Objectives

- To understand the concept of 'multibranding'
- To discuss how revenue maximisation is achieved through economies of scale
- To understand how 'brand pull' of the stronger brands can be used to leverage the relatively weaker brands to improve ROI
- To debate the viability of multibrand restaurants against the backdrop of health concerns and obesity risks of the US consumers.

Industry	Fast food & quick service resturants
Reference No.	MAR0063K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Yum; Branding; multibranding; McDonald's.

BenQ: In Quest Of Global Branding

Although contract manufacturing of non-branded products accounted for 63% of the revenues in 2004, BenQ Corporation (BenQ), a leading Original Design Manufacturer (ODM) of Taiwan, decided to implement a two-pronged strategy of contract manufacturing, as well as developing its own brands to ensure stable revenue generation. BenQ planned to increase its revenues from the branded business from 37% in 2004 to about 50% by 2008 in order to become a sustainable global brand and increase its profitability.

The case highlights the paradigmatic shift in the business strategy of BenQ, in its efforts to become a leading electronic goods manufacturer in the world.

Pedagogical Objectives

- To discuss the brand-building initiatives of BenQ
- To understand the business transformation of BenQ from an unbranded business to branded one
- To understand the competitive forces in branded electronic goods manufacturing industry
- To critically analyse the business model of BenQ and its sustainability in the long-run
- To understand the dynamics of the Original Design Manufacturing (ODM) business.

Industry	Wireless, Telephone Handset
Reference No.	MAR0062K
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Branding; BenQ; Motorala; Siemens; ROI.

Unilever: Would the 'Power Brand' Strategy Pay Off?

Unilever, the Anglo-Dutch consumer product company, was formed in 1930 with the mission of 'meeting the everyday needs of people everywhere'. Over the years, it became the world's second largest packaged consumer goods company (after Procter & Gamble) and third largest food firm (after Nestle and Kraft Foods). Armed with 1600 brands in the home and personal care, and food and beverage segments, the company was present in 150 countries and its brands were used by 200 million people everyday. However, since the late 1990s, the company started facing competition which resulted in a decline in the net profit and marginal growth in revenue. In February 2000, the company announced a five-year growth strategy, directed towards bringing a significant improvement in its performance. The strategy, known as 'Path to Growth', declared the company's intention of streamlining and rationalising its unwieldy portfolio of 1,600 brands. Unilever aimed at getting rid of some of its 'non-strategic' brands and reducing its portfolio to 400 'power brands', by 2004. The plan attempted to save $7 billion within five years. The initiatives, however, received mixed feedback. While a group of industry analysts appreciated the unique move, another group was doubtful about the effectiveness of this strategy. The case discusses the brand portfolio and the brand portfolio restructuring idea. Also, it offers scope for discussing how Unilever continued with the brand restructuring exercise and whether the company would be able to achieve the desired growth rate by following the strategy.

Pedagogical Objectives

- To discuss branding as a tool of key differentiator in strategic marketing
- To discuss how Unilever categorised its brands as 'Power Brand'
- To discuss how companies do 'Brand Portfolio Management'
- To discuss how companies do 'Brand Portfolio Restructuring' exercises
- To discuss how companies do 'Brand Renewal Matrix' for their respective category
- To discuss how to perform Brand Audit, preparation of Brand Audit Sheet and classification of brands.

Industry	FMCG
Reference No.	MAR0061K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Unilever; Power brand; Local Brands; Brand valuation; brand extension.

The Virgin Group: Branding Ahead

Richard Branson, the 56-year-old creator of the Virgin brand, is a prime example of entrepreneurial success in global business. The Virgin group has created over 200 companies worldwide employing more than 25000 people with a sales turnover of $8.1 billion for the fiscal year 2005. It has become a byword for quality, innovation and a sense of competitive challenge. Virgin has delivered value for money to customers and used e-commerce activities to upgrade old products and services into new avenues for success. Virgin's uniqueness lay in the fact that it had minimal management layers, no bureaucracy, a tiny board and no massive global HQ. Employees' interests were always given the highest priority over those of customers and shareholders.

The issue Branson faced was to prioritise the challenges likely to crop up in the next decade. The case is structured to enable students to discuss: (1) the primary product groups; (2) marketing strategies; (3) the challenges likely to confront Virgin; and (4) the outlook for the future.

Pedagogical Objectives

- To analyse the strategies adopted by the Virgin group to succeed in different, and also unrelated, business areas
- To understand the marketing mix formulated for diverse product groups.

Industry	Entrepreneurship
Reference No.	MAR0060C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Virgin Group; Richard Branson; Branding; Atlantic Airways; Market leadership; Trains; Cola; Virgin Mobile; Management strategy; Virgin Money; Entrepreneur; Merger; Business opportunity; Marketing; Strategies.

Johns Hopkins Medicine-Branding Challenges

The Johns Hopkins Medicine, (JHM) was the governing body for one of America's best academic medical center and health care delivery system. The Johns Hopkins Hospital, under JHM was ranked the 'Best Hospital' for 15 consecutive years (as of 2005) in the US News and World Report's Best Hospitals Rankings. The Johns Hopkins University, also under the JHM, was America's first research university. Scientists working with the organization included Nobel Laureates and its research was known for many a pioneering medical break-through. In late 2004, JHM launched an advertising campaign to boost the JHM profile and canvass for philanthropic funds to construct two new state-of-the-art patient care facilities. This was a new experience for JHM, which had not aggressively promoted its brand, publicly, so far. However, with a number of academic institutions resorting to regular marketing methods to promote themselves, the JHM management felt that their brand and its USP had not been fully exploited. Also, being an academic hospital, JHM had to rely on donors for developmental activity and hence building a strong brand was crucial. JHM wondered how best its brand could be exploited in its promotional and fund-raising efforts. They also had to be cautious of criticism from experts who observed that academic medical centers should refrain from regular advertising and promotionals.

This case allows for students to discuss how a brand should be built in the hospital sector and how its USP should be built into the brand, to create maximum brand awareness.

Pedagogical Objectives

- To discuss how a brand should be built in the hospital sector
- To discuss promotional strategies for the service sector.

Industry	Hospital Sector
Reference No.	MAR0059C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

John Hopkins Medicine; Hospital Industry; U.S.A; Academic medical center; Teaching hospitals; non-profit hospital; JHU ; John Hopkins Hospitals and Health Systems; patents filed; advertising campaign; competitive strategies; Best Hospital in the US; brand building; gifts and donations; services sector.

Boston Red Sox – The Brand and its Future

The Boston Red Sox Team (Red Sox) was a Major League Baseball team located in Boston, Massachusetts. For over a period of 86 years, the team had not won the World Series. This long spell was referred to as the 'Curse of the Bambino'. This curse was believed to be associated with the trading off of the team's star player, Babe Ruth, nicknamed 'Bambino', who had led the team to win three World Series in 1915, 1916 and 1918. Victory had evaded the Red Sox, ever since their 1918 win and in each of the following matches, the team had a close brush with success despite fielding a good play. Each year, the fans hoped that their team would win. During these years, the fans empathised with the team and a strong emotional bond was built between them. This seemed to have made this losing team into a premier sports brand.

In October 2004, the Boston Red Sox Team won the Baseball World Series. Although the fans were excited about the long awaited victory, marketing pundits debated the brand's future. They questioned how the fans would accept the fact that they had a championship team. However, some others argued that the brand would continue to remain viable because it was built upon many factors that had nothing to do with championships. The case provides for discussion on the future of the Red Sox brand and what options the management had to enhance the fan experience.

Pedagogical Objectives

- To discuss strategies of a sports franchise
- To discuss the future of the Red Sox brand.

Industry	Sports franchise
Reference No.	MAR0058C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Red Sox; Sports franchise; Curse of the Bambino; US; Baseball team; branding; emotional marketing; Babe Ruth; sports fans; Fenway Park; Boston; Major League Baseball; World Series Baseball.

BMW's Exit from Branded Entertainment –Is it the Right Move?

In October 2005, BMW, the leading car maker based in Germany, announced its decision to quit branded entertainment, owing to increased cost. The decision was a surprise to industry watchers because BMW was the pioneer of branded entertainment strategy. BMW cars were used in James Bond movies by the detective himself. BMW had also launched its own series of eight online short films called 'The Hire', involving popular actors and directors. The branded marketing strategies used by BMW were hugely successful in terms of increased sales of the models featured and higher brand visibility. They also won critical appreciation and awards for innovative advertising.

The case discusses the various branded marketing campaigns BMW adopted from its early days. It also examines the possible causes for BMW's decision other than the cost factor. The case offers adequate scope for discussion on the impact of BMW's decision on its own sales and brand image as well as on its competitors' sales.

Pedagogical Objectives

- To analyse how advertising costs affects an automobile major like BMW
- To discuss various marketing campaigns which BMW had adopted.

Industry	Automobiles
Reference No.	MAR0057C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

BMW; Branded Entertainment; In Film Advertising; Online Advertising; Advertising; The Hire; BMW in James Bond movies; Brand Image; "Anti-brand" marketing campaign; Jim McDowell; Jack Pitney; Fallon Advertising agency; GSD&M Advertising; Advertising Expenditure Ford Mercury.

Colgate Palmolive's 'Natural' Route to Growth

The case talks about the take over of Tom's of Maine, the leading player in the natural personal care market in the US, by Colgate-Palmolive in early 2006. Colgate is the market leader in oral and personal care markets the world over. The naturals market has been showing good growth in the recent years in the US while the market for mainstream products witnessing sluggish growth. Natural/organic brands such as Tom's of Maine are showing remarkable growth in this stagnating market.

Since 2002, Colgate due to intense competition and increase in price of commodities is following an aggressive restructuring strategy aimed at strengthening its market leader position. The case gives the details of this takeover, and the reasons behind this move.

The case brings to attention the latest trend of multinational companies taking over smaller ethical brands in order to gain a foothold in the booming ethical markets. It also raises questions on whether these takeovers, would lessen the appeal of the ethical brands among consumers or whether consumers would continue patronizing them irrespective of the change in parentage. The case also facilitates a debate on whether Colgate's decision to take over a small natural brand at this critical juncture was wise and about the success of the same.

Pedagogical Objective

- To understand: Strategies for growth in the organic segment for established FMCG companies-Impact of brand equity, in case of take overs.

Industry	Oral Care Market
Reference No.	MAR0056C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Oral care; Ethical Marketing; Corporate Social Responsibility; Tom Chappel; Tom's of Maine; Colgate; Natural oral care products ; Ruben Mark; green brand; Colgate-Palmolive; P&G; Crest; Inorganic growth; entrepreneurship; ethical brands.

Mcdonald's in Japan: Rebuilding the Brand

In 1971, McDonald's opened its first store in Japan. Since then, McDonald's Japan has grown to become the largest food service provider in the country. With around 3,800 restaurants operating and a 20% market share, the company controls a major chunk of the fast food industry. But trouble came knocking at its door in 2002, when McDonald's Japan plunged into losses for the first time in 29 years. The company drove a nail in its coffin by instigating a price war in the fast food industry, with the result that the entire industry suffered huge losses. At this juncture, Eikoh Harada was appointed as the CEO of McDonald's Japan. Under his leadership, the company took up various initiatives to rebuild its brand image that primarily revolved around revamping the menu and remodelling the company stores. These initiatives helped in enhancing the brand's value to the customers, resulting in a turnaround of fortunes for the company.

Pedagogical Objectives

- To analyse and discuss the critical success factors for the fast food industry in general and the Japanese fast food industry in particular
- To identify and analyse the underlying reasons for the problems faced by McDonald's Japan in the early 21st century
- To discuss the various strategies implemented by McDonald's Japan to enhance its brand value
- To debate whether Harada's strategy will be successful in achieving sustained growth at McDonald's Japan.

Industry	Fast Food
Reference No.	MAR0055
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Fast Food Industry in Japan; Consumer behaviour; Japanese Economy; Pricing

Strategy; Price Wars; Eikoh Harada; Brand; Branding; Brand Equity; Rebuilding Brand Image; Creating Brand Value; Brand Charter; Marketing Strategy; Globalisation versus Localisation issues; New Product Development; Growth Strategies.

Apex-Pal International Ltd, Singapore-based Food and Beverage Company: Founder CEO, Douglas Foo's Brand Building Strategies

Douglas Foo is the founder of Apex-Pal, a Singapore-based food and beverage company. Apex-Pal owns food and beverage brands like "Sakae Sushi", "Sakae Express", etc., and it plans to make it as big as McDonald's. Apex-Pal was started in 1997 amidst the Asian financial crisis as a small enterprise in Singapore. Its first 'Sakae Sushi' restaurant was started with a capital of S$300,000. In a corporate world, which amasses money out of borrowed capital, Douglas Foo is said to have created wealth and fame without borrowing a dime. His corporate philosophy has proved to be a magic wand in Singapore and with Apex-Pal stretching its arms to reach the US, Canada and Europe, the efficacy of his expansion strategy is yet to be seen.

Pedagogical Objectives

- To highlight the business philosophy of Douglas Foo
- To understand the influence of personal values of the founder on his business practices
- To discuss the growth strategy of Apex-Pal
- To analyse the efficacy of the current business strategy of Apex-Pal in the light of its future challenges.

Industry	Food Retailing
Reference No.	MAR0054
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hibiki; Dining @ Sakae; Innotech consulting; portable conveyor belt; kaiten; Skal; Crepes & Cream; Nouvelle; Singapore-based Food and Beverage Company; Surviving Asian financial crisis; Recruiting prison inmates; Best HR practices; Technology deployment.

Visa International: Building a Global Brand

Visa International has emerged as a global market leader in payment solutions. The company has 21,000 member financial institutions spread across 150 countries and operates more than 924,000 ATMs worldwide. In 2005, Visa has achieved card sales of more than US$3 trillion. Globally, the perception of Visa as a card of convenience, acceptance, flexibility and security has helped build consumer trust in the brand. Visa's main competitors are MasterCard and American Express. Visa's adoption of a localized marketing approach to promote the card is a major contributor to its success. The case discusses the different branding strategies adopted by Visa International to attain a leadership position in the global market. It also discusses the challenges Visa is likely to face from its competitors in sustaining its brand leadership in the future.

Pedagogical Objectives

- The case discusses the different branding strategies adopted by Visa International to attain a leadership position in the global market
- It also discusses the challenges Visa is likely to face from its competitors in sustaining its brand leadership in the future.

Industry	Payment cards
Reference No.	MAR0053P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

VISA; Global; Branding; Alliance; Sponsorships; Payment cards; MasterCard; American Express.

The Redemption of Martha Stewart

MarthaStewart (Martha), Chairman and CEO of Martha Stewart Living Omnimedia (MSLO), is also the company's flagship brand. After Martha resigns following charges of insider trading, MSLO distanced itself from brand Martha. Martha's operatic fall and a successful return raises signficant questions about the notion of personal branding where the company's founder or CEO is in effect its brand. Even as analysts write her off, Martha is determined to make a comeback and revive MSLO's fortunes. The case outlines Martha's startegy in reviving brand Martha to its former glory. Is the subsequent decline in her popularity a result of brand Martha being overexposed?

Pedagogical Objective

- The case discusses personal branding strategy, its advantages and pitfalls.

Industry	Cooking and Housekeeping
Reference No.	MAR0052P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

MSLO; Martha Stewart; ImClone scandal; personal branding; The Apprentice; magazines; prison; KB Homes; Charles Koppelman; comeback strategy; subscription revenues; image management; Martha Stewart Living; Martha Stewart Rules; reformed woman

The Evolution of Omega's Advertising Strategy

Priced in excess of $2,000, the luxury watch industry is dependent on promotions and product features to attract the consumer. Omega SA (Omega), the third largest luxury watch maker in the world, is the pioneer of celebrity endorsement in the luxury watch industry. The company, which introduced celebrity endorsement in 1995, has featured many charismatic young men and women confirming Omega as the watch of their choice. The chosen brand ambassadors have been leaders in the field of fashion, sports and the performing arts. Apart from celebrity endorsements, Omega associates itself with, and ensures its product placement with landmark events. The case also traces the evolution of Omega's advertising strategy. With luxury watches growing in popularity as a status and lifestyle statement, Omega is looking beyond the mature markets of Europe and America, to the new developing markets in the Middle East, India and China. It has unveiled a strategy tailored to drive growth in these promising markets. Will this shift in advertising strategy yield the desired result?

Pedagogical Objectives

- The case outlines the evolution of Omega's advertising strategy
- The case discusses the new developing markets in the Middle East, India and China for Omega and the strategy for growth in those markets.

Industry	Electronic Goods
Reference No.	MAR0051P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global watch market; potential for growth; mature markets; developing markets; advertising history; advertising strategy; target sections; marketing; retailing; pricing; event sponsorship; promotional strategies; major hurdles; future prospects.

Pepsi Café Chino in India

As Pepsi's latest move in the ever increasing 'Cola War', PepsiCo has launched Pepsi Café Chino in India. The product is Pepsi's latest flavour extension, a coffee flavoured cola. Pepsi is trying to create new market segments and promoting its drink with the help of popular film stars. Its marketing strategies are aimed at attracting the youth to try something new. Rival coke has not yet launched a competing product. Will Pepsi's strategies work?

Pedagogical Objectives

- To briefly discuss PepsiCo's strategies in India and the Indian beverage market
- To trace Pepsi's flavour extensions globally
- To study the product launch of Pepsi's flavour extension into coffee flavoured cola internationally as well as in India.

Industry	Beverages
Reference No.	MAR0050P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

PepsiCo; Pepsi Café Chino; Coffee flavoured cola; New product launch; Limited edition run; Product innovation; Pepsi vs Coke; Pepsi in India; Flavour extension; Pepsi max cino; Special edition.

Intel in 2006: A Brand New Identity

Till 2005, Intel has been competing mainly in the personal-computer space where its goal has been to produce faster and better chips. Intel's component branding strategy has aimed at linking brand *Intel* to trust and quality. In the past few years, Intel's growth has been slowing down, even as cell phones and handheld devices assume greater importance in people's lives. With Intel's management realising that the market for *Intel*products in 2006 goes beyond the traditional personal computer (PC) and requires a different marketing strategy, Intel has to make its presence felt in other product categories. Brand Intel needs a makeover to be relevant in the new scenario. On 5th January 2006, Paul Otellini, Intel's new CEO unveils Intel's new branding strategy. Central to the effort is the first new corporate logo in more than three decades, new brand architecture, and an endeavour to align brand Intel to its new markets.

Pedagogical Objectives

- The case discusses Intel's marketing and promotion strategy over the year
- Its component branding strategy
- The case discusses the reasons behind the change required in Intel's marketing strategy
- Intel's rebranding initiatives.

Industry	Technology
Reference No.	MAR0049P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Intel; Microprocessor Industry; Innovations at Intel; Paul Otellini; Intel's new branding strategy; Intel's new corporate logo; Re-branding Intel; Pentium; Intel inside; Leap ahead;Viiv; Centrino; Core 2 Duo.

Extending Kit Kat's Product Life Cycle

Nestlé's Kit Kat is the largest selling chocolate brand in the United Kingdom (UK). Since mid 90s, Kit Kat's sales have been deteriorating. The case discusses Kit Kat's growth strategy, product line, brand extensions and brand variants. It also focuses on the measures undertaken to give a new lease of life to the mature brand through brand extensions, new variants, innovative promotional schemes and globalization efforts. The case discusses Nestle UK's revival strategies to bring back the glory that Kit Kat enjoyed for years.

Pedagogical Objectives

- To discuss the growth strategy of Kit Kat
- To understand the factors that lead the product to its maturity
- To discuss the product Life cycle of Kit Kat
- To discuss the revival strategy of kit Kat to make a comeback.

Industry	Confectionery Industry
Reference No.	MAR0048P
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

chocolate; have a break have a kitkat; nestle; sales down; market leader; product life cycle; Rowntree Ltd.; competitors; red and white wrapper; brand extension; cadbury; product poliferisation; paul grimwood; reversing strategy; countlines.

CRY in 2006: Changing Perceptions

Child Rights and You (CRY) is an India based Non Government Organisation (NGO) which works for restoring the rights of the underprivileged children by partnering with corporates, other NGOs and interested individuals. It provides financial as well as any other help to all those who wish to help the needy children. CRY has been functioning since 1979 and has been successful at gaining trust and credibility by appealing to public emotions. In 2006, CRY changed its approach. It substituted the relief in its name with rights and came out with a brand new campaign. The new campaign was absolutely different from its earlier image. The case discusses CRY's image change, the reason behind it and the challenges it faces due to it.

Pedagogical Objectives

- To discuss the shift in CRY's approach from 'relief' to 'rights' and the change in its positioning
- To discuss CRY's image makeover and the new advertising campaign of the NGO.

Industry	NGO
Reference No.	MAR0047P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

CRY (Child Relief and You); NGO; Name change; image makeover; CRY's marketing efforts; Direct mail appeal; CRY shop; CRY buddies; CRY campaign; The child rights charter; Brand positioning.

Coca Cola's Advertising Strategies: Changing with Times

Coca Cola is the world's largest beverage company and one of the most powerful brands. Rival Pepsi has also been competing at a close second and in late 2005, Pepsi overtook Coke in market capitalization. In an attempt to stay at the top, in 2006, Coke launched a new advertising campaign followed by product launches and innovative packaging. This case focuses on Coke's advertising strategies over the years and its new campaign. Previously Coke had given record breaking campaigns but since more than a decade all its advertising campaigns had been unsuccessful. The case discusses how Coke had come up with a brand new campaign and it was confident that its new campaign will do the required magic.

Pedagogical Objectives

- To briefly discuss the US beverage industry scenario and the two major players – Coke and Pepsi operating in it
- To discuss Coke's advertising strategies over the years and their impact on the company
- To discuss the new campaign – 'welcome to the coke side of life' launched in 2006.

Industry	Beverages
Reference No.	MAR0046P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coca Cola; Advertising strategies; he Coke side of life; The beverage industry; Advertising Campaigns; Coke's marketing campaigns Pepsi's advertising strategies; Pepsi challenge; New Coke; Coke's advertising strategies over the years; Coke in 2006; Make every drop count; Flavour extensions.

Marlboro: From Mass Marketing to New Age Promotions

The case traces Marlboro's promotional campaign, in the US, right from the time it was positioned as a cigarette for women to the present times (2005), when the brand is still going strong as a market leader with innovative marketing strategies. The case highlights the issue of change in promotional landscape due to restrictions on advertising. In November 2005, as Marlboro celebrated its 50th birthday with a host of new age promotions, concerns have been raised that Marlboro is becoming covert in its messages and more tougher restrictions have to be placed. The case tries to analyse whether Marlboro will continue to be successful as the market leader in the changing promotional landscape and in the event of tougher restrictions being placed on advertising

Pedagogical Objectives

- To understand and analyse the effects of subliminal advertising
- To study Marlboro's promotional strategy with respect to the changing advertising scenario in the US
- To analyse whether Marlboro will continue to be the market leader in the US.

Industry	Tobacco
Reference No.	MAR0045B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Marlboro; Philip Morris; Altria; Tobacco; Cigarette; advertising; promotion; mass marketing; Events; Bars; Price promotions; Advertising ban; Burnett; cow boy; market-leader.

Star Wars: A Star Brand

George Lucas' film *Star Wars*, apart for having a massive cult following, is one of the world's most recognizable brands. *Star Wars* was one of the first films to mass merchandise movie related products to promote the film. With merchandise grossing more than $9 billion worldwide, *Star Wars* eclipsed all merchandising efforts of the Hollywood film industry. The case looks at the manner in which the *Star Wars* brand has grown and the factors behind this growth. It also raises the question of the survival of *Star Wars*, the movie and the brand, since the release of the final film *Star Wars Episode III: Revenge of the Sith*.

Pedagogical Objective

- To understand how Star wars brand has grown.

Industry	Entertainment Industry
Reference No.	MAR0044B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hollywood cinema industry; computer generated imagining; animation brand; merchandising strategy.

Kroger: Serving Customers through Multiple Formats

Kroger is a conventional retailer that manufactures and processes food for its retail operations. The company operates over 2,500 grocery retail stores in 32 states under various store formats that includes supermarkets, low price warehouse stores, multi-department stores, convenience stores, fine jewelry stores, and supermarket fuel centres. This case describes the various store formats adopted by Kroger to serve the diverse customers. This case also discusses in detail the new store formats introduced by Kroger to cope up with the competitors like Wal-Mart and other conventional grocery retailers like Albertsons and Safeway.

Pedagogical Objectives

- Study the grocery retail industry and its various store formats.
- How strong is Kroger in the competitive world?
- With new Marketplace format, can Kroger continue to remain in the top?
- What other store format and merchandise mix can Kroger follow to beat competition?

Industry	Retail Grocery
Reference No.	MAR0043B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Grocery Retail Industry; Wal-Mart; Albertsons; Retail Operations; Supermarket; Supercenter; Business Model; Combo stores (Foodand Drug); Marketplace; Convenience store; Supermarket FuelCenters; Pharmacy; Natural Fooods; Fry's Fred Meyer.

Bollenbach: Consolidating the Hilton Brand

Hilton Hotels Corporation (HHC) is a leading hospitality company with revenues of $3,819 million in 2003. The company owns, franchises, manages, and develops hotels, resorts and timeshare properties. The Hilton chain operates under several brand names including Hilton, Doubletree, Embassy Suites Hotels, Hampton, Homewood Suites by Hilton, Hilton Garden Inn, Hilton Grand Vacations and Conrad. It operates over 2,400 hotels, mostly in the US. It also operates in 15 other countries. This case talks about the business operations of the company and also discusses the brand building efforts adopted by HHC through Honors (the guest loyalty rewards), OnQ technology (CRM-driven enterprise solution that provided access to guest profiles across all points of contact), advertising Campaigns and IT initiatives (such as self service check-in kiosks).

Pedagogical Objectives

- The business operations of the Hilton family of brands
- The nature of each brand
- How HHC can enhance each of its brand's performance?
- The pros and cons of the brand building efforts of HHC.

Industry	Hotel
Reference No.	MAR0042B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Stephen Bollenbach; CEO initiatives; Hotels & Resorts; Hospitality Industry; Luxury Hotels; Hotel Management; Brand building; honors - the guest loyalty program; One Services-CRM; Franchised hotels; Managed/leased hotels; Timeshare Properties Ad Campaigns; Self-service kiosks; Business Operation.

Cafédirect Part A: Brand with a Conscience

Cafédirect Limited, UK's pioneering Fairtrade coffee company had been founded in the year 1991. The company followed the Fairtrade business model that aimed at delivering quality beverages to consumers and a fair deal to growers in the developing world. The brand 'empowered' the consumers by giving them a role in promoting fair trade and also the farmers by paying them fairer prices and through developmental projects. The company had set up its Gold Standard Policy which guaranteed to always pay above the world price for coffee and to support the growers. The case talks about the Fairtrade business model and questions whether Cafédirect could become a successful brand, not just an altruistic one, while following the fair trade model.

Pedagogical Objectives

- Could discuss the Fair Trade movement in the US and Europe
- Discuss whether conscience brings in more profit
- Discuss how Cafedirect would proceed in the market with this strategy.

Industry	Hot Beverages
Reference No.	MAR0041B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ethics; Corporate Social Responsibility; Fair trade; Hot Beverages in UK; Coffee Trade; Alternative Trading Orgs; Ethical Consumerism; Instant Coffee MKT in UK Free Trade; World Trade; Conscience Brand Tea & Coffee in UK; Speciality Coffee; Fair Trade Business Model; Cafedirect.

Absolut Sequel? A Case Study on Absolut's New Advertising Campaign in 2006 in the US

Absolut Vodka is one of the best-selling imported vodkas in the US. In 2005, it was the third largest spirits brand in the world. Despite being one of the top brands, its market share fell, though the sales of imported vodkas in the US had risen. After Absolut vodka's entry into the US in 1979, many vodka brands have been launched. Now, in 2006, the Absolut brand is starting to feel the pressure from competing brands such as Grey Goose, Smirnoff, Ketel One and Belvedere.

The parent company of Absolut, V&S Vin and Spirit, to regain its market share and to woo young drinkers, launched a massive advertising campaign in 2006. The print campaign for Absluot in 1980 had made the brand so successful, that the campaign was carried on for the next 25 years. After the first print ad, nearly 1500 print ads were released and the brand went on to become an icon. In 2006, the company for the first time decided to launch their ad campaign in the television. They also continued their association with music by commissioning celebrity musician, Lenny Kravitz to interpret the Absolut bottle. The result was a track known as 'Absolut Kravitz' which the listeners could download from the Absolut website. With this new campaign, will Absolut be able to woo the younger generation? Will it be able to stand out in the overcrowded market? Will this new campaign recreate the magic like the earlier campaign?

Pedagogical Objectives

- To study the vodka market in the US
- To understand the emergence and growth of Absolut
- To understand the objective of its past ad campaign and the brand's successful association with art, fashion and music
- To analyze whether Absolut can achieve the objectives it has set for itself with the new ad campaign.

Industry	Distilled Spirits/Vodka
Reference No.	MAR0040B
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Absolut; Vodka; Distilled spirits; advertising; Sweden; Country of origin; smirnoff; Absolut perfecion; Ice hotel; fashion; Grey Goose; V&S; spirits brand; US spirits; premium vodka.

Stealth Marketing: R.J. Reynolds Targeting Youth

During April 2006, R.J. Reynolds Tobacco Company launched a new marketing campaign in the US for its brand Camel Wides. The campaign focused on youth. The company faced severe criticism for its campaign in the wake of increased smoking rates among young adults in the US. It was not the first time the company had targeted to children and young adults. RJR faced protests from health analysts and industry observers for its tactics to lure the youth. But at the same time, RJR increased it's spend on spend on marketing, while its ethical standing continued to be questioned.

Pedagogical Objectives

- To understand what is stealth marketing
- To discuss how stealth marketing was used by R.J. Reynolds.

Industry	Tobacco/Cigarette
Reference No.	MAR0039B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Reynolds; RJR; Tobacco; cigarette; Youth; children; Under-age; Smoking; Advertising; health; Ethical; Ban; Restriction; Criticism.

Wendy's' Advertising Strategy in 2006: Where's the beef?

Wendy's, the third largest burger chain in the world was known for its made-to-order menu items and emphasis on product quality. Wendy's had differentiated itself from its rivals by targeting mature adults in its tone of communication.

The demise of Wendy's spokesperson for 18 years, founder Dave Thomas, put the company through many iterative creative campaigns.

In 2006, Wendy's decided to target the American populace in the 18-36 age segment, while continuing to communicate to other segments, and tailored its marketing strategy accordingly. It remained to be seen if Wendy's attempt in appealing to youth would be a successful one.

Pedagogical Objective

- To discuss how advertising can play a vital role in the growth of a company.

Industry	Electronics
Reference No.	MAR0038B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wendy's; US; Fast food Industry; 2006; Wheres the Beef/Ad; McDonalds; Burger King; viral marketing; e-bay auction; Internet campaigns; quality; ESPN Chat room; advertising; targeting youth.

Adidas in the USA: Bouncing Back?

Adidas had always developed state-of-the-art sports footwear, apparel and accessories. However, rival Nike had toppled Adidas from the leadership position in the USA, using its strengths as a marketer.

Adidas took over Reebok in 2005 to strengthen its place in the USA market. It also capitalized on its position as an official sponsor of FIFA World Cup 2006 to launch aggressive campaigns. But analysts were skeptical of Adidas' success in the USA, considering Nike's marketing muscle.

Pedagogical Objectives

- To discuss about the fight between Adidas and Nike
- To understand how Adidas was strengthening its position in the US.

Industry	Footwear Athletic Shoe
Reference No.	MAR0037B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Adidas; Nike; Reebok; USA; Rival; FootwearFIFA World Cup; Sponsorship;Competition; Market Share; Mergers; Advertsing campaigns; Football; Brands; Olympic games.

Bank of Baroda: The Re-branding Strategies

It is generally said that change as a response is not as definitive a measure of leadership as change as a proactive step. Organisations do respond to demanding situations. Some responses are turnaround strategies, some are restructuring strategies and some others are re-engineering exercises.

Bank of Baroda with its 97 years of unblemished history has ushered in an 'adaptive change' as opposed to a 'technical change' under the leadership of its chairman, Dr. Anil K. Khandelwal. A re-branding exercise was taken up as a part of this change to revitalise the bank. It was of a scale that had rarely been witnessed in any government-owned financial institution in India. The complete makeover of the external facade of the bank was completed in 53 days and the new brand was launched on June 6th 2005. Within a month, the re-branding was hailed as a successful initiative by all quarters with even the skeptics becoming believers. However, with the Indian banking industry being opened up to foreign players, the competition might blur these historic changes.

Pedagogical Objectives

- To discuss the relevance of branding in banks, especially public sector banks
- To understand the Indian financial system and the evolution of the Indian banking industry
- To make out or oppose a case for consolidation in the Indian banking industry
- To delve deep into the concepts of brand and branding in the context of Bank of Baroda
- To analyse the concept of brand equity as applicable to banks with specific reference to Bank of Baroda
- To contextualise the need for change, the process of change and continuous monitoring of change envisaged in Bank of Baroda's organisational transformation.

Industry	Banking and Financing Services
Reference No.	MAR0036
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Indian banking industry and financial system; Product; Brand; Branding; Brand equity; Brand life cycle; Re-branding strategies; Re-positioning; Dr. Anil K. Khandelwal; Logo; Colour; Brand ambassador; Celebrity endorsement; Rahul Dravid; Brand communication strategy; Internal and external communication strategy; Competitive strategy; market share; Need for Re-branding; State Bank of India (SBI) and ICICI Bank; India's international bank; Public sector banks (PSBs); Liberalisation; Consolidation.

Gaming - An Emerging Opportunity

The gaming industry consisting of three segments namely; console, computer and mobile was a $28 billion industry globally and according to analysts, it could exceed $55.6 billion by 2008. The use of interactive technology to deliver embedded advertising messages through the media of games was referred to as, 'Advertising into Games', which could be delivered in three prominent ways (1) Around Game Advertising (2) In-Game Placement and (3) Advergaming.

Games as an emerging media facilitated the marketers to have a much closer interaction and a lasting impression with traditionally difficult-to-reach-consumers. This was increasingly being done by either advertising to the target segment based on the game content or customizing the game according to the message to be delivered to the target segment. Though the revenues derived from advertising into games was not significant yet, according to the industry analysts it was expected to reach $1 billion by 2010.

The case provides various details and components of the gaming industry. It attempts to identify the opportunities and challenges that lie ahead for it to emerge as a successful media of future.

Pedagogical Objectives

- To study the feasibility of an upcoming media for advertising
- To understand the advantages of interactive media
- To understand the significance of a user involved brand experience.

Industry	Video Game Industry
Reference No.	MAR0035A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Branding; Marketing; Advertising; Emerging Media Opportunity; Around Game Advertising; In-Game Placement; Advergaming; Video Games; Computer Games; Console Games; Net Games; Online Games; Mobile Games; Interactive Entertainment; Massive Incorporated.

Wal-Mart's Brand Identity: Lee Scott's Reinvention

Wal-Mart, with its philosophy of 'everyday low prices' has benefited millions of consumers, as no other retailer in the world offers so many products at such competitive prices. But its sheer size and business model had made it a prime target for critics. Labour unions have criticised its labour policies and the media has done its share in propagating how Wal-Mart's purchasing power and business model is a threat to its suppliers and competitors. Plagued by the negative publicity and its downscale image, the once media-shy company has embarked on a Public Relations (PR) campaign under the leadership of CEO, Lee Scott to reinvent brand Wal-Mart. The company has initiated a 'full brand identity programme'.

Pedagogical Objectives

- To discuss Sam Walton's philosophy which transformed the dynamics of the retailing industry
- To understand the business model of Wal-Mart and its best practices in distribution, supply chain and logistics
- To discuss the growing PR and labour problems at Wal-Mart and how it has affected the image and operations of the company
- To discuss Lee Scott's brand reinvention strategy at Wal-Mart

- To analyse whether Wal-Mart's brand identity programme would result in transforming the image of Wal-Mart
- To analyse whether Wal-Mart's new upscale image would alienate its core customers
- To discuss its future growth strategies.

Industry	Retailing
Reference No.	MAR0034
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Sam Walton's philosophy; Brand building strategies; Discount stores; Leadership; Public relations (PR); Brand extension; Brand image; Brand identity programme; Business model; Marketing strategy; Labour unions; Distribution and logistics; Supply chain management.

Tesco, UK's Largest Supermarket Group in US: Brand Building Strategies

Tesco, the number one retailer in UK, was expanding its operations into the US retail market. In the past, Tesco had been successful in replicating its success in the domestic market for its international operations as well. The US retail market has huge potential and offered opportunities to international retailers. The company was also confident that its US venture would be a successful one and was planning its brand building strategies for the highly competitive US retail market. But doubts remain about Tesco's success in the highly competitive US retail market.

Pedagogical Objectives

- To discuss the various strategies adopted by Tesco for its UK and overseas operations
- To understand the competitive scenario in the US retail market· To discuss the effectiveness of Tesco's brand building strategies for its US operations, based on its success in other countries
- To debate whether Tesco would be a success in the US.

Industry	Retail
Reference No.	MAR0033
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Tesco; Brand building strategies; Tesco Express stores; International expansion; US retail segment; Convenience store format; Wal-Mart; Acquisitions; Organic growth; US grocery sector.

Managing Reputation: Wal-Mart vs Starbucks

Wal-Mart, the retailing giant, has always been the target of critics. The company has been criticised for its approach towards its employees, communities and the small retailers. It has been accused of paying low wages to its employees, discriminating against women employees by paying them less wages and denying them promotions, and also for forcing its employees to work overtime. To turn the image of the company around and to build a good corporate reputation, Wal-Mart started taking steps to build its reputation. On the other hand, Starbucks has from its very inception carefully built an image for itself as a company having a good reputation among its various stakeholders. However, the company also started facing increasing criticism because of its reluctance to allow its employees to form unions and for the company's alleged exploitation of coffee growers from developing countries. To counter these criticisms and to rebuild its good reputation the company has initiated several steps.

Pedagogical Objectives

- To debate on the veracity of various criticisms levelled against Wal-Mart
- To delve into Wal-Mart's responses to rebuild its reputation and whether the steps taken would remove the veils
- To understand as to why Starbucks since its inception given great importance to building a good reputation for the compan
- To discuss the factors that resulted in Starbucks' loss of reputation and the steps the company has taken to rebuild its reputation
- To discuss the growing importance of good corporate reputation.

Industry	Retail
Reference No.	MAR0032
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Wal-Mart; Starbucks; Corporate reputation; Managing reputation; Employee relations; Public relations strategy; Howard Schultz; Unions; Discriminations; Customer service; Unfair labour practices.

Ford's Lincoln: The Re-branding Strategies

At the time when Peter Drucker termed the automobile industry as the 'Industry of Industries', it was dominated by three big automobile manufacturers from the US; General Motors, Ford and Chrysler. Known as the 'Big Three', they controlled more than 85% of the US' automobile market at one point of time. Their supremacy started declining in the 1970s when foreign carmakers, especially Japanese, offered better models at lesser price to the US consumers. As the industry witnessed a transition from mass production to mass customization, General Motors, Ford and Chrysler increasingly lost market share to their foreign counterparts who better understood the pulse of the US consumers. Ford was the worst hit amongst the Big Three. It faced falling sales and profit due to a bloated product line, which was out of sync with the market. As part of its plan to regain its former eminence, Ford initiated the re-branding of its Lincoln luxury-car brand. Lincoln, once the most popular luxury car in the US, had since fallen into decline. The re-branding primarily centred around the re-naming of the Lincoln cars with alphanumeric names.

Pedagogical Objectives

- To discuss the reasons underlying the competitive advantage enjoyed by the Japanese automobile manufacturers over their American counterparts in the US market
- To discuss why the Big Three failed to win customers in the era of mass customisation
- To discuss whether Ford's product profile is out of sync with the market
- To discuss the concepts of brand, brand image and brand loyalty in the context of Ford
- To highlight the re-branding of the Lincoln brand and to discuss the reasons for its likely success or failure.

Industry	Automobile
Reference No.	MAR0031
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US automobile industry; Detroit's Big Three; General Motors; Ford Motor Company; Henry Ford; Chrysler; Toyota; Honda; Nissan; Industry lifecycle; Lincoln; Mass production; Mass customisation; Alphanumeric naming; Re-branding strategies; Market segmentation targeting positioning (STP); Customer loyalty; Competitive advantage.

Global Branding Strategies of LG Electronics

From being known as a manufacturer of cheap electronic goods, LG Electronics (formerly known as Goldstar) had successfully reincarnated itself as a technological innovator and manufacturer of high quality premium products by 2004. Since the inception of its rebranding initiative in the mid-1990s, LG has consistently built its global brand and is poised to conquer the US market through a massive brand building operation.

Pedagogical Objective

- To discuss the branding strategies adopted by LG in different countries to transform itself into a manufacturer of premium electronic products.

Industry	Consumer Electronics
Reference No.	MAR0030
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

LG Electronics (LG); Global branding of LG; Rebranding of Goldstar; Global branding strategy; Consumer electronic industry; South Korean chaebols; Repositioning; White goods; Brand development; Whirlpool; Samsung.

Hyundai's Global Branding Strategies

When Hyundai launched its vehicles in the US market in the mid-1980s, it faced serious problems with its product quality and within no time, came to be known as the manufacturer of cheap but poor quality and unreliable cars. However, since 1999, Hyundai has made a significant improvement in its product quality and brand image and came second only to Toyota in 'JD Power and Associates' initial quality survey in 2004 with 102 problems per 100 vehicles.

Pedagogical Objective

- To discuss the global branding strategies of Hyundai, which helped it to transform its image from a late-night talk show joke to a value-priced alternative to Japanese sedans and sports-utility vehicles.

Industry	Automobile and Transport
Reference No.	MAR0029
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hyundai Motor Company; Global sales of Hyundai Motor Company; Hyundai's entry into the US car market; Hyundai's initial hurdles in the US car market; Brand building exercise of Hyundai; Hyundai's sponsoring of global sporting events; JD Powers and Associates ranking of Hyundai; Hyundai's US sales over the years; Hyundai's product line-up; JD Powers and Associates initial quality survey 2004; Hyundai's efforts to ramp up its quality and brand.

Acer Inc.'s Spin-off, BenQ: Brand Building Strategies

Taiwan's original design manufacturers (ODM's) are anonymous companies that manufacture electronics components and products for global industry leaders like Nokia, Motorola, Dell, Sony and Apple. These contract manufacturers own some of the most efficient supply chains in the world, and are capable of competing with their leading customers but for the lack of a globally identifiable brand name. Acer, the Taiwanese computer maker's spin-off, BenQ, is an ODM, which is attempting to rise from obscurity by building its brand name using funds from its contract manufacturing business.

Pedagogical Objectives

- To highlight BenQ's brand building strategies
- To provide scope to discuss BenQ's ability to sustain the branding efforts when its prominent customers are severing business relations as the company evolves into their competitor.

Industry	Wireless Telephone Handsets
Reference No.	MAR0028
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Original design manufacturer (ODM); Original equipment manufacturer (OEM); Taiwan contract manufacturing; Brand building strategies; Corporate logo; Consumer electronics industry; Semiconductor industry; Real Madrid; Siemens mobile phone business; Stan Shih; Two dagger approach; BenQ bringing enjoyment and quality; Acer Compal Quanta; Eric Yu; Motorola Nokia.

Celebrity Endorsements: Nike's Relaunch of The 'Kobe' brand

Nike, the largest seller of athletic footwear and apparel in the world, is known for roping in well-known celebrities to advertise its products. Over the years, Nike has reaped rich dividends by endorsing of leading sportsmen like Michael Jordan, Tiger Woods and Andre Agassi. In 2003, Nike signed an endorsement deal with basketball player Kobe Bryant. Subsequently, Kobe was accused of sexual assault and his image was tarnished. Although other sponsors dropped Kobe Bryant as their endorser, Nike continued with the contract.

Pedagogical Objectives

- To understand the history of Nike's celebrity endorsement deals
- To discuss the pay-offs and risks involved in celebrity endorsements.

Industry	Footwear
Reference No.	MAR0027
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Kobe Bryant; Michael Jordan; Tiger Woods; LeBron James; Andre Agassi; Marketing strategies; Brand positioning; Familiarity; Differentiation; Relevance; Advertisements; Image building; Product promotion.

Cadbury Schweppes' Beverage Business: Brand Unification and the Dilemmas

Cadbury Schweppes had grown its beverage business through several key acquisitions. Due to increased competition from other brands and a shift in consumer tastes, Cadbury started losing its market share in 2003. The company announced a restructuring plan to reorganise its operations. Part of the plan was to integrate its three popular brands (Snapple, Dr. Pepper/7 Up and Mott) into a new unit, Cadbury Schweppes Americas Beverages. The company also sold its European beverage business to concentrate on the beverage business of the US and Australia. The move led to speculation by analysts that the company may sell off its entire beverage business.

Pedagogical Objectives

- To discuss the restructuring strategy being followed by Cadbury for its beverage business
- To discuss whether Cadbury will be able to face stiff competition in the beverage business, especially in the US
- To discuss whether Cadbury will sell off its beverage business to concentrate on its confectionary business.

Industry	Confectionary
Reference No.	MAR0026
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cadbury Schweppes Plc; Beverage business; Inorganic growth; Brand unification; Third party bottlers; Management changes;

Business restructuring; Cadbury Schweppes Americas Beverages; Fuel for Growth plan; Smart Variety plan.

C&C's 'Bulmers' and 'Magners' Brand: The Irish Alcoholic Beverage Company's Brand Repositioning Strategies

In 2002, C&C, Ireland's biggest manufacturer of cider, adopted a strategy to reposition Bulmers from a low cost cider to a premium luxury drink. The company increased the price of Bulmers and reduced its alcohol content to change its image of being a hard drink. After launching Bulmers in Ireland with its new image, C&C introduced it in the UK under the brand name, Magners.

Pedagogical Objectives

- To discuss the successful repositioning of Bulmers in Ireland
- To discuss whether C&C would be able to repeat the success, through Magners, in the UK.

Industry	Non-alcoholic Beverages
Reference No.	MAR0025
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Brand repositioning strategies; Unique selling preposition; Core competencies; Brand image; Branding; Advertising; Packaging; Niche marketing; Value addition; Positioning; Diversification; Entrepreneurship; Leadership style; Product differentiation; Pricing.

National University of Singapore (NUS) Business School: Christopher Earley's Brand Building Strategies

In the 21st century, with family businesses restructuring themselves and multi-national corporations expanding their operations, the demand for management education in Asia is burgeoning. Due to visa restrictions and the high fee structure in the US, an increasing number of prospective Asian MBA applicants are turning to non-US destinations like Europe, Singapore and Australia. Management institutes in these locations are re-orienting themselves to meet the increasing demand by: (1) sprucing up their infrastructure; (2) revising their curriculum; (3) inducting world-class faculty; and (4) entering into collaborative agreements with leading international business schools. To keep pace with these new trends, the business school at the National University of Singapore (NUS), which is already known for its world-class executive MBA program, is trying to upgrade its programmes to global standards.

Pedagogical Objective

- To discuss the strategic and brand building initiatives undertaken by NUS' new Dean, Professor Christopher Earley.

Industry	Education
Reference No.	MAR0024
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Management education in Asia; Alternative destinations for global management education; Re-orienting MBA; Growth strategies of business schools; Competitive strategies of business schools; Top global business schools in Asia; Strategic alliance among business schools; Collaborative agreements between business schools; INSEAD in Singapore; Chicago GSB in Singapore; Destination for Asia?s management students; World-class MBA; Global EMBA; Management with a global outlook; Singapore Management University.

France Telecom's 'Orange': Renaissance of a Brand and Rebranding Strategies

Orange, the global telecom brand, who pioneered innovative practices like talk plans, per second billing and caller identification in the mobile communications market, was acquired by France Telecom in 2005. By extending its brand name to various services of France Telecom in early 2005, Orange has been re-branding the global mobile operations of its parent company. France Telecom views this re-branding as the crux of its NeXT (New Experience in Telecom) strategy, through which it aims to launch a single web portal that would offer its customers unified access to all its services.

Pedagogical Objective

- To discuss the strategies adopted by France Telecom to reshape its global brand image.

Industry	Telecommunications
Reference No.	MAR0023
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global telecommunication industry; Global telecommunication brands; Converging communication technology; Global mobile communication market; Mobile communication brands; Competitive advantage of Orange; Competitors of Orange; Commoditisation of the mobile market; Personal communication network; Caller identification; Per second billing; Itemised billing; Digital mobile technology; Vodafone; NeXT (New Experience in Telecom) strategy.

Samsonite: The US Luggage Manufacturer's Branding Strategies

In the late-1990s, Samsonite transformed itself into a global brand by introducing new product categories, improving its existing products and introducing new product lines. It also positioned separate product categories for its new target customers – women and youth. In late 2005, Samsonite introduced its new advertisement with the tagline 'Life is a Journey' and plans to unveil its new Samsonite Black Label store format, which would offer its complete range of travel accessories to its customers.

Pedagogical Objective

- To discuss the strategies adopted by Samsonite to maintain its image as a premium luggage brand against the backdrop of the commoditised global luggage market.

Industry	Accessories
Reference No.	MAR0022
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global luggage industry; US luggage industry; Soft side and hard side luggage; Product categories of Samsonite; Product line extension; Growth through diversification; Positions of Samsonite products; Promotion through advertisement; One stop shop for luggage; Multi branding strategy for Samsonite; Life is a Journey; Samsonite spinners; American Tourister; Samsonite Silhouette; Samsonite Black Label.

Private Labels in Europe: Potential Threats for Brands?

By early 2005, a major part of retail sales in Europe came from the private labels. Private labels in Europe had begun to emerge as alternatives to the brand name products. Brands created by Wal-Mart, Target and others, began to eat into the market share of the brand name businesses. This worried the brand name businesses like Procter & Gamble and Unilever, especially in the FMCG (fast moving consumer goods) sector. High concentration, bargaining power of retailers and consolidations in the industry had contributed to the growth of private labels in Europe. By the end of the 20th century, private labels entered product lines like beauty and cosmetics, which had been dominated by big brand names till recent times. Private labels have become a lucrative business opportunity in Europe, while big brands were struggling to cope with the new competition.

Pedagogical Objectives

- To discuss the rise of private labels in Europe and the factors that contributed to their growth
- To discuss the comparative advantage of private labels over brands, for retailers as well as customers
- To discuss about the possible strategies of established brands.

Industry	Retail
Reference No.	MAR0021
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Private labels; In-store brands; Comparative advantage; Higher retailer margins; Wal-Mart effect; Retailers' bargaining power; Consolidation in the industry; FMCG (fast moving consumer goods) companies.

Americanism, Brand America and American Brands

Brand America, which has for a long time been the flag bearer of the brands that originated from the country, has in recent times witnessed a steep downslide. America's foreign policy towards Iraq and Afghanistan, its rejection of Kyoto Protocol, and a wave of corporate scandals resulted in growing anti-American sentiments that began to worry America Inc as it witnessed a backlash against its products. Along with Brand America, American brands also began to feel the heat.

Pedagogical Objectives

- To understand the localisation efforts of the US based companies
- To discuss the extent to which consumer behaviour would be affected by Brand America's blemished reputation.

Industry	Advertising
Reference No.	MAR0020
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Americanism; Brand America; Anti-Americanism; American brands; America?s foreign policy; Brand image; Backlash against brands; Localisation efforts; Consumer behaviour.

Oscar's Brand Equity: At the Crossroads?

Of late, the reputation of the Oscars or the Academy Awards for Motion Pictures at Hollywood, has come under scrutiny. Brand equity, measured in terms of the viewership for the television broadcast of the Oscar night, has been showing a downward trend. While the Academy of Motion Picture Arts and Sciences maintain that it is a matter of another blockbuster like Titanic to pull the numbers up, film journalists opine that the main reason might be the failure of the Oscars to attract the younger generation, the most wanted crowd for the entertainment industry as a whole.

Pedagogical Objectives

- To discuss the power of the Oscars as a brand and the brand equity it enjoyed for a long time
- To discuss the causes for the downslide of Oscars and what could be done to regain its coveted position.

Industry	Membership Organisations
Reference No.	MAR0019
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Oscars brand equity; Academy Awards; Hollywood; Event broadcasting; Film awards; Titanic; The Lord of the Rings; Golden Globes; Guild Awards.

Mattel Inc.'s Barbie: Brand Merchandising Strategies

Mattel Inc., which manufactures and markets the most popular American icon, the Barbie doll, was expanding the merchandise of brand Barbie to improve sales and to regain customer attention. The brand was affected in recent times by the changing needs of the 'tween' girl market. As the 'tween' girls segment switched over to other playtime alternatives like video games, the Internet and TV at an early age, Barbie sales dropped considerably. To keep the brand in tune with the changing needs of the market, the company began extending the brand into an array of new product lines like apparel, cosmetics, DVDs and movies.

Pedagogical Objectives

- To discuss the brand merchandising strategies of Mattel Inc. and how the Barbie brand was extended to related and unrelated products
- To discuss whether the upstream transition of the brand Barbie into product lines like cell phones, videos and digital cameras is feasible
- To discuss whether Barbie would be able to regain its fame through these brand extensions.

Industry	Toys and Games
Reference No.	MAR0018
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Barbie; Mattel Inc.; Tween girl market; Preteens; Age compression; Market segments; Brand merchandising; Brand extension; Millennial generation; Baby boomers; Demographics; Generation X; Generation Y; Line extensions.

Roger Deromedi: Solving the Brand Portfolio Problems at Kraft Foods Inc.

Kraft Foods Inc., the number one food and beverage company in the US and number two in the world, was known for its big brands like Kraft and Philadelphia, in the cheese category. During the 1990s, the company launched a string of brands in succession after acquiring General Foods and Nabisco Holdings Corp., and moved into other categories like crackers, snacks and pizzas. As Kraft expanded into more food categories, it launched more brands in the form of brand extensions, overloading its brand portfolio. When the private label competition with its lower prices hit the big brands, Kraft Foods discovered that it was losing on the new product development front. With no hard-to-replicate features that could differentiate Kraft from private labels, customers increasingly shifted to the private labels. As Kraft Foods Inc. was busy promoting new brands, it missed major market trends in low-carbohydrate diet alternatives and organic foods. Roger Deromedi, who took over as Chief Executive Officer of Kraft Foods Inc. in 2003, initiated steps to restructure and realign the brand portfolio.

Pedagogical Objectives

- To discuss the importance of maintaining equilibrium between new brands and new innovative products for effective management of brand assets of the company

- To discuss the effect of too many brand-launches in the form of brand and line extensions that lead to diluted brand image and brand cannibalisation.

Industry	Food
Reference No.	MAR0017
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Roger Deromedi; Brand portfolio management; Brand extensions; Kraft Foods Inc; Private label threat; Line extensions; Brand cannibalisation; Product innovations; Nabisco Oreo crackers; Brand divestments; Brand equity; Brand value; Brand variants

Taiwan's OEM Industry: Acer's Branding Dilemma

Taiwan has been enjoying a growth in the IT industry with a thrust on OEM/ODM (original equipment manufacturer/original design manufacturer) models, contrary to the developed companies' emphasis on brand building. Taiwan came to be known for anonymous products manufactured on behalf of their clients. Acer Communications & Multimedia's contract-manufacturing division supplied computer peripherals and other electronic components to multinationals like IBM and Sony, and at the same time also manufactured and marketed LCDs (liquid crystal displays) and mobile phones under its own brand name. With Acer's two businesses running simultaneously, a conflict of interests arose with the clients. To overcome the problem, Acer spun off its brand-name business as a new company – BenQ and the contract manufacturing business was named Wistron Corp.

Pedagogical Objectives

- To discuss the branding strategies adopted by BenQ to establish its brand name, and its transition from a 'no name no logo' product, to a branded business
- To discuss the viability of BenQ's branding strategies when others in the industry abstained from brand-name business.

Industry	Computer Hardware
Reference No.	MAR0016
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Acer Communications & Multimedia; BenQ branding; Conflict of interests; OEM, ODM (original equipment manufacturer, original design manufacturer); Taiwan contract manufacturing; Product customisation; Brand building; Brand name business; Globalisation; PC industry; Wistron Corp.

Real Madrid: From a Football Club to a Media Brand

Real Madrid, the Spanish football club, has been the only club to win the 'European Cup Championships five times in a row. The 100-year old club, which operates as a supporter-owned, not-for-profit organisation was valued at $751 million as at April 2004.

Pedagogical Objective

- To discuss the strategies adopted by Real Madrid to position itself as a global media brand by leveraging on its portfolio of football stars and its huge fan following worldwide.

Industry	Professional Sports Team
Reference No.	MAR0015
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Primera Division; European club championships; FIFA (Federation Internationale de Football Association); The global football business; The media sponsorship of football; Football merchandising; Top football clubs in the world; Manchester United; Sources of revenues for football clubs; Branding of football clubs; David Beckham as a brand; Strategic alliances of football clubs and corporates; The football league systems in different countries; The governing bodies of football; Top transfers in the world of football

Gap and Banana Republic: Changing Brand Strategies with Fashion

Gap Incorporated, which operates retail stores under brand names GAP, Banana Republic and Old Navy, each catering to different segments of the market, experienced brand cannibalisation. The company changed the positioning of GAP when it discovered that both GAP and Old Navy were targeting the same market segment. But, a new problem arouse as GAP started competing with Banana Republic as it had done earlier with Old Navy. Then Banana Republic was relaunched with renewed focus on the modern fashion casuals segment. However, after the makeover of Banana Republic, keeping in tune with the fast changing trends in fashion became a major challenge for the company.

Pedagogical Objectives

- To discuss the brand strategies of the company and the need for changing branding strategies with the changing fashion trends
- To discuss the strategies implemented by the company to avoid brand cannibalisation by creating distinct brand identity of its stores.

Industry	Apparel and Accessories Retail
Reference No.	MAR0014
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Banana Republic; Brand cannibalisation; Brand clutter; Gap Incorporated; GAP stores; Old Navy discount stores; Discount retailing; Brand makeover; Redefining brand image; Value positioning; Boundaries between brands; Mickey Drexler at GAP; Fashion as brand strategy.

Burger King: Revitalizing the Brand

The Burger King brand took a severe beating in recent years owing to frequently changing advertising campaigns, new product failures and positioning strategies of the company. In addition, the growing health consciousness, outbreak of foot-and-mouth disease and anti-obesity campaigns also had their impact on the company. To revitalise its brand, the second largest burger chain in the US initiated a number of steps from improving the interiors to new advertising campaigns and improving the franchisee relationships.

Pedagogical Objectives

- To discuss the rebranding efforts of Bradley Blum who took over as the CEO of Burger King in 2003
- To discuss the brand management practices at Burger King.

Industry	Fast Food and Quick Service Restaurants
Reference No.	MAR0013
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Burger King; Interbrand brand survey; Brand repositioning; Brand revival; McDonald's; Whopper sandwich; Franchisee relationships; Drive-thru concepts; Advertising campaigns of Burger King; Diageo plc; Price wars; Viral marketing; Rebranding; Brad Blum.

Master of Wine: Creating a Unique Brand

The 'master of wine' (MW) examination conducted by the London-based Institute of Masters of Wine is known to be one of the toughest to pass for wine researchers and aficionados. How tough it is can be gauged from the fact that there are only 245 MWs in the world since its inception in 1953.

Pedagogical Objectives

- To discuss the development of the MW into a unique brand and the efforts that have gone into upholding the standards set by the institute
- To discuss the true value of the MW brand, given the fact that some of the most influential voices on wine are not MWs
- To discuss the exclusivity that is associated with the brand and its limited recognition outside European countries.

Industry	Wine
Reference No.	MAR0012
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Master of wine; Institute of Masters of Wine; Blind tasting of wine; Jancis Robinson; Sheri Sauter; PhD of wine; Madame Bollinger Foundation; Wine and Spirit Education Trust; Wine buyers; Robert Mondavi.

ITC'S Branding Strategies

With anti-tobacco legislations intensifying in India, the Indian Tobacco Company (ITC) anticipates a difficult future. ITC has forayed into a number of unrelated businesses like hotels, foods, apparel retailing, greeting cards, incense sticks and safety matches. Despite its name being synonymous with tobacco in India for a long time, ITC has been successful in establishing non-tobacco brands for its long-term survival, in case its core business gets hit.

Pedagogical Objective

- To discuss the strategies adopted by ITC to create prominent brands in different non-tobacco businesses in India.

Industry	Tobacco Products
Reference No.	MAR0011
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Anti-tobacco legislations in India; The Indian Tobacco Company (ITC); Tobacco Products Bill, 2003; Multibranding initiatives of ITC; Cigarettes Act of 1975; Cable Television Networks (amendment) Act of 2000; ITC Hotels Limited; Kitchen of India brand; 'Gold Flake Expressions' greeting cards; ITCs diversifications since 2000; Corporate governance at ITC; ITCs fast moving consumer goods (FMCG) business; 'Wills Life Style' retail outlets; ITCs safety matches business; Wills Sport.

Internal Branding: The i-flex Way

i-flex started in India in 1989, and has rapidly grown as one of the leading information technology providers for corporate, retail and investment banking and mutual funds across the globe. Its flagship brand, FLEXCUBE, is a popular product worldwide being used by 100 financial institutions in 40 countries. To strengthen its corporate brand, i-flex adopted an internal branding campaign in 2003 through which it initiated the process of transforming its employees into its brand ambassadors.

Pedagogical Objective

- To discuss the internal branding strategy adopted by i-flex, and how it helps the company to achieve higher sales targets and offer better services through its employees.

Industry	Information Technology
Reference No.	MAR0010
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Corporate branding; Internal branding; Employees as brand ambassadors; Banking and financial service industry; FLEXCUBE; i-flex Solutions Limited; NASSCOM; Universal banking solution product; IT industry; Citicorp; Product-based business model; Service-based business model; Kforum; i-opener; STRATECOM.

Corporate Co-Branding: Case of Yum! Brands Inc.

Yum!, a Fortune 300 company that operates franchises and company-owned restaurants of five major fast food chains, KFC, Pizza Hut, Taco Bell, Long John Silver and All American Foods, has successfully implemented a co-branding strategy by combining two of its Quick Service Restaurants at a single outlet.

Pedagogical Objectives

- To discuss how Yum! implemented a co-branding strategy across its restaurants and the synergies it gained thereof
- To discuss the potential rewards and risks of co-branding to individual brands.

Industry	Fast Food and Quick Service Restaurants
Reference No.	MAR0009
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Co-branding; Yum Brands Incorporated; Collaborative marketing; Taco Bell; Quick service restaurants; Dual branded stores; Tricon Global Restaurants; Brand alliances; Yum's multibranding; Incremental sales; Real estate cost economies.

Cirque Du Soleil: The Making of an Entertainment Brand

From a small club based in Quebec, Cirque Du Soleil has grown to become one of the world's most recognised entertainment operations and a $500 million company by 2003. Unlike traditional circuses, Cirque shows did not include ringmasters or animals. By combining traditional elements of circus and the stage, Cirque created a product that helped it to differentiate itself from any other live show and circus.

Pedagogical Objectives

- To discuss how Cirque Du Soleil managed different elements of a show including the theme, the music, the ambience and the costumes of the artists to create a strong brand and thereby attract huge crowds
- To discuss the company's plans to branch into spas, restaurants and nightclubs extending the Cirque brand.

Industry	Entertainment
Reference No.	MAR0008
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cirque Du Soleil; Guy Laliberte; Mystere; Alegria; Quidam; Cirque Resort; La Nouba; Varekai; Zumanity; Cirque Du Soleil brand; Spas; Restaurants; Nightclubs; Club Cirque.

Branding Service: The McDonald's Way

McDonald's revolutionised the American fast food industry by bringing in the discipline of production to one of the most mundane activities like making burgers. Believing in a simple credo of quality, service, cleanliness and value (QSCV), McDonald's became a formidable brand, figuring almost always among the top 10 global brands.

Pedagogical Objectives

- To discuss how McDonald's managed various aspects of its business to achieve a brand identity characterised by the 'uniformity' aspect
- To discuss the ability of McDonald's to leverage its standardised operations by building a brand around it.

Industry	Fast Foods and Quick Service Restaurants
Reference No.	MAR0007
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

McDonald's; San Bernardino; Ray Kroc; Ronald McDonald; The QSCV (quality, service, cleanliness and value) credo; McDonald's advertising themes; McDonald's partner brands; Chicken McNuggets; Big Mac; Happy Meals; McPizza; Burger King's Whopper burger; Braille menu; Acquisitions; Fast-casual restaurants.

Brand Extensions: The Marico Way

Marico Industries Ltd., India, known for its flagship brands Parachute and Saffola, was the market leader in hair oil and edible oil segments and enjoyed 100% market share in some niche categories. It pioneered the concept of branding hair oil in the country with its brand, Parachute, which went on to become synonymous with coconut hair oil. But when the company found that its dependence on two of its biggest brands was turning out to be a weakness in the light of growing competition from FMCG (fast moving consumer goods) majors like HLL (Hindustan Lever Limited), P&G (Proctor and Gamble), and other players, it introduced a slew of products extending its popular brands.

Pedagogical Objective

- To discuss how Marico used its brand and line extensions effectively to combat competition.

Industry	FMCG
Reference No.	MAR0006
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Brand extensions; Marico Industries; Line extensions; Capitalising on brand popularity; Flagship brands; Product innovations; Value added products; Umbrella brand; Sub brands; Brand loyalty; Product variants.

Branding: The Asian Dilemma

With the ever-increasing lookalikes in the marketplace, Asian companies have realised the need to differentiate themselves, not just on quality but on their identities. From being anonymous suppliers to established brands, Asian businesses have started asserting their identities through strategic branding. Although some Asian businesses still find it a costly idea to embrace, there do exist some success stories of companies who have beaten all odds to create their global brands.

Pedagogical Objectives

- To discuss the constraints faced by Asian companies while creating international brands
- To discuss the strategies that can help the Asian companies in establishing global brands.

Industry	Not Applicable
Reference No.	MAR0005
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Original equipment manufacturers (OEM); Samsung; Sony; Canon; Interbrand; Pacific Corp; Cheoy Lee; Haier; Asian home gourmet; Lolita Lempicka; Laneige; Strategic branding; Brand marketing; BenQ; Euro 2004.

James Bond: A Meta Brand?

James Bond or Agent 007, the fictitious British spy created by Ian Fleming is one of the world's most recognised and loved characters. The total revenue of all the twenty 'Bond' films is over $3.3 billion, making the Bond franchise the most profitable movie franchise ever. Product placement and brand partnerships in Bond movies have risen exponentially. For Die Another Day, the 20th Bond film starring Pierce Brosnan and Halle Berry, the producers reportedly signed deals with 20 marketing partners who put in $120 million towards advertising and promoting the film worldwide. The partners included Ford, Omega, Revlon, Finlandia, Kodak, British Airways and Samsonite.

Pedagogical Objectives

- To discuss the evolution of the Bond from a literary character to a brand in its own right
- To discuss the evolutionary nature of partnership deals the Bond movies have with consumer brands
- To discuss the relevance of such mega-budget deals for both the producers of the movie and the brands that associate themselves with the movies.

Industry	Not Applicable
Reference No.	MAR0004
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

James Bond; Ian Fleming; Ford; Die Another Day; Brand partnerships; Product placement in movies; Omega; BMW; Revlon; MGM; EON Productions; British Airways.

Electrolux in India: Branding Blues

Electrolux, the Swedish white goods giant, entered the Indian market in 1995. Though the company was an early entrant, it failed to grab market share like LG Electronics and Samsung who also entered India during the same period. The company frequently changed its branding strategies, resulting in unclear brand positioning and declining sales. Rajeev Karwal who took over as CEO in 2003 initiated steps to arrest the declining sales and review the brand.

Pedagogical Objectives

- To understand how switching between multibranding and umbrella branding had resulted in unclear brand positioning
- To discuss Rajeev Karwal's strategies to turn around the company.

Industry	Consumer Electronics
Reference No.	MAR0003
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Electrolux; Consumer electronics in India; Rajeev Karwal; Kelvinator; Multibranding strategy; Umbrella branding; Turnaround; Ram S Ramsundar; Repositioning; Rebranding.

Managing Brand Reputation: The Case of Coke, Pepsi and Cadbury in India

When reports of pesticides in soft drinks and worms in chocolates hit the headlines, consumers' ire against Coke, Pepsi and Cadbury was palpable across India. Within days, the brands became symbols of disrepute and blame. The biggest asset for these three companies, their reputation, was blemished beyond doubt. To protect their brand image and to regain consumer confidence, the companies responded with public relation activities and advertising campaigns.

Pedagogical Objectives

- To discuss the efficacy of charges levelled against these companies
- To discuss the war-footing measures adopted to contain the damage caused by the allegations and evaluate the effectiveness of these measures.

Industry	Beverages and Confectionary
Reference No.	MAR0002
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Pesticide controversy; Coke and Pepsi; Worms in chocolates; Cadburys Dairy Milk; Project vishwas; Symbols of disrepute; Damage control; European Economic Commission; Brand ambassadors; McCann-Erickson; 'Safety' aspect; Aggressive multimedia campaign; Tagline; Storage requirements; Consumer sentiments.

'Brand CEOs': The Case of Martha Stewart

Martha Stewart, the businesswoman who turned the art of 'home making and keeping' into a billion dollar business called 'Martha Stewart Living Omnimedia', has been one of the most recognised 'brand CEOs' in the US. But, her conviction in a scandal in early 2004, called for rethinking of certain basic notions in the free-market economies, corporate ethics, government regulation, and more importantly, the perils and promises of personal branding.

Pedagogical Objectives

- To discuss the episode of Martha Stewart
- To discuss the benefits and challenges a company faces in the wake of a personal crisis of its brand CEO
- To discuss the perils and promises of personal branding in comparison to corporate/organisational branding.

Industry	Not Applicable
Reference No.	MAR0001
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Available

Keywords

Martha Stewart; Brand CEO; ImClone; Corporate scandals in the US; Insider trading; Corporate ethics; Government regulations; Corporate celebrities; Personal branding; Charismatic corporate leaders; US businesswoman; Designing; Corporate social responsibility; Securities Exchange Commission; Martha Stewart Living Omnimedia.

Marketing Strategy

Ford's Bumpy Market Share: A Marketing Makeover?

Henry Ford, with 'low pricing' as the key marketing strategy ruled the automobile industry for about two decades in early 20th century. Ford Motors, which enjoyed a huge 50% US market share during mid-1920s lost to Sloanism and never regained the status it enjoyed. With Sloanism outsmarting Fordism, marketing strategies shifted to offering differentiated products with style, speed and 'muscle' vehicles. For most of the 20th century, mass marketers enjoyed a huge market share in US, as the automobile industry was consolidated into the 'Big Three'. During the second half of the 20th century, Ford along with GM and Chrysler suffered quality, reliability and safety problems, which led to the loss of consumer faith in US auto brands. This opportunity was rightly utilised by foreign automakers, in particular the Japanese, with their quality and fuel-efficient automobiles. With gasoline prices soaring high, consumers preferred buying smaller and fuel-efficient vehicles in the 21st century, in which the Japanese mastered in manufacturing. Ford, with a 105-year automobile history, witnessed historic bumps in market share and struggled to improve sales and brand perception with innovative marketing strategies. Unable to convert all mass-production units into compact-car manufacturing units, Ford intends to promote 'Americanness' of US brands (Flex SUV) with new marketing strategies. Can marketing alone create a market for automobiles?

Pedagogical Objectives

- To analyse and debate on the role of marketing in Ford (1920–1980)
- To analyse the organisational alignment in the light of impending changes
- To debate on the new marketing initiatives of Ford
- To understand how the vision of top managers get obscured in identifying the core business activities of companies over a period of time.

Industry	Automobile Industry
Reference	MKS0159
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Ford, Big Three, US Automobile industry, Market Share, Marketing Strategies, Jim Farleym Brand Perceptionm Customer Satisfaction, Marketing Makeoverm Firestone tyres, Standardisation, Mass-production, Henry Ford, Myopia

Reebok vs Nike in India: Reebok's Covert Marketing Strategies

This case, set in 2009, attempts to explore how to retain market dominance in sportswear market by not doing the obvious. The entry of foreign players into the Indian sportswear industry post-liberalisation brought in a new sophistication, and increased brand awareness among the Indian sportswear customers. In an intensively competitive environment, Reebok and Nike emerged as sportswear giants. However, in spite of Nike being the No. 1 sportswear company in the world, Reebok swayed away with the lion's share of the Indian market. Among others, Reebok's prime strategy was to associate itself with the cricket frenzy Indians. While Nike was wasting dollars on promoting its brand through international sports persons, Reebok roped in top Indian cricket players to endorse its brand. Realising the importance of localising its brand, in December 2005, Nike won the bid to supply official kit to the Indian cricket team. In spite of this, Reebok grabbed the attention of cricket viewers across India by placing its logo on the bats of the Indian cricket players. While the case gives an insight into the factors that made Reebok's marketing strategies successful, it also questions whether Nike will be able to gain leadership position in Indian market.

Pedagogical Objectives

- To understand the evolution, growth and sophistication of Indian sportswear market
- To contrast and debate over Reebok and Nike's marketing strategies in India
- To understand the applicability of covert marketing strategies in an intensely competitive market
- To suggest ways and means for Nike to gain a formidable market position and debate over whether it's possible for Nike to be the market leader with maximum market share in the Indian sportswear market.

Industry	Sportwear
Reference	MKS0158
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Competition, Competitive strategy, Covert marketing, Ambush Marketing, Marketing, Postioning, Branding, Market Leader, Reebok, Nike, Adidas,India, Sportswear, 4Ps

Corporate Blogging in India: Customer Relationship Management Redefined?

This case is written to discuss whether blogs can successfully serve as a Customer Relationship Management (CRM) tool for corporates. With the advent of the Internet era in the 1990s, the blogging phenomenon – a success across the globe – percolated into the Indian scenario with 14% of the Indian Internet users actively indulging in blogging. Despite being in its nascent stage, blogging culture has emerged as a rage amidst the Indian youth, who regard it as a platform for self-expression. The vociferous nature of blogs combined with the growing Indian blogging community has made it imperative for corporates to take notice of this communication medium. With the aim of interacting with its customers and creatively promoting products to attract new buyers, many corporates have launched successful blogs. For instance, Hindustan Unilever Limited's 'Sunsilk Gang of Girls' and eBay's blogs are a huge hit with the crowd. However, except for a few startups and cash-rich companies, blogs are yet to find wide-spread acceptance by corporates in India. Regardless of its benefits, using blogs as a CRM tool has raised many apprehensions. Should corporates ignore the power of blogs? Can blogging act as a long-term and an effective CRM tool? With the ambiguity over blogs – being just a fad from the west or a reliable and enduring marketing and CRM tool – still far from resolved, the case delves into what should be done to make corporate blogging an effective CRM tool.

Pedagogical Objectives

- To understand the evolution of blogs as a powerful 'social network' touchpoint
- To analyse and explore the business potential and business barriers of blogs
- To debate on whether blogs can become CRM tools/platforms.

Industry	Not Applicable
Reference	MKS0157
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Corporate Blogging, Customer Relationship management, CRM, India, HLL, Social Networking, Marketing, Blogs, Word of Mouth, Customers, Image, Communication, Publicity

Nokia's Rural Marketing Strategies in India: Reaching Out to the Bottom of Pyramid

This case, set in 2008, attempts to analyse strategies to succeed at the Bottom of the Pyramid (BOP) through the example of 'Nokia Life Tools', a service launched by Nokia to tap the unmet information needs of rural farmers. Since 2000, the rural market has emerged into a gold mine for MNCs wanting to expand their market share. Due to rising income level, literacy rate and disposable income, the rural consumer market has been growing at twice the rate than the urban market, accounting for nearly 50% of the sales of many product categories like FMCG and consumer durables. However, despite the booming opportunities, companies, with exception to a few have not succeeded in the rural market. The case delves into the factors that make succeeding at the BOP a challenge for marketers.

Nokia has been flourishing in rural India, by customising its phones according to market needs. However, how far does the Nokia Life Tools service, an SMS-based service that would provide information on agriculture, education and entertainment to farmers in return for a monthly subscription fit with the rural needs and challenges? The case delves into the challenges Nokia would face in making its new service successful in rural India.

Pedagogical Objectives

- To understand the dynamics of the rural markets in India and analyse the need for customising according to rural markets
- To analyse the fit of Nokia Life Tools in rural India
- To analyse whether Nokia will be successful or not.

Industry	Not Applicable
Reference	MKS0156
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Nokia, Bottom of the Pyramid, Rural Marketing Strategies, Marketing, Marketing Strategies, Market Segmentation, HLL, ICICI, 4Ps, Customization, BOP

Ford's 'Drive One' Campaign: Can Alan Mulally Drive through the Trough?

Referred to as 'industry of industries' (Peter F. Drucker), the US automobile industry has gone through a metamorphosis. Not a pleasant one though. Some view it as a self-inflicted wound while others say, it just happens that way. But many others say, it is the beginning of a long-drawn end.

Henry Ford, father of automobile and founder of Ford Motors, states, "You can get a Model 'T' in any colour you want as long as it's black". And this statement – in a sublime and subtle way – spoke of the context. The company went on building its market share through mass production enabled by assembly line manufacturing. Powered by critical mass, Ford dominated US automobile industry during the first 3 decades of 20th century. Ironically, it took no longer than two decades for its strengths to become its weaknesses. General Motors captured the imagination of car customers by providing them with more stylish cars in a variety of designs and Ford had to play catch-up for the rest of the century. By the turn of the 21st century, Ford was braving insurmountable and inevitable odds in the form of rising healthcare costs, falling customer loyalty and steady decline in market share and profits. In 2007, its long held fortress, the second spot, was conquered by Toyota. Alan Mulally, an outsider, brought in by Bill Ford to change the gears and set for Ford a new direction, formulated a grand restructuring plan. At the heart of the plan, lies the 'Drive One' campaign targeted at complete image make-over of the company.

The case study can be used to analyse the company's problems on three fronts – the steady decline in market share due to shift in consumer loyalty, out-of-control cost structure due to exorbitant legacy costs and growing competition from the foreign companies. These are increasingly exposing Ford's weaknesses in product management. Can Alan Mulally drive through the trough with the help of his 'Drive One' campaign? Could the new medicine cure all the old ailments or at least the symptoms?

Pedagogical Objectives

- To analyse how the critical success factors in the US automobile industry have changed
- To analyse the business implications of the changing trends and industry dynamics
- To analyse the reasons behind Ford's declining profits and falling market share
- To discuss whether the new campaign could help Ford in emerging out of its troubles.

Industry	Automobile
Reference	MKS0155
Year of Pub.	2009
Teaching Note	Available
Struc.Assign.	Available

Keywords

Ford, US Automobile Industry, Big Three, Drive One campaign, Henry Ford, Model 'T'

Wal-Mart's 'Think Global, Act Local' – Can 'Americanisation' Have its Way?

Wal-Mart while venturing out globally followed the cookie-cutter approach, adopting its highly successful home-grown business model into its new markets. It characterised features such as Every Day Low Price (EDLP), streamlined logistics and distribution system and customer-focussed business policies. Although this had given the retailer considerable success in some of its international markets, Wal-Mart either failed or struggled to make an impact in other countries. In 2006, Wal-Mart withdrew from two of its key international markets- South Korea and Germany, while the retailer was still struggling to survive in Japan. With the global retail market severely competitive, success in these markets becomes highly critical. Retailers are forced to evolve a model that is 'glocalised' i.e. one that is tailored to meet the unique requirements of a particular region or culture. This case envisages an analysis of Wal-Mart's international experiences in the light of its proven business model in the US. While highlighting the success of Wal-Mart in some countries, it also discusses its failed adventures in South Korea and Germany.

Pedagogical Objectives

- To comprehend the components of Wal-Mart's home-grown business model
- To discuss Wal-Mart's entry into overseas market and the strategies it employed there
- To trace out the reasons behind Wal-Mart's success/failure in its overseas ventures
- To examine the feasibility of Wal-Mart's cookie-cutter approach.

Industry	Retail
Reference	MKS0154C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Wal-Mart; Global Retailer/Retailing Industry; Going global; EDLP; Logistics; store formats; Americanisation; Wal-Mart's Failures; Home-grown Business Model; Marketing Strategies Case Studies; Cookie cutter approach; Alternative business model; Wal-Mart's exit from Germany and South Korea; Think Global; Act Local; International Expansion

The Price War: Netflix vs Blockbuster

Netflix, since its inception in 1997, was known for its revolutionary business model. The success that the firm gained in the online DVD rental market by 2003-2004 inspired several other players like Wal-Mart and Blockbuster to enter the market. The increased number of new entrants for the segment intensified the market competition. This led to a severe price war between Netflix and Blockbuster – a big player in the DVD rental market, which intensified in 2007. The price war kept potential new players from entering the market. At the same time, it reduced both the companies' profits. Analysts felt that the severity of the price war would result in the operating incomes of both the firms dwindling for the next few years. It was felt that with such competition being detrimental to both the firms, they should instead, pool their strengths to form a strong duopoly. Analysts also felt that Netflix could merge with a strong player, like Amazon, till it was established financially to form a strong monopoly and block all new entrants from the online DVD rental market in the US.

Pedagogical Objectives

- To understand the concept of predatory pricing in duopoly markets
- To understand the business models of Netflix and Blockbuster
- To analyse Netflix's pricing strategies and Blockbuster's counter-acts
- To debate, how can a company grow (differentiate) when continuous price cuts finally start affecting bottom lines?

Industry	Consumer Electronic and Computers
Reference	MKS0153B
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Online DVD Rental in US; Price War; Netflix; Blockbuster; Wal-Mart; Subscription based annuity model; Business Model; Predatory pricing; DVD; Online Movie Rentals; Amazon.com

Unilever's Digital Media Strategy

Unilever, one of the world's top FMCG companies, has been going digital in its product promotions. With the launch of its AXE line of deodorant body-sprays, in 2002, it realised that TV ads were not making the right impact on the target consumer group. Most target consumers spend more time on the Internet. So they started promoting their product online and it became a huge success. After tasting success with going online, they slowly started moving towards the use of digital medium for their product promotions.

Pedagogical Objectives

The case study could be used to help the students understand:

- Importance of product promotions and the significance of media in it
- Type of media used and the shift from traditional to digital media
- Influence of consumer preferences on the selection of media and vice versa.

Industry	Fast Moving Consumer Goods (FMCG)
Reference	MKS0152
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Unilever; Marketing Strategies; Direct Marketing; Viral Marketing; Online Promotions; Digital Media Strategies; Event Marketing; Industry Life Cycle; Incumbent Strategies; Marketing Strategies Case Study; Advertising; First Mover Advantage; Fast Moving Consumer Goods (FMCG)

Bionade Soda (A): Marketing Challenges for an Innovative Brand

Companies coming up with innovative market offerings often face challenges of making potential consumers aware of the product, building the brand, generating sufficient initial trials and ultimately making a place for themselves in the market. These challenges are particularly tough coping up for small-scale businesses. Marketing and promotions play a key role for successful commercialisation of a new market offering. With limited resources, small businesses often cannot afford spending on traditional marketing media. Bionade Soda was one such innovative organic drink, first of its kind in the world. Decreasing beer consumption and the consequent financial crisis of his family brewery led German entrepreneur Dieter Leipold to invent an organic drink using beer brewing techniques. However, being a small family firm, the makers of Bionade Soda did not have the requisite advertising budget to promote the drink. Distributors were not ready to stock the unknown product and the makers of Bionade Soda were struggling to successfully commercialise the product. Drawing parallels to the innovative product Bionade Soda, the case study highlights the challenges of marketing a new product offering for a small family owned company and provides a scope to discuss alternative marketing techniques that they can adopt.

Pedagogical Objectives

- To understand the new product development process
- To discuss the commercialisation challenges of new product offering
- To analyse alternative marketing technique options for small-scale companies.

Industry	Bottled and Canned Soft Drink Industry
Reference	MKS0151A
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Bionade Soda; BIONADE International GmbH; Privatbrauerei Peter KG (Peter Brewery); Germany; Alcoholic beverages; Marketing Strategies Case Study; Non-alcoholic beverages; Beverage Industry; Beer; Family Breweries; Family-owned Company; Changing industry trends; New product offering; Innovation; Alternative marketing techniques

Apple iPhone Price Cut: Is it a Right Strategy?

Apple Inc., one of the most renowned companies in the world for computer technology, was ranked 121st by Fortune 500 in 2007. Apple's products include Apple TV, iPod, iMac and the iPhone. With mobile phones gaining prominence and becoming absolutely indispensable, Apple decided to enter the market. The company launched the revolutionary device, the Apple iPhone on June 29th 2007, which combines the features of a mobile phone and an iPod. Within two months of the gadget's entry into the market, Apple lowered the price of its 8 gigabyte storage iPhone from $599 to $399 which sparked off a controversy. The case tracks the innovative features of the iPhone in the mobile phone industry, where the product lifecycle is short and the market is highly sensitive. The case also debates Apple's pricing policies and facilitates discussion on whether Apple iPhone's price cut was the right move.

Pedagogical Objectives

- The changing dynamics in the technology industry
- Pricing strategies of a new technological gadget
- Challenges faced by Apple after iPhone's price cut
- Significance of pricing and product life cycle stage of a product.

Industry	Cellular
Reference	MKS0150C
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Apple iPhone; Pricing Strategy; Temporal Pricing; Skimming Price; Technology gadgets; Mobile Technology; Product Life Cycle; Price discrimination; Marketing Strategies Case Study; Consumer Electronics

AXE Effect in the US: Success through Viral Marketing?

Unilever introduced AXE body deodorant in the US market in 2002. The launch signalled the birth of a new male grooming product, body deodorant with odour controlling properties. In 2004, within two years of the launch, AXE became the leading brand in the $1.3 billion US men's deodorant market with an 80% market share, and a 13% share in the deodorant market. By 2005, AXE was the fastest growing deodorant brand and had achieved sales of over $100 million. Unilever made use of TV advertising, interactive consumer destination events linked to the product website and on-line video games to promote the product among the young males from the 18 to 34-year olds. The case talks about the direct promotion strategy, where viral marketing played a major role, adopted by Unilever to tackle competition in this segment.

Pedagogical Objectives

- To illustratethe concept of viral marketing
- To understand the dynamics of the US mens Deodorant market
- To understand how to successfully introduce a new product in a market, already having established players.

Industry	Male Grooming Industry
Reference	MKS0149B
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Unilever; AXE body deodorant; AXE effect; Male body deodorant; Male grooming market; Direct marketing; Consumer events; Viral marketing; Marketing Strategies Case Study; On-line promotions; Multimedia promotions; Podcast ads; Event marketing; Male toiletries

Ritz-Carlton: Moving away from Old-World Opulence to Low-Key Elegance

The Ritz-Carlton Hotel, an independently operated division of the Marriot International has a world-wide reputation of treating its guests royally. For generations, Ritz has been known for its over-the-top luxury services and customer centric culture. But, by the mid-2000s the company realised that this old-world charm is not in tune with today's jet-setters, since the lifestyle and tastes of urban customers demanded a more relaxed and graceful approach. In the wake of increasing competition, Ritz had begun to realise the importance of an evolutionary makeover in its style, to keep up with the changes in customer in tastes. In 2005, Ritz started undertaking several initiatives like renovating its appearance, replacing its formal dining rooms with trendy restaurants and also making its service standards flexible to reflect a contemporary attitude to suit the tastes and preferences of the modern customers. Ritz feels that all these initiatives would help it remain relevant to the current generation of customers. Analysts, however, feel that by undertaking these initiatives Ritz might run the risk of losing its long time customers.

Pedagogical Objectives

- To understand the challenges posed by Ritz's traditional approach to customer service in view of the changing Gen X customers' preferences
- To comprehend the strategies adopted by the Ritz hotels to tailor its elegance in tune with the expectations of the present generation of guests
- To analyse whether Ritz's repositioning would succeed in appealing to the customers.

Industry	Hospitality
Reference	MKS0148B
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Ritz-Carlton; Hotel Industry; Hospitality Indutry; Makeovers; Repositioning; Customisation; Refurbishments; Customer satisfaction; Simon Cooper; Traditional Service; Old-World Opulence; Marketing Strategies Case Study; Traditional Service; Low-Key Elegance; Business Clientele

Vista: Can Microsoft make it a Success?

Microsoft Corporation is a multinational computer technology company with annual global revenue of $44.28 billion. It developed, manufactured and supported a wide range of software products for computing devices. After the success of Windows 95, Windows 98, Windows 2000 and Windows XP in 2001, Microsoft on January 30th 2007, launched Microsoft Vista which was codenamed *"Longhorn"* in its developmental stages. Vista's main objective was to provide an improved security to the Microsoft driven operating system, as security was the main problem with Windows XP. Microsoft claimed that it had prioritized improving the security of Vista more than that of Windows XP and Windows Server 2003. Microsoft expected to sell twice as many copies of new Vista operating system in its first year of launch as against Windows XP in 2001.

Pedagogical Objectives

- To understand the strategy behind launching a new product
- To understand Microsoft's strategy of upgrading products and monopoplising the market
- To analyze whether Microsoft will be able to make Vista a success.

Industry	Software
Reference	MKS0147B
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Microsoft Corporation; Microsoft XP; Microsoft Vista; Security; Software Industry; Linux; Mac OS X; Longhorn; Operating System; Marketing Strategies Case Study; Apple; Maintenance; PC Sales; HP; Crossfire; Aqua

"The Woman of Substance": Changing Face of Women in Advertisements?

Since the 20th century the status and role of women in society has undergone a massive change. Consequently, the way women were portrayed in ads has also altered. Conventionally, advertisers focused only on women's physical beauty and portrayed them as glam dolls. However, in the 1990s, an enormous change occurred in the socio-economic status of women. As more and more women started doing jobs, the number of economically independent women increased gradually. This created a new segment of working women who had different needs and demands. In accordance, the companies launched new products customized to women. This prompted advertisers to portray women as confident, bold and self-reliant. Moreover, since early 2000s advertisers portrayed women as super woman who could balance her career and family responsibilities with ease. Although the portrayal of women in ads has come a long way and women have been placed almost at par with men, the true equality is yet to be achieved.

Pedagogical Objectives

- To understand the impact of society on advertisements
- To give an insight into the socio-economic changes that occurred in the 1990s which led to a massive change in the way women were depicted in ads
- To analyse the status of women in ads as well as in the society.

Industry	Advertising
Reference	MKS0146K
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Woman; Advertising; Society; Financial Independence; Purchasing Power; Potential Buyer; Marketing Strategies Case Study; Family; Primary Decision Maker; Submissive; Sensuous Objects; Woman Buyers; Physical Beauty; Tradition; Image of a Woman

Frito-Lays: Healthy Food Initiatives

Frito-Lay, one of the world's leading manufacturers and marketers of snack food products, is an operating division of PepsiCo and provides varieties of snacks options. In 2005, Frito sold nine of the top-ten snack chip brands in the US supermarkets.

With the strong backing by its parent company, the company enjoys a strategic advantage over its competitors, including financial support, superior brand identity and product recognition. People have become more concerned about obesity and health. Keeping in mind, consumer preferences and changing trends, in 2002, the company has ventured into the health food segment. Its initial efforts have not yielded significant results. In early 2006, the company has initiated a makeover of the majority of its products and has also included healthier offerings in its product portfolio to reinforce its image as a health food company.

Pedagogical Objectives

- Growth of Potato chip industry
- Change in consumers taste and preference/Growing health concern among consumers
- Frito Lay's product revamping strategy.

Industry	Food and Beverage Industry
Reference	MKS0145P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Food & Beverage company; Obesity; Health consciousness; chips market; Marketing Strategies Case Study; Health care market; Nutrition Division; Direct store delivery system; Trans fat; Low carb diet

Nestlé: Rejigging Product Portfolio on the Health Plank

Nestlé S.A. (Nestlé) was a leading global food and beverage company. Nestlé's product portfolio ranged from baby foods and pet care to chocolates and mineral water. However, the global food industry saw declining sales. With consumers switching to health food, the industry faced new challenges. So in 2001, Nestlé increased its product offerings by venturing into the health food segment. It repositioned its products to take care of good nutrition, health and wellness. The case study discusses Nestlé's strategy for the nutrition food segment and its attempts to create a new market segment.

Pedagogical Objectives

- Discuss Nestlé's innovation and diversification strategy
- The concepts related to consumer preferences and changing trends
- Nestlé's product line extension strategy
- To analyse the Nestlé's strategy to compete with its rivals
- Discuss the future prospects of Nestle with reference to increasing competition.

Industry	Food and Beverages
Reference	MKS0144P
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Food & Beverage company; Obesity; Health consciousness; Innovator; Health care market; Nutrition Division; Aggressive price; Competitors; Marketing Strategies Case Study; Market share; Product re-launch; low carb diet; Extended its product line; Growth Fund; Expansion through acquisition; Promotional efforts

Diageo's Global Strategy: Differentiated Marketing

"Segmenting, targeting and positioning" (STP) formed the base for marketing strategies of any firm. Global organizations used to segment the market either continent wise or according to the economic development (i.e. developed, developing and under developed). But in alcohol industry, that might not be the proper criteria, as climate and tradition played an important role in consumer preference. The industry was subdivided into three major categories: beer, wine and spirit; and every market had their unique characteristics. As branded beer sales accounted for around 76 percent of total branded alcohol sales, the global players were primarily concentrated in marketing beer products. Eight out of the top nine global alcohol companies were primarily breweries. The only exception was Diageo, which was the leader in the global spirit market, and had presence in all three categories through out the world. Thus, Diageo's global business strategies were quite different from the others. Diageo had followed a unique STP strategy so as to succeed in such complicated and competitive environment. Diageo's geographic segmentation was quite different from the usual continent wise segmentation. Diageo intended to have complete category participation, rather than solely focusing on individual brands within categories. Accordingly, Diego's marketing and investment strategies also differed in different geographical segments.

Pedagogical Objectives

- To understand the trends and structure of global Alcoholic Industry
- To have a brief understanding of the Spirit market and its driving forces
- To understand the concept of "Segmenting, Targeting and Positioning" (STP) with respect to alcoholic beverage industry
- To understand the reasons behind Diageo's differentiating marketing strategy
- To analyse the possible threats for a differentiating marketing strategy.

Industry	Beverage
Reference	MKS0143K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Marketing strategy; Differentiated; Segmenting; Targeting; Positioning; Diageo; Beer; Marketing Strategies Case Study; Wine; Spirit; Beverage; Global priority; BRIC; InBev; Haniken; Sab Miller

Anheuser-Busch Goes Niche: Concentrates on China

"Segmenting, Targeting and Positioning" (STP) formed the base for marketing strategies of any firm. Global organizations used to segment the market either continent wise or according to the level of economic development (i.e. developed, developing and under developed). But Alcoholic beverage industry was definitely a different ball game, as climate and tradition played an important role in consumer preference. The global players in this industry had varied in terms of their business and marketing strategies. While the market leader Inbev and players like SABMiller, Heineken etc. had applied mass marketing strategies; Diageo had stuck up with differentiated marketing. A major surprise in the top bracket was Anheuser-Busch (A-B), which had successfully applied niche marketing strategy and concentrated primarily on five markets, US, Canada, Mexico, UK and China. But, the intensive competition and stagnation of most of its targeted market had forced A-B to highly depend on China's beer market. The huge market potential combined with ongoing economic development made China the most important target market for the company. But, going forward various socio-economic factors such as the overflow of products, high transport cost, intensive price pressure, decrease of beer consuming population, government regulations etc. might cause a major blow to A-B's niche marketing strategy.

Pedagogical Objectives

- To understand the trends and structure of global Alcoholic Industry
- To have a brief understanding of the Chinese Beer market and its driving forces
- To understand the concept of "Segmenting, Targeting and Positioning" (STP) with respect to alcoholic beverage industry
- To understand the reasons behind Anheuser-Busch's focus on China
- To analyse the possible threats for a niche marketing strategy.

Industry	Beverage
Reference	MKS0142K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Anheuser; Alcohol; Beer; Marketing Strategies Case Study Segment; Niche; China; Tsingtao; Harbin; Yanjing; Inbev; SABMiller; Bud; Brand; Logistic; Advertising

Acer's Positioning in the Indian Laptop Segment

The gradual dissolution of tariff and custom barriers, increased competition amongst the premium brands and continued reduction in hardware prices propelled the growth of notebooks in the Indian market. Acer played a pioneering role in breaking price barriers in this high-price segment that hitherto saw characteristic popularity only with a small and niche group of buyers comprising senior business executives and technocrats.

In order to corner a larger market share the company came up with innovative strategies to make laptops affordable to the highly prospective SMB and SOHO segments. The case provides the reader a holistic picture of the notebook market in India, the various segments therein, the gradual shift in the purchasing pattern from desktops to notebooks, the company profile of Acer and the various strategies that it pursued for sustained growth.

Pedagogical Objectives

- A holistic picture of the notebook market in India
- The various segments therein
- The gradual shift in the purchasing pattern from desktops to notebooks
- The company profile of Acer
- The various strategies that it pursued for sustained growth.

Industry	Computer Hardware
Reference	MKS0141K
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Acer; India; Laptop; Notebook; Marketing Strategies Case Study; Hewlett Packard (HP); IBM (International Business Machines); Compaq; Toshiba

Segmentation of Stores in Best Buy: Is It Really Customer-centric?

Since the late 1980s, Best Buy, the $30-billion-a-year company had ruled the US consumer In 2002, Best Buy adopted the angel-devil strategy to identify profitable and non-profitable customers. The company started preparing customer-profiles and collected data from each of its transactions and interactions across multiple brands, suppliers and third party suppliers to create customer profiles. In 2002, after studying the market, Best Buy segmented its store into five customer-centric categories. Each store catered to a specific product as characterised by the profile of the customers. The company trained its employees to focus on specific customers rather than on the product and also modified its supply chain to cater to the needs of the customers. Though the performance of the customer centric stores were better than the other Best Buy stores, a survey conducted by the company in 2005 reported that some of its customers were unhappy with the segmentation of stores. In addition to this, competitors like Wal-Mart, Circuit City and Radio Shack were gaining market share in Best Buy's profitable areas (DVD & television, Home Theater equipments, computers and home appliances). To combat competition and to satisfy customers, Best Buy decided to merge its five segmented stores into three groups. Analysts opined that while segmentation was an expensive proportion for Best Buy, merging these stores would further drain Best Buy's financial resources. But other analysts felt that, since Best Buy's segmented stores performed well, managing cost would not be a major criterion for Best Buy. The company also planned to expand its business in China. Industry observers felt that Best Buy was juggling too much. Would Best Buy's customer centricity live up to the customer expectation and help in maintaining its market position?

Pedagogical Objectives

- To understand how a customer-centric segmentation strategy was applied by Best Buy
- To analyse how a segmentation strategy could be an effective competitive strategy for the retail industry
- To understand the different methods of segmentation affected by Best Buy.

Industry	Retail Industry
Reference	MKS0140B
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Customer Centricity; Market Research; Point of Sale; technology enabled; Gureilla advertising; Segmentation strategy; Angel and Devil customers; Marketing Strategies Case Study; Multiple brands; Competition; Merging; Customer Profilling; Customer electric market; Turnaround; Training of employees

Coca-Cola's Re-entry into the US RTD Tea and Coffee Market

Coca-Cola, one of the leading players in the soft drinks industry in the US, entered the RTD tea and coffee market in 1991, but failed to succeed in its efforts. In 2001, Coca-Cola re-entered the RTD tea and coffee market by acquiring Planet Java brand but witnessed failure due to stiff competition from Starbucks and Pepsi.

In 2005, due to the rising concern over obesity and other health-related issues among consumers in the US, Coca-Cola, the No.1 in the soft drink market, witnessed a decline in its market share by 4.2%. To compensate over its loss and to expand further, Coca-Cola decided to enter the ready-to-drink (RTD) tea and coffee market. Though Coca-Cola had failed in its attempt twice earlier, it made a re-entry into the US RTD tea and coffee market in 2006 by launching a mid-calorie drink, Coca-Cola Blak. It was confident in succeeding this time, but analysts raised their doubts about its sustenance due to the domination of Starbucks which had partnered with Pepsi. Moreover, as RTD tea and coffee was a small and growing market, analysts were skeptical about the success of Coca-Cola in the US RTD tea and coffee market.

Pedagogical Objectives

- To understand the US RTD Tea and Coffee market
- To understand the soft drink market in US
- To understand Coca Cola's re-entry strategies in the RTD Tea and Coffee market
- To analyse whether Coca-Cola will succeed in the US RTD tea and coffee market in its third attempt.

Industry	Soft Drink Industry
Reference	MKS0139B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coca-Cola; USA; Marketing Strategies Case Study; Challenges; Brands; Marketing; Pepsi; Strategies; RTD Tea and Coffee; Starbucks

Wal-Mart and InStore TV: Worth an Investment?

Wal-Mart, undoubtedly the best and the biggest in retail and grocery had also grown into a major network television broadcaster by 2006. And it had grown in such a way that the Wal-Mart network was the fifth largest TV network in the US. Wal-Mart used its Network to advertise its own products as well as other marketer's products. Latest studies revealed that 70% of all purchasing decisions were made inside the store. So had the advertisers being shooting their dollars elsewhere and away from their targets so far? And would the shopping arena be another big advertising wall for marketers? This case discusses the new trend in out-door as well as Point-of-Purchase advertisements, and why a retail giant like Wal-Mart was investing so much money in a novel medium, that hasn't proved its effectiveness yet.

Pedagogical Objectives

- To study the reasons for Wal-Mart's decision to advertise on its TV network
- To comprehend how purchasing decisions are made at the point-of-purchase
- To analyse how Wal-Mart should use the insight of point-of-purchase decisions to sell its products.

Industry	Retail
Reference	MKS0138B
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Alternate media; Wal-Mart; Advertising; Media fragmentation; Marketing Strategies Case Study; US advertising industry; Digital signages; InStore TV; Premier retail network; Point-of-purchase; Marketing channels; Consumer; Out-of-home media; research

Guerilla Advertisements: Big Firms Going Guerilla?

From being a marketing and advertising strategy that was mainly developed for small startups with little or no marketing budgets, Guerilla marketing had outgrown itself into a technique that was pursued by companies that had billions in sales and millions as marketing and advertising budgets. By 2006 big companies like Microsoft, IBM, Adidas and many more companies viewed guerilla tactics as a main strategy to gain publicity. Many companies also went to the level of dirtying and vandalizing public roads and properties. This case details the basic concepts of Guerilla marketing, the techniques used by companies with pictorial illustration and the different vehicles they use. The case also discuss whether Guerilla marketing was going haywire and where the line of restriction be drawn.

Pedagogical Objectives

- To understand the reason behind the mergence of guerilla marketing
- To study how guerilla marketing has helped marketers
- To know the guerilla tactics being used by big firms

- To analyse whether guerilla marketing would continue to capture the attention of the consumers
- To understand the fallout of such marketing.

Industry	Not Applicable
Reference	MKS0137B
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Guerilla marketing; stealth marketing; word-of-mouth; unconventional advertising; Jay Conrad Levinson; Internet Marketing; Marketing Strategies Case Study; Spam Mail marketing; Viral Videos; WAM; Microsoft; Adidas; Ambush marketing; Advertising on the moon

Enviga's Marketing Strategy: Will Coca-Cola Succeed?

Coca-Cola Company was universally recognized as a market leader in soft drinks with worldwide revenue of $23.1 billion and presence in over 200 countries (2006). The Company manufactured beverage concentrates and syrups. The Coca-Cola Company owned four of the world's top five soft-drink brands, which included Coca-Cola, Diet Coke, Fanta and Sprite.

In America, sales of carbonated drinks declined a little in 2005 as government campaigns and media coverage raised concerns over obesity. Bottled teas and nutrition-enhancers were big opportunities for Coca-Cola. Sales of bottled teas were growing steadily and nutrient drinks had a market of about $1 billion by 2006. According to a study conducted by the National Center for Health Statistics, Americans opted for a healthy alternative to their daily dose of energy instead of carbonated drinks. The study prompted Coca-Cola to go in for the calorie burning Enviga.

On 6th November, 2006, Coca-Cola along with Nestlé launched Enviga, a Nestea carbonated canned green-tea drink. Enviga burnt 60 to 100 calories per three 12-ounce cans in healthy adults aged between 18-35 years. For overweight Americans, the release of Enviga was meant to bring good news. According to Coca-Cola, Enviga helped in reducing obesity. But according to doctors green tea was unlikely to make anyone shrink, so the Center for Science in the Public Interest, an organization that focuses on health and nutrition issues in US sued Coca-Cola and Nestle for their ad campaign of Enviga but the company had no plans to change its claims.

In the recent past Coca-Cola had already faced two soft-drink flops out of their four releases in the form of Coca-Cola C2 and Vanilla Coke.

What would Coca-Cola's strategy be with the new drink? Would it be able to make it a success despite the initial controversy that surrounded it? Would consumers take to Enviga?

Pedagogical Objectives

- To discuss the trouble faced by Coca-Cola in 2005
- To discuss Coca-Cola's marketing strategies for Enviga
- To discuss whether Colca-Cola will succed in its new product.

Industry	Beverages-Soft Drink
Reference	MKS0136B
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coca-Cola; Enviga; Nestlé; Nestea; Coca-Cola C2; Vanilla Coke; Marketing Strategies Case Study; Green Tea drink; CSPI; BPW; CCNR; EGCG; Weight Loss; Obesity; Calorie burning drink; Celsius

Smirnoff's Reunion With Bond

After a short hiatus, Smirnoff reappears in the 2006 Bond movie, 'Casino Royale'. Since the first movie 'Dr. No' in 1962, Smirnoff had consistently placed itself in all the Bond films, except 'Die Another Day' in 2002. The reason which analysts cited for Smirnoff's return to Bond movies was that it was intimidated by Finlandia, a rival Vodka maker, which placed its Vodka as Bond's favorite in the movie, 'Die Another Day'. Bond movies had been a perfect advertising medium for marketers to boost their product's image, and more than 20 products were placed in 'Die Another Day'. However, some consumer activists were opposed to the practice of stealth advertisement in movies and they termed it dubious and deceptive in nature. But the marketing fraternity seemed to have a high inclination towards movie placements, and companies like Ford and BMW reportedly have paid millions to feature in Bond movies. Unlike movies, product placements never had any kind of censorship. Hazardous products like alcohol and cigarettes were advertised indirectly in almost every movie. Consumer rights activists loudly protested against this practice, since they said it would influence children. Underage drinking became an increasing concern among the Americans and Europeans and alcohol consumption scenes in movies that too by popular actors, further influenced children to use alcohol. This case details the comeback of Smirnoff in Bond movies, product placements in Bond movies, product placement industry in the US, and the effects of alcohol placements on under-aged children

Pedagogical Objectives

- To understand the Product Placement Industry in the US
- To analyse the association between beverage advertising and film industry
- To provide an overview of the branding strategies of Smirnoff
- To understand the impact of alcohol placements in movies.

Industry	Alcoholic Beverages/Product
Reference	MKS0135B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Smirnoff; The James Bond; film industry; movie advantage; movie characters; advertising strategy; over-advertising; beverage advertising; alcohol placements; Bond's choice; Casino Royale; media campaign; underage children; legal drinking age; Marketing Strategies Case Study; white spirits market

Barbie: Less Attractive to Kids?

Mattel, the largest toy company based on revenues, was the manufacturer of Barbie, Hot Wheels, Matchbox cars and board games. Barbie dolls were introduced in 1959. With these dolls attracting kids, different varieties of Barbie dolls were released into the toy market. Mattel dominated the toy market till the late 1990s. But in 2001, when Bratz dolls were introduced, the realistic look of these dolls attracted kids and they started abandoning Barbie dolls. Between 2001 and 2004, Barbie sales fell by 27.5% due to stiff competition from Bratz.

In 2005, MGA sued Mattel in federal court, accusing it of unfair competition, intellectual property infringement and serial copycatting. Due to the changing preference of children for interactive toys and computer and video games, Barbie product line experienced decline in its worldwide sales by 12.5%. To attract kids, Mattel started selling Barbie dolls with cell phones. It formed partnership with Single Touch Interactive to sell Nokia cell phones on purchasing My Scene Barbie product line and updated its website to make it more interactive. The company planned to form an alliance with Apple to introduce iPods. But analysts were skeptical about Mattelâ•™s success. Would Mattel succeed in its efforts?

Pedagogical Objectives

- To understand the competition scenario in the toy industry
- Barbie's copyright issues
- Changing preferences in the toy industry
- Mattel's strategies to adopt to changing preferences.

Industry	Toy Industry
Reference	MKS0134B
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Barbie; tweens; bratz; Jem; Marketing Strategies Case Study; Changing kids; decline in sales; Mattel; Interactive toys; electronic; Flava; My Scene Barbie; affiliation; disclose

Ugly Betty, an uncommon serial in the US television industry: Can it improve ABC's fortune?

Beginning 28th September, 2006, a comedy-drama series 'Ugly Betty' debuted on the American network American Broadcasting Corporation (ABC) in the US. Ugly Betty was the American adaptation of a very popular Columbian soap opera; 'Yo Soy Betty La Fea' (I am Betty the Ugly) broadcasted in many countries worldwide. Many adaptations of the series were also produced and aired in many countries and had remained popular with the viewers.

The show had an uncommon theme and was based on the story of an intelligent but ugly girl who gradually makes it big in the fashion industry. Its debut episode was watched by 16.3 million viewers, making it the most watched debut episode of a new series till date. Within two weeks of its launch, Ugly Betty achieved good ratings and maintained the position of one of the top shows in its time slot. ABC was a prominent broadcast television network in the US but its market share in terms of viewership and top rated shows was slipping recently. Would Ugly Betty repeat its success like elsewhere among the fashionable and discerning Americans? Would the series help ABC to strengthen its market share and improve its record in top rated shows?

Pedagogical Objectives

- To analyse the US television industry and viewership trends
- To understand the globalisation of television serials
- To discuss the future of Ugly Betty and American Broadcasting Corporation.

Industry	Television Industry
Reference	MKS0133A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ugly Betty; Yo Soy Betty La Fea; broadcast network; United States; television industry; American Broadcasting Corporation; NBC; Marketing Strategies Case Study; CBS; television series; adaptation; prime time; viewership; market share; competition; programming; advertising; Hispanics; Salma Hayek; Jassi Jaissi Koi Nahin

Second Life: A unique marketing platform

'Second Life' an online 3D virtual world was launched in 2003 and by March 2007 it had over 4 million members who were called its residents. Everything in Second Life was created by the residents with the help of simple 3D tools. The residents could create their own 'avatars' (appearances), clothes, houses, entire cities and anything and everything which their imagination permitted. Second Life had its own economy which was supported by its own currency called Linden dollars which could be exchanged with real US$ at the official currency exchange of Second Life. The residents at Second Life could start their own business in Second Life and obtain copyrights for their virtual creations which could be extended in real-world as well. The use, buying, selling or trade of properties or items in Second Life contributed mainly towards the economy of Second Life. Many residents derived real income from their activities and businesses in Second Life.

Second Life was regularly featured in leading business and innovation magazines. With its rising popularity, many real-world businesses and organizations also entered Second Life. Renowned names like Adidas, Toyota, Starwood Hotel & Resorts, Sun Microsystems, IBM, Dell, MTV, Reuters and Harvard Business School were a few among them. As on September 2006, the GDP of Second Life was reported at around $64 million. While being immensely successful, Second Life was also surrounded by many controversies such as issues of copyright theft, adult content, virtual policing and inactive accounts.

The case with the use of a fictional setting of an apparel company aims at debating the suitability of Second Life as the marketing platform for their newly launched apparel brand.

Pedagogical Objectives

- To analyse the business model of Second Life; an online 3D virtual world
- To analyse Second Life as an emerging marketing platform for renowned real-world businesses and organisations
- To debate on the suitability of using Second Life as a marketing platform.

Industry	On-line Gaming
Reference	MKS0132A
Year of Pub.	2007
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Second Life; 3D; virtual world; Philip Rosedale; online games; Linden Lab; residents; avatar based marketing; marketing platform; innovations; membership; business model; economy; Marketing Strategies Case Study; Linden dollars; copyright theft and security; Anshe chung; real world business organisations; Toyota; Intel; Starwood; Adidas; controversies; virtual policing

Samsonite's Repositioning Strategies

The Denver-based Samsonite Corporation (Samsonite) founded in 1910, by Jesse Shwayder and his brothers began with just one product – a robust travel trunk built to withstand rough use in the American West. For over 90 years Samsonite established itself as a worldwide leader of the travel products. The success of Samsonite was built on a dual strategy of aggressive pricing and creating excellent high-tech luggage.

The multiple change of ownership along with several factors like aftershock of 9/11 bombings had affected Samsonite badly. In 2004, Samsonite appointed Marcello Bottoli to succeed Luc Van Nevel as President and Chief Executive officer. Bottoli effected a number of changes, moved the company's headquarters to London in 2006 and hoped to transform Samsonite into a leading travel solutions and lifestyle brand selling handbags, shoes, watches and sunglasses.

Would Bottoli be able to make Samsonite once again 'a young' and a successful 'lifestyle' brand?

Pedagogical Objectives

- To understand strategies adopted by Samsonite to become leader
- To analyse factors that affect Samsonite and its operation
- To understand the strategies adopted by Bottli to lead the Samsonite.

Industry	Luggage
Reference	MKS0131A
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

Samsonite Corporation; Repositioning strategy; Footwear; Global Luggage Market; Marketing Strategies Case Study; Positioning; Expansion Strategy; Licensed Brands; Marcello Bottoli; Time Wear

Marks & Spencer: Revival Strategies

In 2007, Marks & Spencer (M&S), one of the largest retailers in UK was undergoing a revival. It was established in 1894 and remained as the topnotch retailer in UK till 1990s. Starting from late 1990s it faced a period of decline and in 1999 the pre-tax profits of M&S reached £655.7 million as compared to £1,114.8 million in 1998. Not keeping itself abreast with changing consumer preferences and fashion trends were considered the main reasons for the decline of M&S.

Starting from 1999, M&S initiated on its recovery plan and restructured itself which yielded some benefits in 2000. In 2004, there was a change in top management at M&S and the new CEO Stuart Rose took up the task of M&S recovery.

The case discusses the revival strategies of M&S which mainly focused on keeping in line with customer requirements and changing fashion trends. As a part of the recovery plan, M&S launched a new and effective marketing communication strategy. The recovery plan showed gradual progress and M&S return to profit was considered to be an advertisement led recovery. The case aims to initiate a debate whether the revival strategies of M&S will continue to pay-off and help in regaining its supremacy.

Pedagogical Objectives

- To understand the dynamics of UK retail industry
- To understand the corporate restructuring
- To understand revival strategies and M&S
- To understand various promotional strategies and its importance in retail industry.

Industry	Retail
Reference	MKS0130A
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Marks & Spencer; UK; Challenges in retail industry; revival strategy; downfall; decline stage; Marketing Strategies Case Study; restructuring; leadership; advertising led recovery; promotional campaigns; advertising; marketing communication strategy; market trends; competition; new entrants; clothing; food; International; home; Stuart Rose; new product introduction

Marketing Fizzy Fruit to kids: Opportunities and Challenges

Fizzy Fruit is a carbonated fruit which intensifies a particular fruit's flavor with effervescences without altering its nutritional value. Neurobiologist Galen Kaufman with the help of a food scientist perfected the method of carbonating fruit and established the Fizzy Fruit Company in 2005. The company had the mission to promote health, wellness and fitness among children thereby reducing childhood obesity. Fizzy Fruit was launched in US in 2005 and the initial feedback was very heartening. The company made many strategic promotional tie-ups and had plans to make Fizzy Fruit available throughout US in a short time.

Worldwide, 22 million children were overweight among which the share of US was the highest. Some of the factors that had led to increasing obesity among kids in US were unhealthy eating habits, peer pressure and influence of television advertising. Marketers were increasingly targeting kids, as kids influenced the spending of over $1.88 trillion globally in 2002 and the figure was rapidly increasing. While the consumption of snack and junk food was ever increasing, many healthy and 'good-for-you' products were also being launched due to the rising awareness and pressure to curb obesity.

The case would initiate discussion on the future marketing strategies of The Fizzy Fruit Company to popularize Fizzy Fruit given the dynamic challenges involved in marketing to kids.

Pedagogical Objectives

- To analyse the buying behavior of kids and their growing influence in making purchase decisions
- To debate on the role of ethics in marketing to kids
- To discuss the opportunities and challenges involved in marketing Fizzy fruits to kids.

Industry	Packaged-Food
Reference	MKS0129A
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Available

Keywords

The Fizzy Fruit Company; US; Kids; Changing food habits; The role of kids; Marketing Strategies Case Study; Purchase decision; Marketing to kids; Obesity; junk food; snack food; good-for-you products; packaged food; functional food; fizzolator; marketing; schools; promotions; retailing; advertisement; television

Advertising and Branding Strategies of Staples – The 'Easy' Campaign

Staples, the world's leading seller of office products, had launched "That was easy" as its tagline in 2003. This campaign was in response to customer demand for an 'easy' shopping experience. The case outlines the background of this campaign and then introduces the campaign itself. It then goes on to narrate how the success of the campaign translated to the launch of the 'easy' button, which later became Staples' fastest selling product and a desktop accessory in the US. The case also outlines the various initiatives Staples had undertaken at its stores to actually make the shopping experience 'easy'.

The case offers scope for discussion on how Staples could sustain this successful campaign. It also provides scope for teaching the importance of the advertising message and how the message and its experience are intimately associated.

Pedagogical Objectives

- To understand the importance of the advertising message and its validity
- That advertising is only a subset of marketing.

Industry	Retail-Office supplies
Reference	MKS0128C
Year of Pub.	2007
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Staples; Office products and supplies; Retail; Tom Stemberg; Shira Goodman; Marketing Strategies Case Study; Tie-up, Branding strategies; Store layout; Shopping experience; Advertising campaign; "Easy Button"; Advertising story board; Sustaining campaigns; Successful advertising campaigns; Advertising Strategy

Old Spice: PG's Repositioning Strategy

Since its inception in 1937 by the Shoulton Company, USA, Old Spice ruled the market for men's personal grooming products. Since the mid seventies, Old Spice was struggling with its image of an old brand, incapable of catering to contemporary tastes. This resulted in reduced sales and loss of leadership status in the market. However, the scenario changed when

Procter & Gamble (P&G) acquired Old Spice in the 1990s. The case examines P&G's strategies to revamp the archaic image of Old Spice, with respect to the 4 Ps of marketing (product, price, promotion, place) and its efforts to regain its lost leadership status. The case also analyses whether P&G's efforts to transform Old Spice into an unbeatable male power brand, would bear fruit.

Pedagogical Objectives

- To understand and familiarize the concepts of brand and role of branding in marketing strategy
- To understand the concept of brand equity and how to create and retain that.
- To understand the concept of positioning and repositioning in brand management
- To analyze the operational aspects of revitalizing a brand

Industry	Commercial and heavy construction
Reference No.	MKS0127K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assig.	Not Available

Keywords

Halliburton; KBR; Cheney; Iraq problem; Petrobus

New Distribution Initiatives at HLL

This case analyses the distribution strategy of Hindustan Lever Limited (HLL), the 51.6% subsidiary of Unilever and the largest FMCG Company in India. Traditionally HLL's distribution network consisted of wholesalers and retailers. HLL had presence in 80 lakhs retail outlets and there was 'one size fit for all' distribution strategy to serve all those outlets. But due to change in consumer demography, consumer behavior and market structure, the traditional distribution system failed to deliver the results. Urban customers wanted products with unique, value added and customized offerings with convenient shopping. Apart from this, emergence of rural market also forced HLL to change its distribution system. HLL dealt with these two issues differently. For urban market it developed different distribution system cater to different type of customers. Along with this, it provided value added service, convenience and customized offering to urban customers. On the other hand, in rural markets, to increase brand awareness and product availability, it introduced alternative distribution systems. Through these changes, HLL brought its brands closer to customers. HLL's approach to distribution was holistic and developed a three-way convergence of product availability, brand communication and brand experience.

Pedagogical Objectives

- To understand the supply chain management and logistics system in FMCG market
- To understand the effectiveness of logistics system in rural market
- To understand the evolution of market logistics system
- To understand how effective implementation of information technology helps a company to make its supply chain an efficient one
- To understand the importance of supply chain
- To understand the different types, nature of the supply chain.

Industry	FMCG
Reference	MKS0126K
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hindustan Lever Ltd (HLL); FMCG (fast moving consumer goods) industry; Lever Brothers; Hindustan Lever Research Centre; HLL's joint ventures; Soap business; Distribution network; Marketing Strategies Case Study; Channel management; Rural India; Efficient consumer response; Project Shakti

FIFA Worldcup 2006: A Kickoff for Advertisers

FIFA World Cup was the largest sporting event in the world which had a global audience of more than Olympics. The advertisers were very much eager to reach the billions of possible consumers by sponsoring the event. Though sponsorship in this event required huge amount of money but still the advertisers took much interest in this event and were vying for sponsorship. The case gives an insight into FIFA's marketing strategy with the sponsors' overview. Moreover it deals with the stringent competition between different sponsors especially between the sporting goods giant, Adidas and Nike, with the aim of leveraging the mega event.

Pedagogical Objectives

- To understand the marketing strategies adopted by FIFA
- To understand the categories of sponsorships
- To discuss about the mileage received by each brand
- To understand the sponsors overview
- To discuss the promotional activities of different companies

Industry	Sports and Recreation
Reference No.	MKS0125K
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Advertising; Promotion; Worldcup; Nike;Adidas; Budweiser; Philips

Toyota Tundra in US: The Marketing Strategies

The full-size pick-up truck segment is considered to be the most profitable and the fastest-growing segment in a slow-growing US automobile industry. It is also highly competitive with players like Ford and General Motors dominating the industry. Over the years, Toyota, the second largest automaker after General Motors, has established a strong presence in the car segment of the US auto-market. Following this, the company aimed to increase its share in the light truck segment through the launch of a new pick-up truck model in early 2007, called Tundra. In the market for pick-up trucks, the buyers were known to be tremendously loyal to trucks made by American companies. Thereby, in its efforts to market Tundra, Toyota promoted the pick-up truck at events considered to be traditionally American such as NASCAR racing, fishing tournaments, country-western concerts, etc. The company also made an investment of $850 million to establish a new plant at San Antonio, Texas, for manufacturing only Tundra vehicles and set a sales target of 200,000 units in 2007.

Pedagogical Objectives

- To analyse the trends, consumer profile and behaviour in the light truck segment of the US auto-industry
- To discuss the product-specific marketing strategies adopted by Toyota for the promotion of Tundra 2007
- To analyse the opportunities and challenges facing Toyota Tundra in the future.

Industry	Automobile
Reference	MKS0124
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

US Automobile Industry; General Motors; Ford; DaimlerChrysler; Ladder of consumption; Planned Obsolescence; Conjoint Analysis; Consumer Profile and

Behaviour; Market Research; Marketing Strategies Case Study; Need-based Segmentation; Marketing Strategy; Nissan; Honda; Scion; Prius; Light Utility Vehicles (LUVs); Full Size Pickup Trucks; Cross over Utility Vehicles; Competition; Oil Prices

Shanghai Tang: Taking Chinese Fashion to the World

'Shanghai Tang' (Tang) was the first Chinese luxury brand in the global fashion market. With "Made by Chinese" as its tagline, Shanghai Tang had made inroads into the fashion capitals of the world such as London, Paris and Milan ever since it came into being in the 1990s and had established itself, with reasonable success as a Chinese luxury brand. In 1998, Richemont, the Swiss-based luxury-brands company, acquired a majority stake in Tang. Post-acquisition its executive chairman Raphael le Masne de Chermont and its Marketing and creative director Joanne Ooi chalked out strategies that led to the revival of the brand.

Drawing plans for its future, Tang decided to concentrate on the Asian markets which contributed to the majority of its sales. However, the Chinese luxury market, the third largest in the world, was competitive and demanding. It had been tapped by major fashion labels such as Prada, Armani, Hugo Boss and Gucci which were well established in China and were preferred by most high end Chinese customers. While fashion critics felt that Tang's offerings still lacked the truly international touch, Tang's chairman Chermont was positive about the brand saying that it would establish itself as a world class label. The issues highlighted in the case are whether Tang could i) establish itself in its home market ii) grow into a 'truly global Chinese brand' iii) achieve this.

Pedagogical Objectives

- To emphasise the challenges faced by a newly launched luxury brand in a competitive environment
- To discuss the issues involved in building a global fashion brand.

Industry	Fashion
Reference No.	MKS0123C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Shanghai Tang (Tang); Richemont; fashion industry; Chinese luxury goods market; Ethnic fashion; Global Vs local; promotionals; marketing; US fashion market; turnaround; fashion designing; consumer behavior; competition; Chinese fashion industry.

Advertising Strategies of Coca-Cola: Can it be Refreshed?

Coca-Cola (Coke), the world's largest carbonated soft drink (CSD) manufacturer had built its brand over the years through consistent and effective advertising campaigns making history over the years. In the recent times the company had suffered serious setbacks with a number of controversial and negative allegations leveled against it. Coke was increasingly being associated with health hazards and was under threat in many of its key markets. Consumption of CSD, which was its core business, had decreased and sales fell in Western Europe, Philippines and India. Active anti-Coke movements had triggered severe criticism from many segments of society including students, environmentalists, labor-rights activists, employees and shareholders. In 2004, Neville Isdell, Coke Chairman and CEO devised a plan to revive Coke. Called the 'Manifesto for Growth', the plan included several strategic initiatives including innovation, increasing marketing investment and introducing new products in the non Carbonated Soft Drink market.

As part of the plan to revive the Coke brand, 'The Coke side of life', a new global marketing platform was launched in December 2005. The company believed that this global campaign would return the company to its former glory. Marketing experts were however skeptical about this. They wondered if the new marketing campaign would help offset the myriad charges that beset Coke and help to revive the brand.

The case enables students to appreciate the advertising campaigns that helped build the Coca-Cola Company into a strong brand. It also enables discussion on the new campaign launched by Coke and its effectiveness in overcoming its problems.

Pedagogical Objectives

- To teach various elements of an advertising campaign
- To discuss Coke's new ad campaign in the light of growing controversies against its brand

Industry	Carbonated Soft Drink (CSD)
Reference No.	MKS0122C
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Coca-Cola; Coke; Advertising Strategies; Trademark symbol; promotional strategies; Advertising campaigns; branding campaign; Coca.Cola's successful campaigns; PR; Negative image; Hilltop Ad; Advertising slogans; Isdell; Manifesto for growth; The Coke Side of Life

Fenway Park, the Baseball Stadium's Decision to Stay on- A Wise Move?

"Fenway Park was the home ballpark of the famous Boston Red Sox baseball team. Red Sox team had built a passionate fan following, despite not having won the World Series title in a span of 86 years. The fans' obsession was also associated with the Fenway Park.

Built in 1912, it was not only the smallest park among the Major leagues, with a capacity of around 36,000 spectators, but it was also the oldest. Moreover, the amenities at the park were the barest minimal and in some cases, insufficient. To address this issue, the previous owners had talks about moving to a bigger and better ballpark. But this angered the fans who considered the experiences at Fenway as their birthright and felt that a new park could not create the same environment. However in 2005, the new management decided to be a preservationist of Fenway rather than looking out for a new park.

Analysts felt this decision of renovating the park was also bleak as the structure was very old. By staying at the Fenway Park, expansion would not be possible on a large scale and the team would lose out on the benefits of shifting to a new park.

The case allows for discussion on brand management associated with a sports franchise and strategies to be adopted to enhance fan experience.

Pedagogical Objectives

- To discuss strategies on brand management associated with a sports franchise
- To discuss strategies to be adopted to enhance fan experience.

Industry	Sports Franchise
Reference No.	MKS0121C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Fenway Park; Red Sox; Baseball franchise; Renovation; fans; brand management; franchise management; cost-benefit analysis; stadium revenues; Yankees; World Series Victory; Major League Baseball; ticket sales; fan experience; branding on emotions; emotional marketing.

HLL vs P&G: Price Wars - An Effective Business Strategy?

Hindustan Lever Ltd., (HLL) Unilever's subsidiary was one of the main detergent players in India. By launching a price warrior, HLL overcame the competition from a host of local players like Nirma. But in 1991, HLL had to face tough competition from Procter & Gamble (P&G) which adopted price cuts as a strategy to improve sales. The price cuts initiated by P&G saw HLL follow suit. As a result of the price cut, P&G recorded an increase in both value and volume shares whereas HLL could increase its volume share only. However, HLL's margins were eroded significantly and it reported a drop in profits. This price war of 2004 was significant in the timeline of the Indian Detergent Industry.

The case while outlining the strategies adopted by HLL and P&G in the detergent market provides a scope for discussion on the effectiveness of the price-cutting strategy.

Pedagogical Objectives

- To discuss price wars in an FMCG market
- To discuss how an established brand can be overtaken by a new entrant through price-cutting strategies.

Industry	FMCG Sector
Reference No.	MKS0120C
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

HLL; P&G; Price Wars; Price cuts; Detergent market; FMCG sector; emerging markets; Indian detergent industry; Nirma; Market shares; profit margins; types of markets; competition; marketing; strategy.

Shanghai Volkswagen: Losing First Mover Advantage?

Shanghai Volkswagen Automotive Company (SVW) Ltd. was the first foreign car maker to enter mainland China in 1984. Since then it enjoyed market leadership in China. In June 2004, SVW lost leadership in the car market when its market share fell to an all-time-low of 16%. A number of factors including growing competition, coupled with weak sales and marketing teams, and a slow deterioration in relationship with its joint venture partner, seemed to contribute to the fall in market share.

The case discusses the dilemma and various challenges faced by SVW to regain its top position in the Chinese car market.

Pedagogical Objective

- To discuss the various challenges faced by SVW to regain its top position in the Chinese car market.

Industry	Passenger Car Industry
Reference No.	MKS0119C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Volkswagen; Shanghai Automotive Industry; First Automotive Works; Passenger car; market leadership; joint venture; WTO; Chinese Auto Industry; Confidentiality Agreement; Localisation; Santana; General Motors.

Ad Wars-Yahoo! vs Google

In 2004, online ad spending was growing globally and accounted for 49% of total revenues of consumer advertisers. Some analysts predicted that this would rise to $7 billion by 2007. Yahoo! and Google were in the middle of a fight in going after the ad dollars. While for Yahoo! advertising accounted for nearly 75% of its revenues, advertisers loved Google, too. Google's barebones ad format drove click-through rates several times.

Yahoo! boasted a diverse online ad portfolio not only selling ads next to search results but also doing big business with so-called "branded ads". Google, by contrast, confined itself almost entirely to contextual search-based advertising. The case attempts to present the strategies employed by these firms to be one up on the other as the internet advertising matured.

Pedagogical Objectives

- To discuss strategies of Yahoo and Google advertising
- To discuss the portfolio of Yahoo and Google.

Industry	IT, Internet, Internet Research
Reference No.	MKS0118C
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Yahoo; Google; Advertisement; Online ads; Google; Yahoo! Ad; Ad revenues; Ad spending; Online advertisement; Online Ad portfolio.

The Rise of Green Consumerism: Is it a Fad or is it "Sustainable"?

World over, economic development has come at the cost of environment. Global warming, an outcome of greenhouse gas emissions, is the price the world pays for its over ambitious growth. Green consumerism, which is the use of individual consumer power to promote less environmentally damaging consumption, without compromising on the wants and needs of the consumers, has evolved to act as a panacea to address this crisis. However, green consumerism carries its own enigmatic aura and issues like its credibility and purpose, remain to be answered. The gap between green concern and green consumerism has been widened by the different orientations given to green consumerism by various segments of the society. These differences in perceptions and ideologies have intensified the debate on whether green consumerism is a strategy to save the earth or is it just a fancy of the developed nations to provide a quick fix solution to the problems, which they have seeded.

Pedagogical Objectives

- To highlight the impact of the economic development process on the environment
- To understand the fundamentals of sustainable development
- To discuss the growth of green consumerism
- To analyse the credibility and sustainability of the green products
- To debate whether green consumerism is an applicable solution or a utopian dream.

Industry	Not Applicable
Reference No.	MKS0117
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Green Consumerism; Green Products; Green Concern; Green Movement; Environmental Practices; Proactive Environmentalism; Ethical Marketing; Green Wash; Environmental Exploitation; Environment Friendly Products; Buying Green; Global Warming.

Wikipedia: Can it Survive its Own Success?

Wikipedia, the free content online encyclopedia has been successful despite the industry's expectations of it being a disaster. The company overtook established competitor Encyclopedia Britannica in market share and rules the market. Its success though has started creating problems for it. Its popularity has made it vulnerable. The case discusses the problems that Wikipedia is facing and will it be able to find its way out?

Pedagogical Objectives

- To discuss the business model of Wikipedia, and its success

- To discuss the strategies and features that set Wikipedia apart from its main rival Encyclopedia Britannica
- To discuss the criticism faced by Wikipedia and the changes it plans to make.

Industry	Media
Reference No.	MKS0116P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wikipedia; Online Encyclopedia; Encyclopedia Britannica; Wikipedia's business model; Criticism of Wikipedia; John Seigenthaler; Wikipedia's success; Wikipedians; free content site.

UPS in 2006: Customer Service & CRM Initiatives

The $42.58 billion United Parcel Service (UPS) is the world's largest package delivery company. To maintain its market leadership, UPS depends on state of the art technology and innovative customer relationship management (CRM) practices. UPS' CRM strategy focuses on developing one-to-one customer relationships, while maintaining an IT infrastructure with 'dial-tone reliability'.

UPS uses a sophisticated data warehouse to capture all of the transactions and customer requirements throughout its system across the globe. Using business intelligence and customer-focused analytical techniques it continues to exceed most customers' expectations and also provide services before its competitors. UPS has reaped numerous payoffs from the millions of dollars it has spent on operations research to build the proprietary ground and air supply-chain-optimization technology, including saving hundreds of millions of dollars on its air deliveries. In the next two years (2006-08), it expects more benefits, by giving the drivers access to data from the supply-chain-optimisation models in real time via wireless handheld devices.

Pedagogical Objective

- The case outlines UPS' CRM initiatives over the year, how it has helped the company save costs, grow and retain customers. It also highlights the importance of CRM in services industry.

Industry	Air Delivery & Freight services
Reference No.	MKS0115P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

UPS; Customer Service; CRM Initiatives; UPS-brown colour; new initiatives at UPS; Innovative CRM Practices; UPS operations; DIAD; COMPASS; UPS CampusShip; Online Courier; UPS' TadeAbility toold; Package flow technology; Quantum View Inbound; DIAD IV.

Unilever in India - Giving a New life to Lifebuoy

Hindustan Lever Limited (HLL), the Indian subsidiary of Unilever, was the country's largest fast moving consumer goods (FMCG) company. HLL had extended many of its popular brands with varying degree of success. After a phase of stagnant growth for over a decade, HLL, decided to re-position Lifebuoy from health bar soap to up-market family bath soap. It also extended its product range to give new life to Lifebuoy. The case discusses the new positioning strategy and discusses the possibility of cannibalisation of HLL's existing products.

Pedagogical Objectives

- To discuss the growth strategy of HLL
- To understand the factors leading to the stagnant growth of Lifebuoy
- To discuss the re-launch strategy to increase the sale of Lifebuoy
- To evaluate the brand extension strategy of the company.

Industry	Fast-moving Consumer Company
Reference No.	MKS0114P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Soap; Lifebuoy; Market Share; Brand Extension; Strategies; Value for money; Social Awakening; Competitors; Market Share; Curved Shape; Re-launch; Lifebuoy Mix; Natural Ingredients; Target customers; Unilever.

The US Beer Industry: Adding Cheer to Beer

In 2005, the $78 billion US beer industry had more than 300 breweries but was dominated by three major producers Anheuser-Busch, Miller Brewing and Adolph Coors, which together controlled 80% of the market. However, in the first half of 2005, the US beer industry saw flat consumption trends, a decline in volume and higher costs. Beer's share of the US alcoholic beverage market had declined. The three major players were also facing stiff competition from imports, a shift in consumer preference to other beverages, and from the craft beer industry which was the only growing market segment in the domestic beer industry. This case study discusses how the major players have used innovative advertising to enhance the image of the beer, create brand awareness among consumers and to differentiate their products in the beverage market.

Pedagogical Objectives

- To discuss the dynamics of the US beer industry
- To discuss the strategies adopted by major players to make a comeback
- To understand the factors affecting the US beverage market.

Industry	Beverage Industry
Reference No.	MKS0113P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

US beer industry; Brewing industry; Craft brewing industry; Types of beer; Beer industry scenario in US; Growth of light beer; Low carbohydrate beer; Mixed drink concoctions; Wine and spirit market; Blue laws; Mexican beer; Beer advertising strategy; Beer packaging; No after taste beer; Beer making process.

The Challenge in Store for Gap Inc.

When Paul Pressler (Pressler) takes charge of the loss making Gap Inc in October 2002, its three brands – Gap, Banana Republic and Old Navy are losing market share. Though Pressler manages to bring the company back into black, he realises that he cannot take the nascent turnaround for granted. He believes Gap has to target a whole new kind of customer – one who does not currently shop at the company's *Gap*, Old Navy, and Banana Republic stores, to sustain the growth momentum. He extends the existing brands and launches a new brand – Forth & Towne – targeting a new but extremely crowded segment. Will the new chain be as successful as its sister brands?

Pedagogical Objective

- The case discusses Pressler's turnaround strategy and his efforts to reposition Gap Inc, Banana Republic and Old Navy.

Industry	Textiles/Garments
Reference No.	MKS0112P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Turn-around; Banana Republic; Old Navy; Retail.

Starbucks in 2005: Sustaining Growth

Starbucks has been growing from strength to strength in the last two decades at an average annual rate of 20% At the heart of Starbucks' success is a unique business model based on its products, in-store experience, service, human resource policy and domestic expansion strategy. In March 2005, Starbucks has pushed its long term growth target from 25,000 stores to 30,000 stores while sustaining the 20% annual revenue growth over the next three to five years. According to James Donald (Donald), CEO Starbucks, half of the 30,000 new stores would be overseas.

To meet its ambitious growth targets, Starbucks has to cope with predictable challenges of becoming a mature company in the US. Its famed human resource policy is proving a drain on its resources. Abroad, Starbucks is still far from successful. As 2005 goes underway, Donald and founder, Howard Schultz (Schultz) realize that they have to chalk out a fresh international strategy and reinvent their domestic strategy to sustain growth.

Pedagogical Objectives

- The case outlines Starbucks' unique business model, products, in-store experience, service, human resource policy and domestic expansion strategy
- The case also discusses its international expansion strategy.

Industry	Retail-Coffee
Reference No.	MKS0111P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coffee; Expansion; Retail; Starbucks.

Reinventing Avon

Avon is a leading manufacturer and marketer of beauty and related products. Avon has a unique business model based on direct selling. In mid-2000s, Avon witnessed a sudden fall in its market share due to the customer's perception of their brand being associated with quaint, middle-aged audiences. The case talks about Avon's $500 million re-structuring exercise to reach new, wealthier customers. It discusses Avon's efforts to re-invent itself in the market without alienating its traditional lower middle class target audience.

Pedagogical Objectives

- To discuss the business model of Avon
- To understand the factors leading to the decline of company' market share
- To discuss the re-structuring strategy to regain the lost market share.

Industry	Cosmetic Industry
Reference No.	MKS0110P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Losing market share; beauty and related products; middle class target audience; changing trends; sudden fall; andrew jung; avon lady; competitors; catalogues; new products; celebrity advertising; rejuvenating image; restructuring; organization layer; new structure.

Pidilite Industries: Fevicol Success Story

Pidilite Industries is an Indian company that enjoys noteworthy success in craftsmen products and industrial speciality chemicals. The company's most successful brand Fevicol and its sub-brands such as Fevikwik, Fevibond, Fevigum, Fevistick and Fevicryl have consistently commanded over 70% of the total market share. In 2005, Fevicol stood 24th among top 150 Indian brands. The company has also been able to stay head of its competitors in the organized and un-organised sector. The case discusses innovative marketing strategies adopted by Pidilite to enable an industrial product like Fevicol carve out its niche as a consumer brand. It also discusses the future outlook of the company to retain its dominating position in the Indian market in light of increasing competition from multinationals and the unorganised sector.

Pedagogical Objectives

- The case discusses innovative marketing strategies adopted by Pidilite
- It also discusses the future outlook of the company to retain its leadership position in the Indian market.

Industry	Adhesives and Sealants
Reference No.	MKS0109P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Direct marketing; Advertising; Brand; International; Kitkol; Vamicol.

MTV – Staying Cool in the New World

In 2006, the MTV empire is facing new threats in the era of ipods, mobile phones and internet. Though ratings are still strong for many of the channels, the original MTV is no longer the must-see it was. MTV is trying to generate revenues in the new mediums like internet, digital mediums and mobile telephony. MTV has initiated several steps including outlining a 'Digital Marshall Plan' which signals the end of the one-screen company. Tying all the media together allows MTV to create a fully branded experience at all contact points with its audience. With over 700 million mobile phone users across the world in 2005, MTV has decided to build viewers through the new medium – mobile telephone screens. MTV has teamed with Microsoft Corp. to launch a music download service, 'Urge' to grab a chunk of the fast-growing $765 million music download market. Will MTV be able to repeat its earlier successes in the new mediums?

Pedagogical Objective

- The case traces MTV's growth strategy, the way its has adapted to changing market requirements and its initiatives to remain relevant in the new environment.

Industry	Music Industry
Reference No.	MKS0108P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

MTV; digital Marshall Plan; reengineer MTV; MTV.com; MTV360; music downloads; streaming videos; branded channels; MTV on Mobile phone; digital music; business model; Nickelodeon; Viacom.

Microsoft vs Intuit in 2005

Intuit and Microsoft have had six previous head-to-head contests – all of which Intuit has won. But the small business market, ranging from mom-and-pop shops to companies with a few hundred employees, is potentially too big and lucrative for Microsoft to give up. Microsoft is making another atempt to capture a chunk of the lucrative $600 million small-business accounting market dominated by Intuit. It is releasing a new software product, Microsoft Small Business Accounting. Intuit is planning to respond with a new, improved QuickBooks, code-named Denali in November 2005. The outcome is crucial for Intuit since the QuickBooks franchise accounts for more than 40% of its revenues. Microsoft has done its homewok well this time round, and seemingly learned from its mistake. Will Microsoft succeed this time around or will Intuit emerge victorious once again?

Pedagogical Objective

- The case discusses both Intuit and Microsoft's strategies to capture a share of the small business market and analyses the strength and weaknesses of their strategy.

Industry	IT (Information Technology)
Reference No.	MKS0107P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Quickbooks; Quicken; Quickbase; Small Business Accounting; Excel; Software; Market share.

McDonald's: Evolution of Marketing Strategy

The case discusses McDonald's marketing strategies over the years. McDonald's has focused on delivering constant improvement across each of the 7 P's in addition to developing friendly and motivated staff, relevant menu offerings and inviting locations. The three legged stool – its trinity of national, co-operative and local store marketing, has formed the building blocks of McDonald's marketing strategies. McDonald's has updated its products and service successfully for a long time with blockbuster innovations. In the early 2000s, McDonald's has outgrown its core strategy of adding outlets to increase revenue and profits. It has launched a series of marketing initiatives and staged a successful turnaround with new menu offerings, restaurants with a 'snazzier look", new advertising strategy and improved service. It centralizes marketing around a single global voice that can be customised by country, region, customer and occasion.

Pedagogical Objective

- The case elaborates on the importance of the 7 P's of services marketing and discusses McDonald's marketing strategies over the years.

Industry	Retail-Food
Reference No.	MKS0106P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ray Kroc; Customer Service; Retail; Growth; Franchisee.

Is Apple managing its 4 P's effectively?

In March 2006, the $13.9 billion-Apple is at the crest of another marketing success. Its diminutive MP3 music player - iPod has changed the world of music. This is not the first time that Apple and its founder Steve Jobs have developed an iconic product with far reaching impact on the industry. Notwithstanding the success of iPod and iTunes, Apple's future in the IT industry is by no means guaranteed. Even in 2005, Apple is considered a niche player, with no significant presence in the mainstream market. Despite great products, analysts fear that Apple can once again lose its lead in the market in the long run. Is Apple managing its four P's of marketing effectively? The case discusses Apple's marketing strategy over the years under the 4 P's of marketing.

Pedagogical Objectives

- The case discusses Apple's marketing strategy over the years under the 4 P's of marketing
- It also highlights Apple's dependence on innovative product line and innovations for continued success.

Industry	Consumer Electronic and Computers
Reference No.	MKS0105P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Product; Price; Promotion; Marketing strategy; Product Development; retail strategy; Apple; iPod; iTunes; i-mac; Steve Jobs; product design; pricing strategy; vertically integrated model.

Google in 2005: Searching for Growth Engines

Google, widely recognised as the "World's Best Search Engine" is the fastest growing internet search company in the world. Despite the company's tremendous success and overwhelming leadership in search engines, few analysts wonder whether Google's laser like focus on search may be something of an Achilles' heel. Google remains almost entirely dependent on its search engine for growth – a business that is poised to slow. Google has introduced several new products. But most of these products depend on text ads for revenues and none of them are as successful as its search engine. As Google explores new avenues of growth, it will hit collision course with technology heavyweights like eBay, Motorola, Nokia, SBC Communications, and Verizon apart from Microsoft and Yahoo! Inc Can Google maintain its scorching pace of growth?

Pedagogical Objectives

- The case traces Google's business model, its advertising strategy, its HR strategy and its phenomenal growth
- It also discusses Google's new plans to maintain its growth momentum.

Industry	IT(Information Technology)
Reference No.	MKS0104P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Google; Growth; Search Engine; Competition; Advertising.

FedEx in 2006: Continuing CRM Innovations

FedEx Corporation (FedEx) is the leader in the intensely competitive overnight package delivery business. Founder and CEO Fredrick Smith (Smith) depends on innovative customer relationship management (CRM) practices to gain a competitive advantage over FedEx's rivals. He stresses that knowledge about cargo's origin, present whereabouts, destination, estimated time of arrival, price, and cost of shipment are as important as its safe delivery. He insists that a network of state-of-the-art information systems – a sophisticated mélange of laser scanners, bar codes, software, and electronic connections – be erected alongside the air and vehicle networks As FedEx struggles to deal with the slowing economy and depressed demand for its services in late 2002, Smith realises that the company needs to do 'more' to retain its customers, without increasing its information technology (IT) budget. It deploys new CRM software – 6X6 Transformation. By almost every account, FedEx's use of IT has been successful. So why risk that and go through this transformation?

Pedagogical Objectives

- The case outlines FedEx's CRM initiatives over the year, which helped the company save costs, grow and retain customers. It also highlights the importance of CRM in services industry
- The case discusses 6X6 Transformation and the new e-initiatives taken by FedEx to keep ahead of its rivals.

Industry	Air Delivery & Freight services
Reference No.	MKS0103P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

FedEx; New CRM software; 6X6 Transformation; Fredrick Smith; CRM at FedEx; COSMOS; eCRM initiatives at FedEx; FedEx PowerPad; GOC.

Barnes & Noble vs Amazon.com

Amazon.com (Amazon) is the world's largest online seller of books, music and video products and arch rival Barnes & Noble (B&N), one of the largest physical retailers of books in the US. Amazon rules the online selling market and B&N though a well established brand name in physical stores is trying to be the online market leader as well. The case discusses B&N's strategies against Amazon. Both the companies are trying to capture larger market share and increase sales. Will their respective strategies give them an edge over the other?

Pedagogical Objectives

- To discuss the market scenario in the US book retail industry and the two major players operating in it – Barnes & Noble and Amazon.com
- To discuss the different strategies operated by both the companies and the effects on their market share.

Industry	Books and Music
Reference No.	MKS0102P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Online book selling; Amazon.com; Barnes & Noble; Book retail industry; Amazon losing market share; Physical stores; Strategy; Competition.

Arvind Mills: World's Third Largest Denim Manufacturer

Arvind Mills Ltd., an Indian textile company was established by the Lalbhai group in 1931 and was producing cotton textiles. In 1986, Arvind Mills decided to focus on denim and target the international market. The company formed several international tie-ups for technology and marketing, but Arvind Mills was faced with issues such as the oversupply of denim, rising cotton prices and the rise in preference for other garment material. In spite of several failures, Arvind Mills made a turnaround and became the third largest denim manufacturer in the world. The case discusses the international marketing strategies adopted by Arvind Mills. It also discusses the company's future plans, especially in the post- textile restriction regime.

Pedagogical Objectives

- The case discusses the international marketing strategies adopted by Arvind Mills
- It also discusses the company's future plans, especially in the post- textile restriction regime.

Industry	Textiles
Reference No.	MKS0101P
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Denim; International; Marketing.

AOL in 2006: Redefining a Global Internet Service Provider

Despite a turnaround which has brought it out of red in 2003, America Online (AOL), the largest internet access provider has not been able to arrest the fall in subscriber base. CEO Jonathan Miller (Miller) realises that to stay relevant, and to stay in business, AOL needs to redefine its business model and change its strategy significantly. To get a piece of the revived online ad market, Miller believes AOL needs to be a Yahoo-like Internet portal. Miller reorganises AOL, starts making more content available online, and moves away from its subscription-heavy revenue base in quest of a bigger audience and more advertising dollars. AOL adopts a more customer centric approach, targeting advertisers as the target customers, and not the subscribers who give AOL80% of its revenue. AOL starts offering entertainment oriented programming where advertisers can gracefully tuck ad messages and launch new services.

Pedagogical Objectives

- The case outlines AOL's growth strategy, its old business model and the challenges it has been facing. It also describes the changing world of internet and its new requirements
- The case discusses AOL's proposed business model, strategy and new initiatives.

Industry	Internet Access Provider
Reference No.	MKS0100P
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Internet access provider; relaunch; subscribers; turnaround strategy; redefining a brand; broadband; aggressive pricing; revenue generation; online advertising market; brand advertising; pop-up advertisements.

Taguchi Method: Measuring Advertising Effectiveness

Marketers invest on advertising, to share information on products, services and concepts, and also to induce responses. One of their main goals is to transform these responses into sales, which reflects the return on investment (ROI). But the measurement of ROI is seldom realised in advertising because of numerous factors in an ad campaign that required testing. The case study talks about James Kowalick (Kowalick), who has done pioneering work in removing this uncertainty in measuring the ROI or the effectiveness of an ad, by using Taguchi optimization tool. With published success stories on optimizing email, direct mail and newspaper inserts, both on-line and off-line marketing campaigns were found to be amenable to Taguchi optimization. Kowalick used Taguchi optimization, to test smaller ads and arrive at the optimal ad which is then used for a major roll-out, helping the companies to cut down their advertising expenditure and generate effective responses. In 2003, he launched Kowalick Direct, an advertising consulting firm in the US which commercialised the use of Taguchi method in ads. With clients ranging from software firms to furniture and mortgage companies, Kowalick is trying to popularise the Taguchi methodology by charging his clients only if he is able to double the response rates. By giving due emphasis to both creativity and market response, Taguchi optimization is revolutionizing the way advertising works, especially with more competitors offering similar services at competitive prices.

The case study can be used to teach the concepts of effective advertising, ROI in advertising, the traditional methods of A/B Split testing and multivariate testing in advertising, the evolution of Taguchi method in advertising; and the use of Taguchi optimization tool in on-line and off-line media.

Pedagogical Objectives

- To discuss how Taguchi can measuring the ROI ot the effectiveness of an ad
- To understand the concept of traditional methods in advertising.

Industry	Advertising
Reference No.	MKS0099B
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Advertising Effectiveness; Return on Investment; A/B Spilt Testing; Multivariate Testing; James Kowalick; Email Markating; Ad Spending in the US; Genesis of Taguchi Method; TRIZ Optimisation; Success factors in an ad; Taguchi Optimization in an email campaign; Taguchi Optimization in direct mail; Landing Page Optimization; Dell Employee Purchase Programme.

Cause Related Marketing in India: Maruti Udyog's Example

By the 1990s, many of the leading corporations across the world had realised the importance of being associated with socially relevant causes as means of promoting their brands. Cause Related Marketing (CRM) became the vehicle by which companies indirectly propagandised their brands. 'Maruti Udyog Ltd' (MUL), India's largest manufacturer of automobiles, was one of the major Indian corporations to hop aboard the CRM bandwagon. This case looks at MUL's socially relevant initiatives, which revolved around the promotion of safe driving techniques. It also examines the factors that lead to the success of the CRM initiatives of a corporation.

Pedagogical Objectives

- To understand the concept of cause related marketing
- To discuss about Maruit's CRM initiatives.

Industry	Automobile Industry
Reference No.	MKS0098B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cause-related marketing; joint venture; high quality; fuel efficient vehicles; traffic management; safety.

Hiccups in the launch of iTunes Motorola phone in the US

In 2004, Apple computers entered into an agreement with Motorola Inc. for the manufacture of iTunes Motorola phone. The revolutionary phone is to be a 2-in-1 combination of an iPod and a cell phone and is planned to be launched by mid-2005. The case highlights on the delay of launch of the product and reasons behind it. The case also highlights on the potential of music in cellular phones and the reaction against the same from the wireless carriers in the US.

Pedagogical Objectives

- The state of music in cellular phones in the US
- Feasibility of the partnership of Apple and Motorola in the long run
- Reaction of wireless carriers in the US against iTunes Motorola phone.

Industry	Cellular Phone
Reference No.	MKS0097B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

iTunes; iPod; Apple Computers; Motorola; Product Launch; iTunes Motorola Phone; Verizon Wireless; AT & T; E 399; US; Wireless carriers; Concept Testing; Music in Mobile Phones; Press Play; E Music.

Making Milk 'Cool'

The case deals with milk losing its appeal among the school children and the increasing preference to soft drinks in the U.S. A study conducted in schools in the St. Louis area, highlighted the popularity of flavored milk and packages with attractive graphics. After the study, there was an increase in the school milk consumption, but the dilemma is whether this increase in consumption can be sustained for a longer period of time, especially when the soft drink consumption among children has reached alarming rates in the US. Further schools in the US are tied in long term contracts to supply a particular brand of soft drink. In return the schools received lump sum cash, furniture, computers, scholarship amounts and sponsorships to various school events. This is reason enough for the schools to enter into exclusive contracts with soft drink companies. In such a situation, can milk be made 'cool' for school children?

The case also highlights the ill-effects of soft drinks and also the efforts of various organizations to increase the consumption of milk. The case brings in the efforts of various organisations to brand milk in the past such as the 'got milk?' campaign and other events to popularise milk among school children.

Pedagogical Objectives

- To analyse whether a total ban on soft drinks at school can increase the school milk consumption
- To understand the marketing lessons the dairy industry can learn from the cola manufacturers
- To know what the schools can do to make milk cool.

Industry	Dairy Industry
Reference No.	MKS0096B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Marketing; Dairy Industry; got milk? Dairy industry; milk; soft drink; cola; soda; promotion; Advertising; school consumption; USDA Ethics; Food & nutrition; Health.

Gap's bet on Store Revamping

The case deals with the revamping plans of stores of Gap Inc., one of the largest apparel retailers in the US. Gap's same-store sales is facing decline. Based on the consumer study, Gap is planning to revamp the look of its existing Gap stores. The pilot phase involving stores at Denver ends on a positive note. The new look increases fitting room usage and shoppers' stay in the store. But can it increase the same-store sales? The case can be used to discuss the influencing factors in the store on customers and also to understand whether changing the look of the store can increase the sales.

Pedagogical Objectives

- To understand Gap's retail store revamping strategy
- To analyse the decline in the same-store sales of the Gap stores
- To understand whether store décor has an impact on sales.

Industry	Retail Apparel
Reference No.	MKS0095B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Apparel; Gap; Store revamping; Fashion; Same store sales; In store elements; Store design; Redesigning; Retail divisions; Shopping Experience; Consumer research; Merchandise; Displays Format; Sales per square foot.

Ampex: Turn around using patent licensing

Ampex Corporation (Ampex), was one of the earliest visual technology innovators of the US. The company got into a financial crisis towards the early years of 21st century. To come out of it, it banked on its strong licensing division and started filing complaints with International Trade Commission (ITC). It filed law suits against technology giants like Sony, who used Ampex patents. It generated huge millions of dollars from these giants, on account of patent licensing and royalty income and managed to stage a turnaround using the revenues from the same. However, industry experts wondered as to how long Ampex would be able to thrive only on the income from patent licensing and royalty.

Pedagogical Objectives

- To discuss the turn around of a company using its patents
- To discuss the different kinds of patents and its licensing implications in the US
- To discuss the fall of AMPEX nevertheless having so many patents and its future
- To discuss the ethicality of AMPEX turning to patent royalty when the company faced problem.

Industry	Electronics
Reference No.	MKS0094B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ampex; Patent and Patent rights; Patent licensing; Royalty income; USPTO; International Trade Commission; Stock value; Sony; Samsung; Canon; Eastman Kodak; Patent terrorist/patent troll; Wal-Mart pharmacy; Next Estate Communications.

Walgreens in 2005

Walgreens was the top drug retailer in the US, as of 2005. However, towards the early years of the 21st century, it started facing stiff competition from mail orders. Mail orders gained huge popularity in the US due to the huge price advantage offered by them. Consequently, it became the fastest growing channel for prescription drugs in the US. This was a real threat to Walgreens whose major chunk of sales came from the sales of prescription drugs. Though Walgreens launched its own mail order to fight back against other mail orders, analysts were skeptical as to how long they would maintain their lead in the US drug retail market.

Pedagogical Objectives

- The state of drug store retailing in the US
- Strategies of Walgreens in the US
- Growth of mail orders in the US
- Mail order threat to sales of prescription drugs.

Industry	Drug Store Retailing
Reference No.	MKS0093B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Walgreens; Drug store retailing; Mail orders; PDMA; Pharmacy benefit managers; Advantage 90; Medco Health Solutions; Snap Fish; Perscription Sales; Non prescription sales; Distribution centres; CVS Rite Aid; Wal-Mart pharmacy; Next Estate Communications.

Chryslers Bet on Diesel Cars in the US

In 2004, DaimlerChrysler (DCX) was the third largest car manufacturer in the world. In the wake of increase in the gasoline price and miles traveled per kilometer, Chrysler offered diesel-driven cars, which were more fuel efficient. But diesel vehicles faced lot of hurdles in the US market. Diesel vehicles also faced a threat from the hybrid vehicles, which were gaining popularity in the US. Despite the challenges, DCX tested the US consumer market with the launch of its diesel vehicles in 2004 as well as 2005.

Pedagogical Objectives

- To understant the diesel market in the US
- To understant the emission standards in the US
- To discuss the challenges faced by DaimlerChrysler during its launch of diesel-driven vehicles.

Industry	Automobile
Reference No.	MKS0092B
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Product Launch; Daimler Chrysler; Diesel Vehicles in the US; Emissions Standards; Gasoline; Miles traveled by kilometer; Jeep Liberty; Mercedes Benz; Tail pipe Emission; Oil Crises; Hybrid Vehicles; Toyota Prius; US Environmental Protection Agency; Market Conditions; Europe Diesel Market.

Mayo Clinic's SPARC Igniting Innovation in Healthcare Delivery

Mayo Clinic, one of the finest healthcare institutions in the world, established a groundbreaking program in healthcare innovation. At Mayo Clinic, the physicians associated with medical innovation lab called SPARC, had ambitious goals. They wanted to redefine the way healthcare was delivered, remoulding the timeworn ways that doctors and patients used to interact with one another. SPARC was an innovative practice, a management research program, dedicated to identify, develop and measure the impact of innovation. SPARC was the first systematic 'live clinical laboratory' in the healthcare industry to explore and test innovations in outpatient healthcare delivery. The highly modular and flexible physical space, dedicated team of experts, unique methodology combined with innovation, hypothesis driven experimentation, as well as ethnographic studies and design made this program very unique in the healthcare setting. However, healthcare analyst wondered if SPARC was a breakthrough concept that would eventually become a benchmark for the industry. It was also debated whether SPARC could give Mayo the push (required to rise from its No.2 position) to secure the No.1 position in the list of top hospitals in the US.

Pedagogical Objectives

- To understand how innovation can redefine the way healthcare is delivered
- To understand the role of Mayo Clinic's Sparc in healthcare.

Industry	Healthcare
Reference No.	MKS0091B
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Healthcare; Service Marketing; Mayo Clinic; Medical Innovation; Live Clinic Laboratory; Doctor-Patient Relationship; Patient Care Experience; Facility Design; Dr. Alan K. Duncan ;IDEO; Four Zone Approach; Patient Relationship Marketing (PRM).

Word of Mouth in P&G: Ethically Right?

This is a narrative case about word of mouth in P&G. P&G started using word of mouth as one of its advertising techniques in 2001. It started a division called Tremor in the same years to attract teenagers in the US. In 2005, to attract moms in the US, it started a new division called Vocal Point. Both Tremor and Vocal Point used teenagers and moms respectively to promote P&G's products among their friends without disclosing their affiliation. This raised criticism as some of the critics felt that P&G was exploiting the relationship.

Pedagogical Objective

- To discuss how word of mouth has been used by P&G as an advertising technique.

Industry	Retail
Reference No.	MKS0090B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Word of mouth; viral marketing; Retail industry; Tremor; Vocal point; advertising; relationship; exploiting; ethical; P&G organisation 2005; affiliation; disclose.

Coca-Cola in the US: Bye-Bye to Santa Claus?

This is a narrative case trying to portray the impact of Coca Cola's popular ad on its consumers.

Coca-Cola was the pioneer to introduce Santa Claus in its ads in the 1930s. Santa Claus ads, which were released in the winter months served to attract customers in the US. But in the 1990s, Coca-Cola introduced new ads that featured polar bear and in 2005, Coca-cola came out with a new ad which featured polar bear and penguin. With no Santa Claus in its ads as in the past, consumers waited for the dawn of 2006 to see Santa Claus in Coca-Cola ads.

Pedagogical Objective

- To elucidate the importance of unique ads to attract customers.

Industry	Beverage
Reference No.	MKS0089B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coca-cola; Pepsi; Santa Claus; Polar bear; ads penguins; advertising; global warming; modern image of Santa; Haddon Sundblom; affiliation; disclose.

IKEA: The Furniture Giant Reawakens in Funabashi

In 1974, IKEA, the Swedish furniture giant, entered the Japanese home furnishings market using low pricing strategy. With an unsuccessful joint venture, its low pricing strategy didn't work in Japan and so IKEA decided to pull out of the Japanese market in 1986. In 2006, IKEA made its reentry into the Japanese retail market using the same low pricing strategy and by concentrating on small-space living. Though IKEA failed in its low pricing strategy in 1974-1986, it was confident to woo the Japanese consumers using the same strategy with small-space living. But some analysts raised doubts about the success of low pricing strategy again and also opined that IKEA was yet to understand the Japanese retail market. Will IKEA succeed in its comeback trail using low pricing strategy again and by concentrating on small-space living alone?

Pedagogical Objectives

- To understand about the Japanese retail market
- To understand why IKEA failed in its past attempts.

Industry	Furniture
Reference No.	MKS0088B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

IKEA; Japanese Furniture market; Wal-Mart; Do-it-yourself concept; adapting; re-entry; winning customers; low pricing strategy; failed in first attempt; Mujirushi Ryohin; Nitori; small space living; assembly service; self-assembly.

Heelys' 'Wheely' Success: Marketing a Trend

In 2005, nearly five years after the launch of its first product "Heelys" shoes, Heeling Sports Limited (HSL Inc.), posted sales of more than $36 million in the US and about $2.4 million in Europe. The sales of Heelys had doubled in 2005 and its order backlog had reached a record high level. By 2006, it had sold more than 4.5 million pairs of Heelys, distributed over more than 60 countries across the globe, and garnered more than $100 million in sales. The company expected to sell 4 million pairs of sneakers in 2006 alone.

The popularity and success of Heelys surprised many, as from day one the company spent less on marketing and followed a universal marketing strategy of controlled distribution and growth, by selling at premium-price at high-end retailers. After tasting success as a trend-setter brand, the company proposed to elevate the brand as a lifestyle product. Will the brand's success continue and will HSL really be able to elevate Heelys to a lifestyle brand remained to be seen.

Pedagogical Objective

- To help appreciate the role of creativity, both and in terms of product innovation and marketing

Industry	Footwear
Reference No.	MKS0087B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Heelys; HSL; Innovation; Grassroot; marketing; trend; lifestyle; brand; shoes; footwear; Roger Adams; Wheel; Skate riders; sport; teens; marketing.

Lacoste in the US: The Alligator Returns

Lacoste SA., a company founded by the famous French tennis star of the 1920s, Rene Lacoste produced one of the most successful luxury brands (Lacoste) of the 1970s and early 1980s in the US. During the mid 1980s, though, the company's sales started dwindling and soon the brand became a discount store staple. However, after the entry of Robert Seigel as Chairman and CEO of Lacoste USA, in 2002, the brand made a successful comeback as an upscale sports-lifestyle brand. Over a span of 5 years, since 2001, Lacoste recorded a sales growth of 1000% in the US. It remained to be seen whether, the company would be able to retain its regained position in the US market.

Pedagogical Objective

- To study the brand revival strategy adopted by the company, Lacoste SA., in the face of stiff competition.

Industry	Apparels and Accessories
Reference No.	MKS0086B
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Lacoste; tennis; General Mills; retail; discounted prices; marketing mix; product range; botiques; advertising; corners; polo shirts; Devenlay; fashion; Robert Siegel; marketing.

Fisher Price: Toys Goes Hi-Tech

Fisher-Price was one of the subsidiaries of Mattel, the world's largest toy making company. Fisher-Price had introduced Play Labs where the research team observed the manner in which kids played with the toys, such child research centre was the first of its kind in the toy industry. The company decided to introduce KidTronics range which it could have launched five years ago but preferred to wait for the cost to come down to make it durable. Fisher-Price had historic record of producing durable toys which provided it with a competitive edge in the industry. Fisher Price dealt in toys for three segments: infant (0-12 months), toddler (12-36 months), and preschool kids (3-5 years). The company faced challenge due to high cost, huge investments required in product design and development, and other external factors like knock offs, competition, etc.

It was expected that the market for the electronic toys for kids will be growing at the rate of 15% per annum. The sales were expected to reach US$146 billion by 2015. Fisher-Price's KidTronics products range was in accordance with the trend in the toy market. Fisher-Price differentiated itself by promoting an entire product range instead of pushing single item in the toy market. Fisher-Price promoted high tech toys as an aid for the educational tools for a child's development. Would Fisher-Price succeed in its foray over the launch of KidTronics? Would it be able to sustain its reputation and appeal parents with its new range of electronic toys?

Pedagogical Objectives

- To analyse the potential of electronic toys for kids
- To discuss the marketing strategies followed by Fisher-Price
- To discuss on the acceptability of KidTronics range by Fisher-Price among kids and more importantly parents

Industry	Toy Industry
Reference No.	MKS0085A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mattel; Fisher-Price; competition; Preschool kids; KGOY; strategy; kids; Research; new product development; Play labs; trend; segmentation; targeting; positioning; toy advertising; toys; Promotion; Advertising; Marketing; KidsTronics; Electronic toys; Health hazards due to toys; product recalls; me too products; Competitors.

Corporates join the Sudoku bandwagon

The logic and placement puzzle Sudoku which was designed for the first time in the 1970s became popular worldwide in 2005. Published in more than 180 newspapers and numerous books worldwide, the puzzle had become a hot favorite among puzzle solvers. Many newspaper and book publishing companies claimed that it had been instrumental in increasing readership. Many companies and forms of media aligned their marketing strategies with Sudoku to benefit from the burgeoning craze. For fans and industry it had become a global phenomenon and had revitalised the craze of puzzles. But despite the growing popularity, many analysts wondered whether Sudoku's craze would sustain or it would turn out to be a passing fad.

Pedagogical Objectives

- To trace the history of the logic and placement puzzle, Sudoku
- To discuss the marketing strategies of various forms of media and companies that were formulated, centred around Sudoku
- To debate on the sustainability of its craze.

Industry	Puzzle & Gaming Industry
Reference No.	MKS0084A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sudoku; Japan; logic and placement puzzle; crossword; newspapers; magazines; books; readership; marketing strategy; The Times; Wayne Gould; Howard Garns; best seller; forms of media; Nikoli; memetics; promotional tool; radio; toys.

Indian Hair Color Industry: L'Oreal's Foray

L'Oreal, the world's largest cosmetics company entered the booming Indian hair color market in 1997. Since then, it has been meeting demands of its Indian consumers, competed from local and international companies and expanded from cities to the two and three-tier towns of India. This case provides detailed background information on the Indian Hair colour industry and the competitive scenario. It describes L'Oreal's entry and marketing strategies, the hurdles it has to overcome in India. The case offers scope for discussion on L'Oreal's competitive position in hair color industry. It also provides information for discussion on the problems it faces due to the business environment in India and future plans for L'Oreal India. The case also provides scope for discussion of marketing efforts by other competitors

Pedagogical Objectives

- To discuss the competitive positioning of L'Oreal
- To understand the structure of Indian hair colour industry
- To discuss the competitive scenario and L'Oreal's marketing strategies

Industry	Indian Hair Colour Industry
Reference No.	MKS0083A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Global Hair care Industry; L'Oreal; India; Indian Cosmetic market; Understanding Indian consumer; Business history; Competitors; Strategy formulation; Branding strategy; Brand extension; Positioning strategy and Pricing strategy.

Rasna Going Global

"Rasna", became a generic name in the Indian soft drink concentrate (SDC) market, with a market share of 93%. Rasna dominated the Indian market with its low price, extensive distribution network and innovative advertisements.

Meanwhile, Tang (manufactured by Kraft Foods Inc.) was the leader in the global SDC market. Tang had become popular in Latin America and emerging markets in Central and Eastern Europe and Asia, including People's Republic of China. In 2001, Tang ventured into India, attracted by the huge untapped soft drink market. But the company could not sustain the intense competition from Rasna and eventually left India.

In September 2005, Rasna decided to enter Tang dominated markets such as Bangladesh, Sri Lanka, Nepal, Indonesia, Vietnam and Middle East, with an English sounding brand name "Orchy". The case ends with a question whether Rasna would be able to outsmart the global leader Tang (in its territory) as it did in India.

Pedagogical Objectives

- To study the growth strategies of Rasna.
- To discuss the leverage of advertising strategies undertaken by Rasna
- To analyse the future prospects of Rasna in global markets.

Industry	Soft Drink Concentrate
Reference No.	MKS0082A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Rasna; soft drink concentrate; Philip Morris Inc.; Kraft Foods Inc.; Altria Group; Tang; Piruz Khambatta; KJS India Pvt. Ltd.; Mukta Communications; market share; competition; leadership; distribution network; advertising; marketing to children.

Swipe War in India - Race to Win Wallets

The credit card industry grew at a rapid pace all over the world as well as in India. Between 1987 and 2001, the numbers of cards in India grew over 4 million with a growth rate of over 25%-30%. With the number of customers growing day by day, the domestic credit card business was witnessing a fierce war to win the wallets of the customers. Citibank and Standard Chartered Bank were leading players in 2004 with 2.7 million and 2 million cards. The private bank - ICICI - a young entrant into the credit card business (2001) and the largest public sector bank, State bank of India (SBI) were the top Indian players.

Within four years of its launch (2000-2004), ICICI Bank had issued about 3 million credit cards. SBI had issued 1.7 million cards till 2004. According to McKinsey, by 2010, 35 million cards would be used by Indians. In this swipe war about numbers, spends, revolving credit, promotions and frauds, it remained to be seen who would dominate the market in the long run.

Pedagogical Objectives

- To understand the history of Credit card industry in India and its development as a mature market
- To discuss the marketing strategies adopted by the global as well as the Indian credit card issuers
- To analyse and debate ICICI's marketing and promotional strategies.

Industry	Credit Card Isndustry
Reference No.	MKS0081A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Standard Chartered; Visa; ICICI Bank; Citibank; credit cards; competition; industry structure; consolidation; financial institutions; debit cards; Credit Cards; corporate governance; electronic payment systems.

Mukta Arts Ltd-Pioneer in Product Placements in Films

Mukta Arts Limited was promoted by India's most successful film-maker Subhash Ghai in 1978. Ghai brought professionalism to the Indian film industry. Mukta was actively involved in movie distribution, television, post production and training. Mukta had pioneered the concept of product placements in films in India in 1980. The product placements concept was well accepted and adopted by film producers and advertisers. Ghai used branded products in many films to increase revenues. Though the concept was welcomed by audience, some product placements by Ghai in his films were disliked by audience. Would Mukta Arts be able to fulfill audience expectations?

Pedagogical Objectives

- To understand the concept of in-film advertising
- To discuss various instances of product placements
- To discuss film marketing and strategies
- To debate issues related to social responsibility.

Industry	Entertainment Industry
Reference No.	MKS0080A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Advertising Industry; Indian film industry; Bollywood; Entertainment Industry; Product Placements; In-film Advertising; Mukta Arts Limited; Subhash Ghai; Showman; Mukta TeleMedia; Audeus; Whistling Woods International; Film Production; Production House; Ad Agency; Social Responsibility; Brand Promotion; Marketing; Movie; Brand Awareness; Brand Recall; Brand Recognition; Product Advertisement; Brand Association; Yaadein; Taal.

Films: An Advertising Medium to Captivate Consumers

Product placement in movies has gained momentum all over the world. The practice of using branded products in Hollywood movies started as a casual process since late 1940s. Popularity of movies as a medium for product placements grew because of the increasing difficulty of using television as an effective medium to target audiences. The film medium provides an excellent message reach and message life; and an effective method of popularising and immortalising brands. Ad agencies play a vital role in placing branded products in films. Product placement has the potential to build an emotional connection with the consumer. Films have been a medium to reach out and touch a global audience in big way while TV programming is too local to accomplish. But there is no regulatory body to govern and monitor the activity of advertisers as well as producers. Also, there is no universally developed scientific method or standard to quantify and evaluate product placement performance. Are the producers and advertisers ignoring their social responsibility?

The case discusses how product placement gained popularity in films, in international market as well as in India. The case details out various instances of in-film advertising in Hollywood and Bollywood. The case highlights the importance and role of ad agencies in product placement. The case also talks about the advertisers' interest in product placements. The case includes results of various surveys on audience responses on brand recall and product placement effectiveness. The case also discusses the ignorance of social responsibility.

Pedagogical Objectives

- To discuss how films could be used as effective medium to advertise
- To understand the marketing strategies followed by different companies
- To debate issues relating to social responsibility & regulations
- To discuss effectiveness of product placements.

Industry	Entertainment Industry
Reference No.	MKS0079A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Advertising Industry; Film Industry; Indian film industry; Entertainment Industry; Hollywood; Bollywood; Product Placement; In-film Advertising; Ad Agency; Social Responsibility; Brand Promotion; Marketing; Entertainment Resources & Marketing Association (E.R.M.A.); Movie; Brand Awareness; Brand Recall; Brand Recognition; Product Advertisement; Leo Entertainment; Brand Association.

Apollo Hospitals: Leading the Way to Healthcare Tourism

The trend of seeking medical care elsewhere began some thousands of years ago and has now emerged as a niche industry. Healthcare tourism offered consumers world-class treatment facilities at a reduced cost and also offered associated benefits like travel abroad. Around the world, Hong Kong, Lithuania and South Africa were emerging as big healthcare destinations. In Asia, Healthcare tourism emerged on the aftermath of the Asian financial crisis, which led the hospitals to seek alternative revenue sources. By 2004, five countries in Asia - Thailand, Malaysia, Jordan, Singapore and India attracted over 1.3 million medical travellers and earned over $1 billion in treatment costs alone.

In 2005, Apollo Hospitals Group, of India, was the fourth largest private healthcare group in the world and the largest in Asia. Apollo realised the potential in Healthcare tourism and capitalised early on the opportunity.

Pedagogical Objectives

- To discuss development of Healthcare Tourism and its growth in Asia
- To understand the strategies followed by the leader in this Industry in India and the marketing efforts undertaken by it
- To understand 5 P's of marketing.

Industry	Global Health Care Industry
Reference No.	MKS0078A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Business Strategy; Strategic Management; Core Competence; Apollo; India; Healthcare tourism; 5 P's of marketing; Business strategy; Strategic management; Core competence; First mover advantage; Cost advantage; Service; Hospitality Patient Feedback; Competition.

Barbie vs Bratz

Since 2001, Barbie doll, the creation of the world's largest toy manufacturer Mattel, was facing stiff competition from Bratz dolls, the creation of Mattel's rival company MGA Entertainment. Bratz were targeted at tweens who were kids (girls) in the age group of 8-12 years. They became an instant hit not only among tweens but also among the age group of younger girls (6-10 years) which was the core target age group of Barbie leading to a sharp decline in worldwide market share of Barbie.

The case describes the US toy industry scenario since the time Barbie was born and that how Barbie grew from a toy into an idol and role model for young girls. She reigned supreme for over 40 years with Mattel maintaining her image that appealed to fantasy focused age groups. But Mattel could not foresee that the age compression factor was gripping the toy industry fast and could pose a threat to their flagship brand Barbie. This was the time when MGA seizing the opportunity, launched a much hipper doll that appealed to the girls yearning for maturity. These dolls were fashionable, wore stylish clothes, and had a multicultural look which attracted the diverse buyers more than Barbie. Bratz had become the top lifestyle brand for girls aged 7 to 14 years. Amidst declining popularity and fortunes of Barbie, Mattel reacted aggressively by launching a brand extension for Barbie targeting tweens, and a me-too line of dolls to compete directly with Bratz. But these moves were not sufficient to prevent loss of market share. The battle continues with the increasing popularity of Bratz and its intensified effort to knock off Barbie and the reaction of Mattel by making major merchandising deals with companies to reposition Barbie as a doll for girls of all ages.

Pedagogical Objectives

- To analyse the opportunities and challenges in the tween (girls) toy industry
- To discuss the competition between the legendary Barbie and the new-comer Bratz and compare and contrast their positioning strategies
- To debate traits of a successful market leader.

Industry	Toy Industry
Reference No.	MKS0077A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mattel; Barbie; Bratz; competition; tweens; KGOY; strategy; kids; girls; product development; fashion; trend; segmentation; targeting; positioning; toy advertising; peripheral vision.

De Beers: The Right Hand Ring campaign

De Beers, the diamond mining giant spent heavily on promoting diamonds to end customers through their advertising campaigns. Most of these campaigns were for the bridal category such as diamonds for engagement, wedding and anniversaries and were targeted at men who usually bought diamond rings and other jewelry for their beloved. Realizing that the non bridal category of diamond jewelry also had an immense potential, DTC, the marketing arm of De Beers launched an advertising campaign in May 2003, to promote the concept of 'right hand ring' targeted at independent and influential women. The campaign was backed by extensive print, television, online and other forms of promotions. The campaign helped in bolstering the non bridal category of diamond jewelry and got acclaimed at various international jewelry and fashion platforms.

The case highlighting the new advertising campaign of De Beers, emphasizes on the point that how the global diamond mining giant indirectly influences the retail sales of diamonds, without being directly involved in retail sales. This innovative campaign targeted a clearly defined target market with a differentiated aspirational concept. It was aimed at creating an altogether new category of diamond rings by altering the design characteristics. A focused differentiation strategy aimed at product extension was used in promoting the unique concept. The effective use of the 4 P's of marketing, STP, cross promotional campaigns and celebrity endorsements has been illustrated through the case. The case also demonstrates the attitudinal change which the campaign aimed to bring among women, about the way they perceive themselves and want the world to perceive them.

Pedagogical Objectives

- To discuss the usage of STP model of De Beers' new advertising campaign
- To analyse De Beer's strategy using Ansoff's matrix
- To discuss the effective usage of various promotional tools.

Industry	Luxury Goods Industry
Reference No.	MKS0076A
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Diamond Industry; De Beers; right-hand ring; engagement rings; DTC; retail; luxury goods; Supplier of Choice; monopoly; value chain; advertising campaign; advertising; marketing; Ansoff's Matrix; promotion; segmenting; targeting; positioning; aspirational product; print advertisement; women; bridal segment; non-bridal segment; advertising budget.

Jassi – The Marketing of a Television Serialh

Sony Entertainment Television (SET) introduced an atypical television serial in India employing an aggressive promotional strategy. A target audience was identified, market research was initiated and a Columbian serial was adapted to suit Indian viewers. The intensive promotions included arousing public interest by hiding the identity of the main actor in the serial. The serial helped SET achieve its goal of consolidating its position, and also won awards for its innovative promotions. The main character in the serial became a popular icon.

Pedagogical Objectives

- To discuss the 5 P's of marketing and promotional tools including Flash Mobs, Viral Marketing and Celebrity Endorsement
- To discuss the usage of television ratings and how product in-program placements by advertisers lured viewers to watch the serial.

Industry	Media & Entertainment
Reference No.	MKS0075A
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sony Entertainment Television; Marketing; Innovation; Promotion; Differentiation; Adaptation; Advertising; Flash-mobs; In-program placement; Segmenting; Targeting; Positioning; Brand endorsement; Celebrity endorsement; Viewership.

Red Bull: Changing Flavours?

Red Bull, the undisputed leader commanding two-thirds market share created its own energy drink market in the beverage industry. The company embarked on a radically different marketing strategy for its only product - Red Bull Energy Drink - the success of which has left the analysts spellbound. The success of the company is primarily attributable to their mystic brand image that has almost reached the level of a cult brand. Even the company's advertisements were used to reinforce their offering, and never to build their brand. By participating in Formula One Grand Prix, the company is making an effort to redefine its brand image from high energy-risky to high-energy-safe beverage.

Pedagogical Objective

- To discuss Red Bull's marketing strategies to redefine its brand image from high energy-risky to high-energy-safe beverage.

Industry	Beverages
Reference No.	MKS0074
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Marketing; Branding; Energy-drink; Beverage; Formula One racing; Mystic image; Premium pricing; USFDA (United States Food and Drug Administration); Market research; Extreme sports and events; Mixer drink; Red Bull.

Indian Television's Music Reality Shows: Ephemeral Fame Providers or Enduring Career Launchers?

Since 1995, music reality shows have become an important part of Indian television programmes. These shows received a major boost in 2003 due to the advent of media convergence that enabled television channels to transform their shows into interactive ones where the audience, through their votes over emails or SMSs, could decide the winners at these shows. Although this ensures instant recognition for the winners, the sheer number of upcoming talents spawning out of these shows has led to an uncertainty about the future of their careers in the Indian music industry.

Pedagogical Objectives

- To understand the concept of reality shows and how they differ from normal television programmes
- To analyse the reasons behind the evolution and rapid growth of music reality shows on Indian television
- To debate whether reality shows are safer bets for launching talented singers and whether these singers can sustain their singing careers for long.

Industry	Television Production and Distribution
Reference No.	MKS0073
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Reality Shows; Television; Sa Re Ga Ma; Coke Channel[V] Popstars; Miditech Productions; Pop Idol; Indian Idol; Abhijeet Sawant; Fame Gurukul; India Ki Voice; Musical Gharanas; Regional Reality Shows; Playback Singing; Stage Shows.

Population Services International, the US-based NGO's War on AIDS: Making the Marketing Mix, the Myanmar Way

Despite heightened global concern for increasing incidence of AIDS in Myanmar, the country has always received negligible aid and attention from the international community, which has always opposed its military government. Moreover, Myanmar's weak socio-economic condition, rampant illiteracy and the absence of basic health facilities turned the disease into an epidemic in the country. Under such circumstances, in 1995, PSI forayed into Myanmar with limited resources to generate awareness about AIDS and to provide potential life-saving products to the general populace. The situation changed in 2001 after the military junta acknowledged that Myanmar faces a severe AIDS epidemic. Funds from the developed countries started pouring in and the government lifted the ban on the selling of condoms. This helped PSI to provide high-quality condoms at subsidised prices and due to its 'clever and culturally sensitive' promotional initiatives, condom sales in Myanmar increased from 2.6 million in 1996 to 40 million by 2005.

Pedagogical Objectives

- To understand the importance of social marketing and the role of the public sector, commercial sector and non-governmental organisations in marketing of a social cause
- To analyse PSI's performance framework for social marketing (PERForM) and understand the importance of research and performance evaluation in a social marketing programme
- To discuss the challenges faced by a social marketer in a culturally sensitive country· To understand the critical success factors behind PSI's condom marketing programme in Myanmar.

Industry	Non Profit Organisations
Reference No.	MKS0072
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

PSI (Population Services International); War on HIV/AIDS; Condom social marketing; Customised marketing mix; Military rule in Myanmar; Weak socio-economic condition of Myanmar; Importance of social marketing; Types of social marketing initiatives; Planning and Evaluation Framework (PERForM); Challenges in condom social marketing; Aphaw; Marketing and distribution of condoms; Diversification of product mix; Non-traditional sales outlet; PSI's Chameleon; Pothinnyo.

Pope and Product Placements: Marketers' 'Holy' Connections

After the papacy of Pope John Paul II, the role of pope has transformed from being the spiritual leader of the Catholics worldwide to a global personality wielding influence on various socio-political matters of high importance. This has encouraged many companies to associate themselves with the pope as a channel for their product placements, albeit in a discreet way, to avoid any negative publicity. Besides, the fund-starved Vatican, since the 1990s, has opted for various tie-ups and promotions with different companies as a funding option for papal visits to various countries. With funds from the US-based Roman Catholic Church declining due to several ethical and moral issues, it is opined that the Vatican needs to look at other funding options to sustain itself.

Pedagogical Objectives

- To comprehend the influence of pope on global socio-political environment as the supreme leader of a major religion in the world
- To debate whether companies can leverage on pope using their products, even in a very subtle and discreet way
- To debate on whether it is ethical for companies to discreetly project pope as their brand ambassador
- To analyse the various funding options for Vatican and what other avenues can it access to address its financial woes.

Industry	Not Applicable
Reference No.	MKS0071
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Roman Catholic Church; Vatican; World Youth Day; John Paul II; Pope and women issues; Jubilee 2000; Vin Mariani wine; Pope Leo XIII; Popemobiles; Geox SpA; Bushnell performance optics; Volkswagen; Funding options; Sister Judith Zoebelein; www.vatican.va.

Toyota's 'Scion' (Guerrilla) Brand in US: The Market Positioning Strategies

Many automobile companies in the US are targeting Gen Y, who are estimated to become the largest segment, in the automobile industry. Toyota, which intends to be number one in the global automobile industry, also entered the fray. But Toyota - which has been extremely popular with the baby boomers - is considered to be old-fashioned by Gen Y. To refurbish its staid image, it came out with a new brand, designed exclusively for the Gen Y. Two models 'xA' and 'xB' were launched under the brand named 'Scion'. A year later another model, 'tC' was added to the line-up. To attract the Gen Y, Scion's marketing was carefully planned, avoiding conventional marketing strategies. With the help of Attik, a management group based in UK, Toyota resorted to guerrilla marketing. The brand was aggressively marketed before its launch, with 'un-conventional' slogans displayed at places where its target buyers gathered. Toyota launched a website and also redesigned showrooms for Scion, to facilitate information search and customisation. The success of Scion has prompted Toyota to adopt these strategies for its other brands too.

Pedagogical Objectives

- To discuss the competitive landscape of US automobile industry
- To discuss the characteristics of Gen Y as potential customers
- To discuss the opportunities and threats in developing products for Gen Y
- To discuss the market positioning strategies adopted for Scion
- To discuss whether Toyota will be able to replicate the success of Scion, for its other brands
- To discuss whether Scion customers would eventually adopt and migrate to the other high-end Toyota brands like Lexus and Prius.

Industry	Automobile
Reference No.	MKS0070
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

US automobile industry; Branding; Brand positioning; Product customisation; New product development; Market positioning; Consumer behaviour; Gen Y (Generation Y); Market segmentation; Product differentiation.

Starwood Hotels and Resorts Worldwide: Cross-marketing Strategies

Starwood Hotels and Resorts Worldwide Inc., one of the largest hotel chains in the world, has established a global presence through its six distinct hotel brands. Each brand has a different price and image, which meets the needs of different markets and categories of customers. Due to the highly competitive nature of the hotel industry, Starwood is making efforts to further differentiate each of its brands by offering unforgettable experiences to its guests, which would be unique to each brand. For that, Starwood has signed cross-marketing deals with companies whose products, when made available to its guests, are expected to reinforce the brand images of each of its hotel brands.

Pedagogical Objectives

- To discuss whether Starwood would be able to enhance the unique experiences of its guests through cross-marketing deals as it is felt that too many products inside a guests' room might lead to brand clutter and customer annoyance
- To debate whether the cross-marketing strategies would, in some way, cannibalise the distinctiveness of other brands
- To understand the importance of independent brands under an umbrella brand.

Industry	Upscale and Luxury Hotels
Reference No.	MKS0069
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Global hotel industry; Market segments of hotels; Differentiation strategies adopted by hotels; Innovations in the hotel industry; Brand loyalty in the hotel industry; Significance of branding; Marketing alliances; Brand management; Strategic planning for hotel brands; Acquisitions in the hotel industry; Top hotels of the world; Marriott International; Intercontinental; Hilton Hotel Corp.; Cross-branding partnership; Operation of hotel industry; Business strategies.

'Hollywood's Lions Gate Entertainment: Defying the Big Players and Creating a Niche Market

The six major studios of Hollywood together constitute half the market share of the US film business. The traditional model of these studios to make movies requires high investment. After spending extravagantly on established movie stars and movie marketing, these studios run high risk of losses in case any of their movies fail at the box office. In contrast, Lions Gate Entertainment, an independent studio, releases successful movies like Crash at one-third the cost of the major studios. By pre-selling its international rights and through niche marketing and making thought-provoking movies, Lions Gate has increased its revenues with each of its movies and has also drawn the attention of established stars and critics in the US.

Pedagogical Objectives

- To understand the new business model of Lions Gate vis-a vis that of other major studios in Hollywood
- To discuss whether independent studios like Lions Gate would be able to resist possible buyouts by the major studios and continue to release low budget hits.

Industry	Motion Picture Production and Distribution
Reference No.	MKS0068
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Available

Keywords

Hollywood; Niche marketing; Low cost strategy; Business model of USA's entertainment industry; Movie marketing; Fahrenheit 9/11; Value chain of movie making; Paramount; Sony; Fox; Warner Bros; Disney; Universal; Saw II; Rise of home entertainment; Mergers and acquisitions.

'Made in Singapore': Glamourizing the Manufacturing Sector?

Since its independence from the British rule in 1965, Singapore has continued to achieve an impressive economic growth despite its geographical size and the lack of natural resources. Though manufacturing has long been a key engine of economic growth for the city-state, since the 1990s, it has been affected by economic recession in the US and Japan and the emergence of low-cost manufacturing destinations like India and China. This has prompted Singapore to move into high-end manufacturing. However, it is facing a shortage of skilled manpower due to the unattractiveness of Singapore's manufacturing sector. To refurbish the image of its manufacturing sector, Singapore has been implementing various strategic options, which also include a television program called 'Made in Singapore'.

Pedagogical Objectives

- To understand the historical growth of Singapore's manufacturing sector and the troubles afflicting the sector since the late 1990s
- To elucidate how important it is for any state to retain the attractiveness of the key sector of its economy
- To discuss the promotional strategies adopted by Singapore to glamourize its manufacturing sector and the future of this sector.

Industry	Auto Manufacturing
Reference No.	MKS0067
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Singapore; City state; Asian little dragon; Auto industry; Cost cutting; Low cost manufacturing countries; Localisation; High value added activities; 'Made in Singapore'; Economic Development Board of Singapore; Unemployment in Singapore; Key sectors of Singapore's economy; Economic recession at US and Japan; Singapore's GDP (gross domestic product); Manufacturing sector of Singapore.

Starbucks' Drive-through Windows: Business Sense vs Brand Dilemmas

Over the years Starbucks has built an upscale image by offering its customers a different ambience in its stores. In order to increase its customer base, Starbucks forayed into drive-through windows from 2004 onwards. Although some customers favoured drive-throughs, a few observed that the drive-throughs could impact negatively on the upscale image of Starbucks. Analysts also questioned whether Starbucks, that has painstakingly built its brand image, would be able to sustain its upscale brand-image through the drive-through window format. A few were also concerned about the drive-through format cannibalising the traditional outlets.

Pedagogical Objectives

- To understand how over the years Starbucks has cultivated its upscale brand image
- To discuss the factors that have enabled Starbucks to develop an upscale brand image
- To discuss the reasons that prompted Starbucks to establish drive-through windows in its outlets
- To debate whether the drive-through format would have a negative implication on the upscale brand image of Starbucks
- To debate whether the drive through format would result in cannibalising sales from its traditional outlets.

Industry	Restaurants and Cafes
Reference No.	MKS0066
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Starbucks; Drive-through window; Brand image; Howard Schultz; Customer friendly approach; Expansion; Brand value; Speciality coffee shop; Store ambience; Third place; Hear music; Affluent customers.

Obesity Concerns: McDonald's Initiatives

The growing concern about health and obesity among the Americans resulted in an uproar about the role of fast food companies in making them obese. Like other fast food companies in the US, McDonald's was sued alleging it of making the Americans obese with its fatty foods. Although the lawsuits were dismissed, the company realised the importance of assuming a 'healthier' image. It initiated efforts to makeover its menu by cutting down the size of its offerings and including a line of salads, yoghurts and sliced fruit.

Pedagogical Objectives

- To discuss how an industry came under fire due to rising health awareness among the public
- To discuss the series of initiatives that McDonald's has undertaken to transform its image and meet the changing customer tastes by making changes to its menu.

Industry	Fast Food and Quick Service Restaurants
Reference No.	MKS0065
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

McDonald's; Fast food; Health food; Lawsuit; Obesity; Super-size meals; Premium salads; Healthy lifestyles; Happy Meals; Trans fat; Samuel Hirsch; James R Cantalupo; Fast casual; Go Active!; Adult Happy Meal.

Wal-Mart: Upgrading its Low-Price Image?

Wal-Mart, the world's biggest retailer, was established in 1962. Its founder, Sam Walton had expanded Wal-Mart into a chain of discount stores, and all its stores were built on the principle of attracting customers of the lower-income group by providing a variety of products at a low price. However, by mid-2005, the market for Wal-Mart had saturated and the store witnessed its profits declining. To increase its profits, Wal-Mart started concentrating on its competitors' strategy of attracting higher income shoppers. In the past, excessive displays of discounted products emphasised Wal-Mart's discount image and that had put off the high-end consumers. But now Wal-Mart wants to build a new fashion image and upgrade its quality and style of products, to focus on the upper income customers. To upgrade its image, Wal-Mart introduced a new look to its apparel line, gave importance to advertising and conducted a fashion show, partnering with the teen magazine, Ellegirl. It also made in-house changes wherein new rack rules were enforced, and the distribution system was changed and revamped by the management.

Pedagogical Objective

- To discuss Wal-Mart's strategic initiatives to attract the higher-income customers while retaining its traditional customers.

Industry	Global Retail Industry
Reference No.	MKS0064
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Wal-Mart; Growth; Fashion; Low-income group; Upper income shoppers; Discount stores; Quality; Walton; Low prices; Gas prices; Competition; Product development.

Audi's New Marketing Strategy: The Audi Channel

On October 24th 2005, Audi shifted towards the non-traditional way of advertising by launching the Audi Channel in the UK. The 24-hour channel would feature infotainment and general entertainment programmes related to Audi's products. Aimed at mass marketing, extending its relationship with the current customers and reaching out to new customers, Audi

Channel is being viewed as a new and cost effective tool to build the company's brand.

Pedagogical Objectives

- To understand the growth of the German carmaker Audi through the ages
- To discuss the rationale underlying the launch of Audi's digital TV channel in the UK.

Industry	Automobile and Transport
Reference No.	MKS0063
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Audi; Audi Channel; UK; Marketing strategy; Advertising; Brand building; Digital TV; Traditional advertising; Mass marketing; BBH (Bartle Bogle Hegarty); Ofcom; Self promotional channels; North One; Volkswagen.

Apple's iPod: Product Development and Extension Strategies

Apple's iPod, the portable digital player, was launched in October 2001. Soon, it became a major contributor to Apple's revenue. Apple launched the iTunes music store from where users can download songs and transfer them to their iPod. Subsequently, several new versions of the models were launched and gradually, iPod became the market leader in the portable digital player industry. However, several new players entered the market, making the competition more intense. It was facing competition from Microsoft, Sony, and Nokia, who were developing new devices with gaming, e-mail, and music video playing capabilities. Amidst such competition, the development of new products at Apple is guided by technological development and market forces. New devices like the iTunes compatible iPod, capable of downloading full-length movies in a wireless mode, is seen as a natural product extension guiding Apple's future.

Pedagogical Objectives

- To discuss the strategic initiatives undertaken by Apple under Steve Jobs, to combat the competition in the digital music industry
- To discuss the new product development and extension strategies adopted by Apple.

Industry	Entertainment Industry
Reference No.	MKS0062
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Apple; Product development; Product extension; iPod; Nano; Steve Jobs; MP3; Mac; Competition; Growth; Personal computer (PC) industry; Digital player; Product differentiation; Portable music player; ROKR.

Vodafone's 3G Technology: The Marketing Strategies

3G (third generation) technology attracted the attention of mobile phone operators, who spent $130 billion in Europe to acquire 3G spectrum licenses in 2000. 3G became popular as it offered operators cost effectiveness in providing services for users. Vodafone joined the race to launch 3G technology by focusing on providing content services to users. The company launched a £15 million advertising campaign to promote its content services and to boost subscription rates. But with several other mobile phone operators also following a similar strategy, analysts are sceptical about the company's ability to recover the investment made on the spectrum license and on the promotion of 3G.

Pedagogical Objectives

- To discuss the 3G mobile phone technology and the marketing strategies being followed by Vodafone in promoting its 3G services
- To discuss whether Vodafone would be able to succeed in its 3G venture.

Industry	Telecommunications
Reference No.	MKS0061
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Vodafone; Marketing strategies; 3G (third generation) technology; Vodafone live!; GSM (global system for mobile communication); GPRS (general packet radio service); WAP (Wireless Application Protocol); Mobisodes; Advertising campaign; Content services.

Sunoco Inc., the Philadelphia Refiner: The Refining and Retailing Strategies

Over the years the Philadelphia-based refiner, Sunoco Incorporation, had followed the path of acquisitions to fuel its refining business. The company also adopted the same strategy for its retailing business, which it had developed along with its refining business. However, sceptics were doubtful whether Sunoco was following the right strategy in giving equal importance to both the refining and retailing businesses.

Pedagogical Objectives

- To discuss the refining and retailing strategies followed by Sunoco
- To discuss whether the company was following the right path by giving equal importance to both its businesses.

Industry	Energy
Reference No.	MKS0060
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Sunoco Incorporation; Refining strategies; Retailing strategies; Competitive advantage; Integrated oil company; Retail marketing; Refining and supply business; Downstream activities; Location advantages; Acquisitions.

McDonald's McCafe: The Re-imaging Efforts

McDonald's, the largest fast food restaurant chain in the world, started witnessing a decline in its sales during the 1980s. To turn its fortunes around and also to project an upscale image, McDonald's decided in 1993 to introduce the concept of McCafé. McCafé was a full service premium coffee bar, located within the premises of a McDonald's restaurant as an extension or as a stand-alone restaurant. Although McCafé had proved to be a success for McDonald's, critics were sceptical about its continued success.

Pedagogical Objective

- To discuss whether McCafé would be able to sustain its success in the future in the face of increasing competition.

Industry	Fast Food and Quick Service Restaurants
Reference No.	MKS0059
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

McDonald's Corporation; McCafe; Premium coffee shop; Upscale image; Image makeover; Down-market image; High-end customer group; Customer preferences; Retail market for speciality coffees; Starbucks.

Kraft Foods Inc.: Redefining Marketing to Kids

By 2005, Kraft Foods Inc. (established in 1903) had become the world's second largest food and beverage company (after

Nestle) with a turnover of $32 billion. Kraft Foods had always enjoyed the patronage of children (aged less than 12 years) with this segment contributing nearly half of its sales. However, since the 1990s, the company had been witnessing a growing concern about obesity among children, its mainstay for a long time. To address this concern, Kraft Foods has redefined its marketing efforts, having decided to dispense with advertising targeted at children aged less than 12 years.

Pedagogical Objectives

- To discuss the strategies adopted by Kraft Foods Inc. to portray itself as a healthy foods company
- To discuss the efficacy of its efforts to redefine marketing to children.

Industry	Food
Reference No.	MKS0058
Year of Pub.	2006
Teaching Note	Available
Struc.Assign.	Available

Keywords

Top food and beverage company; Philip Morris Companies Inc.; Altria Group Inc.; Marketing to kids; Childhood obesity; Anti-obesity initiatives; Kids foods and beverages; Centre for science in public interest; Marketing in schools; Healthier foods; Advertising to children; Anti-tobacco campaign; Sensible solution; Tobacco settlement agreement; Member of Summit ? Honor Roll?

Changes in the Global Advertising Industry: From Mass Market Advertising to In-Store Advertising

Since the 1940s, television has remained one of the most important universal mass-market advertising media. However, with the proliferation of many TV channels and devices, like personal video recorders that enable complete omission of ads while watching TV, conveying advertising messages to the viewers sitting at home became difficult. With this, advertisers worldwide shifted their focus to in-store advertising, which has a higher degree of impact on shoppers within a store. Although advertisers believe that in-store advertising will eventually replace TV as an advertising medium, analysts feel that TV will continue to be the dominant advertising medium.

Pedagogical Objectives

- To understand the evolution of the global advertising industry
- To discuss the transition from mass-market advertising to in-store advertising
- To analyse the effectiveness of in-store advertising vis-à-vis television advertising and to discuss the possibility of in-store advertising displacing television advertising as the primary instrument of mass-market advertising.

Industry	Not Applicable
Reference No.	MKS0057
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Procter & Gamble; Wal-Mart; Mass-market advertising; Advertising; Unilever; Mass marketing; Personal video recorder/ TIVO; Fragmentation of television; Evolution of advertising; Point of purchase advertising; In-store advertising; Sony; Advertising expenditure; Target marketing; Consumer buying habits.

Avon: Direct Selling in China

Avon, the leading direct selling company of cosmetics and related products, entered the Chinese market in the 1990s. China banned direct selling in 1998 and Avon was forced to change its sales model and open retail outlets. In 2001, China joined the World Trade Organisation (WTO) and agreed to ease restrictions on direct selling. In 2005, Avon was granted permission to conduct tests of its direct selling method in China.

Pedagogical Objectives

- To discuss the opportunities presented by the opening up of the direct selling industry in China
- To discuss the steps initiated by Avon to take advantage of this opportunity and the obstacles it faces.

Industry	Cosmetics and Skin Care
Reference No.	MKS0056
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Avon; Direct selling; Andrea Jung; Beauty and related products; Amway; Mary Kay; Multilevel marketing; World Trade Organisation (WTO); Pyramid selling; Upline distributors; Nu Skin.

Harry Potter: Global Marketing Strategies

By July 2005, with six sequels, JK Rowling's Harry Potter books had sold 270 million copies worldwide. With translations in 60 languages and a readership base in 130 countries, the success of the Harry Potter books has been attributed to marketing strategies like word of mouth, public relation events and other promotional campaigns apart from Rowling's narrative style of story telling.

Pedagogical Objectives

- To discuss the marketing strategies adopted that helped in the success of the Harry Potter books
- To discuss the critical success factors in selling storybooks to children.

Industry	Publishing
Reference No.	MKS0055
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Critical success factors; children's book sales; Harry Potter series; JK Rowling; Harry Potter marketing strategies; Geographical reach of Harry Potter series; Harry Potter merchandising; Scholastic Inc promotional campaigns; Harry Potter product launch strategies; Harry Potter movies; Warner Bros cross licensing agreements; Bloomsbury and JK Rowling; Harry Potter brand; Harry Potter book sales worldwide; Harry Potter movies' revenue.

Hyundai's 'Santro' in India: Product Life Cycle Strategies

Hyundai Motor Group, the automobile unit of Hyundai, the largest conglomerate of South Korea, entered India through a wholly-owned subsidiary named Hyundai Motor India Limited (HMIL) in 1996. Within 17 months of establishing its first manufacturing facility, HMIL debuted in the Indian market with its entry model Santro thus breaking the monopoly of Maruti, entrenched in the Indian small car market. The success of Santro was followed by several other variants of Santro like ZipDrive, ZipPlus and Xing. As of mid-2005, seven years after its entry into the Indian market, Santro continues to be the second largest selling car in its sector and the most preferred brand in India. Over the last seven years, HMIL has also made substantial inroads into other segments of the Indian car market.

Pedagogical Objectives

- To discuss the initiatives taken by the company to become a successful brand in India
- To discuss the efficiency of the company in effectively managing its product lifecycle.

Industry	Automobile
Reference No.	MKS0054
Year of Pub.	2005

Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Hyundai Motor India Limited (HMIL); Hyundai Group Hyundai Santro; Maruti Udyog Limited (MUL) Suzuki; Marketing service dealer network; Second largest selling small car; South Korean multi-business group; Hindustan motors and premier automobiles; Association of Indian Automobile Manufacturers (AIAM); Indian small car market premium compact car; Santro ZipDrive, Santro ZipPlus and Santro Xing; Product life cycle brand building sub-branding; Shah Rukh Khan (SRK) and Preity Zinta; Daewoo Motors Tata Motors; Sunshine Car Complete Family Car; JD Power and Associates Inc.'s Rankings.

Shatto Milk Co.: Profiting by Differentiation

Post 1970s, many small dairy farms in the US were struggling to keep up with their dairy operations because of declining milk prices and intense competition from the larger corporate dairy farms. The lower price levels had resulted in the closure of more than 50% of the small dairy farms. In such a scenario, Robert Shatto of the Shatto Milk Co. decided to differentiate his milk from corporate dairies' milk. The strategy was to sell milk just like the milkman of yesteryear, farm-fresh milk in glass bottles. His revenues have risen by more than 70% since he implemented the new strategy in 2003.

Pedagogical Objectives

- To discuss the problems faced by the small dairy farms in the US and the differentiation strategies adopted by Shatto Milk Co.
- To discuss the challenges faced by other smaller farms in emulating the success of Shatto Milk Co.

Industry	Dairy production and dairy products
Reference No.	MKS0053
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Not Available

Keywords

Shatto Milk Co.; Robert Shatto; Small dairy farms; Corporate dairy farms; Product differentiation; Premium pricing; Dairy co-operatives; Hormone-free milk and dairy products; Organic milk; Consumer and buyer behaviour; Niche marketing; Logistics of dairy operation; Differentiation strategies; Organic dairy products; Innovative packaging.

Nestle's Marketing: The Next Driver of Value Growth?

Although marketing and brands have long been considered as the twin force behind the success of Nestle, marketing traditionally played a peripheral role for the company. To fuel growth at Nestle, Peter Brabeck, its chief executive officer, integrated the various functions of marketing to make it the backbone of the company. Brabeck also made efforts to reposition Nestle as a health corporation to generate a feeling of well-being among its consumers. He was convinced that the functional foods or 'nutraceuticals' of Nestle would be the drivers for creating value in future and that marketing would be the most vital function to achieve the value-added growth.

Pedagogical Objective

- To discuss the efforts of Nestle to transform itself into a health provider by leveraging on its core activity, marketing.

Industry	Canned and Frozen Food
Reference No.	MKS0052
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Marketing and brands; Nestle; Peter Brabeck; Healthcare; Nutraceuticals; Nutrition; Umbrella brands; Packaging; Value creation; Organic growth; Functional foods; Product Technology Centres (PTC?s); Regional tastes and preferences; Health consciousness.

Corona: The Mexican Beer's Marketing Strategies in USA

Corona, the beer brand of Mexico's Grupo Modelo Company, is the number one imported beer in the USA since 1997. The brand's US importers Barton Beers and Gambrinus had played a vital role in making Corona popular and profitable in the country. In early 2004, the changing demographics, competition and retail consolidation posed many a challenge to Corona. However, Carlos Fernandez, chief executive officer of Grupo Modelo reorganised the company's marketing strategies and concentrated on the growing Hispanic market through new ads and promotional offers to improve the sales. Still, Grupo Modelo faces a dilemma regarding the distribution strategy to be adopted in the US post-2006, as Grupo Modelo's contract with Gambrinus is to end in 2006.

Pedagogical Objectives

- To discuss the marketing strategies followed by Grupo Modelo model in the USA
- To discuss the dilemma the company faces regarding the channels of distribution.

Industry	Beer
Reference No.	MKS0051
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Grupo Modelo Brewing Company; Corona Extra; Barton Beers; Gambrinus Inc; Import contract; Competition in US beer market; Differentiation strategies; Distribution dilemmas.

Gucci: Robert Polet's Repositioning Strategies

Since the beginning of the 21st century, Gucci Group, the world's third largest luxury goods conglomerate, witnessed slump in its net income year-on-year. Amid the deteriorating financial performance, the group came under the full control of French retail group Pinault-Printemps-Redoute (PPR) in April 2004. After the takeover by PPR, Domenico De Sole (the then chief executive of Gucci Group) and Tom Ford (the then creative director of the company), who were credited for transforming the near bankrupt family firm in the early 1990s into the world's No.3 luxury group by sales, exited from the company after failing to agree on the new contracts with PPR. In early 2004, PPR appointed Robert Polet, the head of Unilever's ice cream and frozen foods division, as the new chief executive of Gucci Group and made him responsible for setting new goals and strategies to improve the company's bottom line.

Pedagogical Objective

- To discuss the initiatives taken by Robert Polet to revitalise the Gucci Group by giving Gucci brands a distinctive identity.

Industry	Luxury Goods
Reference No.	MKS0050
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Gucci; Pinault-Printemps-Redoute (PPR); Robert Polet; Repositioning strategy; Domenico De Sole; Tom Ford; Yves Saint Laurent (YSL); Consumer understanding; Marketing techniques; 'Best-in-class' supply chain techniques; Multi-branding strategy; Stella McCartney; Alexander McQueen; Sergio Rossi; Bottega Veneta.

A Dent in Wal-Mart's Public Image: The PR Strategy

Wal-Mart Inc., the largest discount store in the world, has been facing a major PR (public relations) crisis. For years, it remained media-shy and was known for its poor relations with the media. But in recent years the company's public image has taken a beating with its business practices coming under severe criticism. A host of lawsuits alleging low wages, gender discrimination and usage of illegal immigrant labour has led to adverse publicity for the company. To repair the damage, the company has attempted to refurbish its image through a major PR campaign.

Pedagogical Objective

- To evaluate the effectiveness and appropriateness of a company's public relations strategy in regaining customer loyalty, amidst uproar against the company's business practices.

Industry	Grocery Retail
Reference No.	MKS0049
Year of Pub.	2005
Teaching Note	Available
Struc.Assign.	Available

Keywords

Public relations (PR); Negative publicity; PR campaign; Public image; Wal-Mart Stores Inc; Gender discrimination; Labour practices; Labour lawsuits; Defensive public relations; Advertising; Offensive public relations; Testimonials; PR blunders; Media stonewalling.

Children's Television Channels: The Marketing Challenges

By the end of 2004, there were more than 100 children's television channels around the world. This was in spite of the fact that the advertising revenues on a children's television programme were far less than that from an adult television programme. Moreover, there were government regulations restricting advertisements targeted at children. However, children's television was becoming increasingly lucrative and a fast growing business because of its multiple revenue streams. The revenue potential was attracting many new players that were bound to increase the competition in the already crowded marketplace.

Pedagogical Objective

- To discuss the revenue streams of the children's television channels and the marketing challenges faced by them.

Industry	Entertainment
Reference No.	MKS0048
Year of Pub.	2006
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Revenue potentials; Children's television; Television networks; Syndicate programmes; Nickelodeon; Media corporations; Merchandising; Advertisements; Licensing agreement; Lifestyle change; Marketing strategies; Market fragmentation; Brand loyalty.

Cranium Inc. The Board Game Maker: Winning the Marketing Game!

When Microsoft veterans Richard Tait and Whit Alexander quit Microsoft for a venture, board games seemed a likely opportunity. The board game industry was flooded with offerings but hits like Monopoly and Scrabble were few. Cranium filled the gap for a fully-fledged gaming experience based on research of all the available games in the market. Its distribution strategy stood as a hallmark of its success. Starbucks coffee stores served as specialty outlets for Cranium and then, by word of mouth from satisfied users, Cranium had managed to remain at the top slot without investing much on advertising. Later, Cranium moved from specialty retailing to mass merchandising in stores like Wal-Mart and Target and was maintaining a balance between the two distribution channels.

Pedagogical Objective

- To discuss the distribution and product development strategies of Cranium that helped the company to survive the 'Wal-Mart threat' in the industry.

Industry	Toys and Games
Reference No.	MKS0047
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Cranium; Toy industry; Board games; Moments engineering; StarBucks and Cranium; Speciality retailing; Brand experience; Product innovations; Pictionary; Marketing strategies; Distribution strategies; Mass merchandising; Wal-Mart; Traditional toy distribution.

Obesity Concerns: Burger King's Product Revamp

With rate of obesity levels reaching alarming levels in America, fast food companies attracted consumer resentment on a large scale. Like other fast food companies in US, Burger King was also sued, for making Americans obese with its fatty foods. Although the lawsuits were dismissed later, the company realised the importance of assuming a "healthier" image. It initiated efforts to makeover its menu by introducing a new line of low-fat food items. The company also reintroduced its 1974 slogan, "Have It Your Way", which denoted that consumers could customise their items as per their requirements.

Pedagogical Objectives

- To discuss how the rising obesity levels put pressure on the food industry to respond and change their offerings
- To discuss the series of initiatives that Burger King has taken to refurbish its image and meet the changing customer demands.

Industry	Fast Food and Quick Restaurants
Reference No.	MKS0046
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Burger King; Rising obesity in the US; Obesity and the fast food industry; Public outcry against fast food companies; Lawsuits; Health foods; Fast casual; Allegations against Burger King.

P&G's Tremor: Reinventing Marketing by Word of Mouth

With the decreasing influence of the conventional marketing media, it had become more and more difficult for the marketers to reach the target consumer groups with their marketing message. But, people still listened and believed what other people said, especially those they knew and trusted. The 'word of mouth' marketing has been in existence for a very long time. But the important aspect of it was people speaking favourably about the product, to the right people, at the right time and very often. Brushing aside the myth that word of mouth (WOM) marketing is a matter of luck, Procter & Gamble (P&G) created a marketing division called 'Tremor' in 2001, tapping the American teenagers' gossip factor. By 2004, Tremor had built a national network of 280,000 teenagers who advocated products from movies to milk, shampoos to motor oil, pushing products on friends and family and that too for free.

Pedagogical Objectives

- To discuss P&G's innovative marketing tool, Tremor

- To discuss on the efficacy of WOM as a marketing tool.

Industry	Advertisement and Promotion
Reference No.	MKS0045
Year of Pub.	2005
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Industry-Academia rapport; UCSF fundamental research; UCSF-industry interaction; Business spin-offs from UCSF; Grants to UCSF; Genentech and Chiron; History of biotechnology; Inventions at UCSF; UCSF-industry collaborations and rapport; Funding of UCSF; UCSF the biotech hub; Collaborative research at UCSF; UCSF and California's economy; University of California, San Francisco; UCSF.

Retailing: The 'Target' Way

For the 2003 fiscal year, Target Corporation's revenues of $48 billion were more than the combined sales of Coke and Pepsi Co. and almost double that of Kmart's. Often referred to as 'Tar-zhay', it became synonymous with high-end designer products at decent prices from designers like Isaac Mizrahi, Mossimo Giannulli, Cynthia Rowley and architect Michael Graves. Target's image of being an upscale discounter, embodying cheap chic has helped it flourish in an industry dominated by Wal-Mart.

Pedagogical Objectives

- To discuss the positioning strategies of Target stores
- To discuss how it has built up its brand in the world of discount retailing.

Industry	Discount and Variety Retail
Reference No.	MKS0044
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Target; Tar-zhay; Upscale discounter; Positioning strategy; Discount retailing; Building brands; Michael Graves; Isaac Mizrahi; Trendy advertising; Wal-Mart; Dayton's department store; Discounter; Bull's Eye logo; Retail industry.

Michelin's PAX Tyres: Radial Type Innovation?

In the mid-1940s, Michelin, the number one tyre maker in the world, had revolutionised the tyre industry with radial tyres. Half a century later it commanded nearly 100% market share in the industrialised world. In the mid-1990s, the company came up with another big innovation----- – the PAX system. PAX tyres were designed to provide the car driver with smooth mobility and control over the vehicle even in the event of a sudden loss of air pressure in the tyres. But, they could only be fitted to vehicles designed to support the PAX system and their cost was three times more than the conventional tyres.

Pedagogical Objectives

- To discuss the technology behind the new product and marketing strategy adopted by Michelin in promoting PAX
- To discuss whether PAX was in line with Michelin's radial tyres type innovation and whether it was the future of tyres or just a passing fad.

Industry	Tyre
Reference No.	MKS0043
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Tyre industry; Michelin; PAX systems; Radial technology; Tyre technology; Self-sustaining tyres (SST); Consumer behaviour; Original equipment manufacturers (OEM); Innovation; Goodyear; Pirelli; Sumitomo; Toyo Tyre & Rubber.

Mercedes' Gamble in Crossover Vehicles

Come 2005 and the first lot of crossovers will roll out from the stables of Mercedes-Benz. Named as the Grand Sports Tourer (GST), Mercedes is targeting its crossovers mainly at the US market. The crossovers are a blend of the best attributes of minivans, sedans and SUVs (sports utility vehicles) and are the latest fancy in the US light vehicle market segment. The GST will come with a super premium price tag vis-a-vis contemporary crossovers. But the gamble remains in positioning the GST.

Pedagogical Objective

- To discuss the strategies followed by Mercedes to position its crossovers successfully in the light vehicles segment of the US.

Industry	Automobile
Reference No.	MKS0042
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Mercedes gamble in crossover vehicles; Grand Sports Tourer (GST); US light vehicle market; Crossover in US; Positioning Mercedes GST; Subaru; Evolution of crossover vehicles.

Yao Ming: Marketers' Open Sesame to China

In 2002, the National Basketball Association (NBA) drafted Yao Ming, the 7ft. 6in. basketball player from China. Yao is believed to have immense potential as a brand ambassador for multinational corporations keen on China. The NBA, which is keen on strengthening its presence in China, feels that having a talented Chinese player like Yao in the league would generate more popularity for the game in China. Yao, who was voted as the most popular celebrity in China in 2003, is also a cultural icon for Chinese youths. Companies like Pepsi, McDonald's and Reebok have signed Yao as their brand ambassador and hope to gain a market share in China by promoting their association with Yao.

Pedagogical Objectives

- To discuss the rise of Yao Ming as one of the most promising basketball stars of the NBA
- To discuss the efforts of 'team Yao' to create a well-crafted and researched plan to market Yao's appeal
- To discuss the risk and return factors for brands that associate themselves with budding sport-stars
- To discuss the critical factors for Yao's continued success as a marketable force.

Industry	Not Applicable
Reference No.	MKS0041
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Yao Ming; National Basketball Association; Marketing to China; Houston Rockets; Reebok; Team Yao; Chinese youth icon; Popularity of basketball in China; David Stern.

Pantaloon: Revolutionizing the Indian Retailing Industry

From an exclusive menswear store in 1993, Pantaloon by 2004, had adopted a pan-Indian model in retailing. Besides apparel retailing, Pantaloon has forayed into the retailing of food, grocery and gold. In a span of 11 years, Pantaloon became India's largest multiformat retailing company with a turnover of INR 650 crore in 2004.

Pedagogical Objective

- To discuss Pantaloon's business model, and how it is revolutionising the Indian retailing industry.

Industry	Retail
Reference No.	MKS0040
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Business model; Organised retailing; Supply chain management; Balanced score card; Positioning; Pricing; Private labels.

Toyota's Prius: A Revolution or a Fad?

In the late 20th century, the growth of the global automobile industry was declining as it faced over-capacity and saturation. The industry needed something new to reinvent and revitalise itself. Toyota Motor Company became the first to take a step in this direction by launching the 'Prius'. Unlike the gasoline-only-powered vehicles, the Prius was a hybrid automobile with a dual power source and ultra low emissions. With the rise in fuel prices and environmental concerns, sales of the Prius also increased and it gained popularity among public. However, with hydrogen being hailed as the next major source of energy, the future of the hybrid automobiles was uncertain.

Pedagogical Objective

- To discuss whether the hybrid vehicle will revolutionise and recharge the automobile industry in the 21st century or will it be relegated to the past as a passing fancy of environment enthusiasts.

Industry	Automobile Industry
Reference No.	MKS0039
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Automobile industry; Innovations in the auto industry; Toyota Motor Company; Prius; Hybrid automobile; Toyota hybrid system (THS II); Mass production; Gasoline electric motor; Motor trend car of the year 2004; Honda insight; General Motors and Ford; Clean burning fuel; Revolution or fad; Hydrogen fuel cell; Hydrogen vision.

The Dilemma of Discounts: GM's Bid for Market Share

General Motors (GM) has been offering increasing discounts in order to gain a better market share in the US automobile market since it started its zero-percent finance scheme in 2001. Ford and Chrysler have followed GMs lead and the level of incentives has been rising steadily in the face of competition. However, the big three have been unable to match the market share gains of foreign automobile manufacturers.

Pedagogical Objectives

- To discuss GM's pricing strategy, which is driven by its need to keep producing and selling cars in order to meet its pension obligations and fixed costs
- To discuss the commoditisation of the automobile, and the inability of GM to create an aspirational, high quality and value for money image for its cars
- To debate whether GM's increased market share was at the cost of its brand image.

Industry	Automobile
Reference No.	MKS0038
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Pricing strategy; Promotion; Incentives; Positioning; Marketing; Discounting; Brand image; Aspirational brands; Product quality; Brand experience; General Motors; Zero-percent financing; Automobile industry; Market share.

China's 'Me' Generation: Implications for Business

China's one-child policy, initiated in 1980, was effective in cutting down the growth rate of its population. One consequence, however, is the emergence of a new demographic segment called China's 'me' generation. The 'me' generation refers to Chinese born after 1980, who grew up mostly in single child households, enjoying high spending power and getting access to good educational facilities and the latest products and services .

Pedagogical Objectives

- To discuss the demographics of China's 'me' generation, which is poised to become the driving force behind China's spending in the future
- To analyse the 'me' generation's changing priorities and aspirations, and the resulting implications for business
- To discuss how businesses can create products and services for this consumer segment.

Industry	Not Applicable
Reference No.	MKS0037
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

'Me' generation; China's one-child policy; Little emperors; Consumerism in China; McDonalds in China; Product design; Cosmetics market in China; China cool hunt; Gender imbalance in China.

P&G: From Mass to Micromarketing

Procter & Gamble (P&G), one of the world's largest consumer goods companies is also a pioneer in the use of mass media. Through the ages, this 167-year-old company has used newspaper advertisements, radio and soap operas to advertise its popular brands like Crest, Pampers, Pantene and Folgers. During 1990-2000, however, its rate of growth took a plunge. When AG Lafley took over as CEO in 2000, he gave P&G a complete makeover with the focus on innovation and advertising. Since 2000, P&G has been increasingly embracing targeted, viral and on-line marketing.

Pedagogical Objectives

- To discuss the shift in P&G's approach from conventional mass marketing to micromarketing
- To discuss P&G's efforts in utilising alternate communication options in reaching out to customers, while making its mass communication more relevant and rewarding.
- To discuss the need for P&G to adopt newer forms of advertising
- To discuss the changing landscape of media consumption in the US and the need for companies to respond to it.

Industry	FMCG
Reference No.	MKS0036
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

P&G (Procter & Gamble); AG Lafley; Unconventional media; Tremor; Viral marketing; James Stengel; Olay; Micromarketing; Targeted marketing; Mass media; Marketing to Hispanics; Marketing to Afro-Americans

MTV in India: The Positioning Strategies

MTV (Music Television) India is a 24-hour music channel that mainly targets viewers between the age group of 15 to 34 years. MTV made its debut in India in 1991 with a lot of American programming, which was targeted at the English-speaking young elite of India. The initiative was partially successful. In 1996, MTV was relaunched with an array of local shows and India-based programmes to appeal to a wider audience.

Pedagogical Objective

- To discuss the strategies adopted by MTV India to differentiate and position itself firmly as the No.1 music channel in India.

Industry	Entertainment
Reference No.	MKS0035
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Positioning; Branding; MTV (Music Television) India; Strategy; Indian television industry; STAR (Satellite Television Asian Region) network; Doordarshan; Indian media landscape; Media companies in India; Music channels in India; Viewership of music channels in India; MTV's strategic positioning in India; Exponential rise of cable TV connections in India; Promotional programmes of MTV India and Channel V.

Customer Relationship Management at Harrah's Entertainment

The casino industry in the US was considered to be one with a large number of fickle customers. The operators were forced to continuously change, renew, and rejuvenate themselves in order to survive in the industry. In this regard, players like MGM, Caesars and Mandalay resorts were concentrating on building replicas of the Eiffel Towers, volcanoes and sinking ships in order to lure customers. Harrah's, on the other hand, focused on customer relationship management (CRM). Harrah's had developed a CRM programme way back in 1998, and in 2003, it saved $20 million a year in overall costs and earned $1.23 billion in cross- market play.

Pedagogical Objective

- To discuss how Harrah's used the database of customers (which recorded the spending, shopping and gambling patterns at all the different properties of Harrah's in real time) to treat them better and thereby establish, strengthen and convert relationship.

Industry	Entertainment
Reference No.	MKS0034
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Harrah's Entertainment; Customer relationship management; Rewards programme; US casino and gambling industry; Competitive strategy; Decision science; Closed loop marketing process; Revenue management; Marketing strategy; Growth strategy; Promus Corporation; Entertainment industry.

Philips: The New Age Marketing

Royal Philips Electronics (Philips), a global electronics leader with 100,000 patents to its credit, had recorded a decline in its overall sales and income in the 1990s. Heightened competition in the global consumer electronics market and a slump in the worldwide semiconductors markets were the major reasons for its decade-long plight.

Pedagogical Objective

- To discuss the new marketing efforts and global branding initiatives of Philips to regain its global leadership position, which has been threatened of late due to its poor marketing initiatives.

Industry	Consumer Electronics
Reference No.	MKS0033
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Growth strategies of Philips; The global consumer electronics industry; New marketing initiatives of Philips; Losses of Philips in the early 1990s; Consolidation of Philips; Global positioning strategies of Philips; One Philips; Ten point marketing plan; 11 point plan of Philips; Business renewal plan of Philips; Alliances of Philips; HLT (Healthcare, Lifestyle, Technology) strategy of Philips; Philips in medical IT (information technology); The connected planet initiative of Philips.

Media Specialists: Transforming Global Ad Industry's Business Model

In the past, creative works and account management had precedence over media buying, and media purchase was given less importance with the media being treated more or less like a commodity. However, after the 1980s, 'media independents' started a new trend in the advertising industry. Triggered by the growing media fragmentation, the advertisers became conscious about their media expenditure. Consequently, specialists began to increasingly influence the decisions of marketers from design of media plan, media research and media expenditure to assessment of media results. This resulted in a deviation from the established model of the advertising industry, which gave prominence to creatives over the media department. At the same time, advertisers across the globe were embracing the services of media independents, saving a considerable amount from their advertising budgets.

Pedagogical Objectives

- To discuss the possible repercussions the advent of media independents has on the traditional business model of the advertising industry and its compensation system
- To discuss whether the role of creatives in the advertising industry has become obsolete and whether media buyers will rule the roost in the future.

Industry	Advertising
Reference No.	MKS0032
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Media independents; Media buyers; WPP Mindshare; Media buying trends; Mass media; Communication gap; Changing business model; Advertising industry media planning; Conflict of interests; Gross rating point (GRP); Unbundling of media; Media consolidations; Media billing.

Madison Avenue: Changing Business Model

Madison Avenue, which has been the home for the advertising industry in America, was facing several strategic inflection points by the end of the 1990s. Media fragmentation, Internet advertising, media consolidations, and ad-zappers like TiVo were, to name a few, emerging as a threat to the much-celebrated creativity-based model of the industry. In view of these threats, the creatives became cost managers of the industry who were concentrating a major part of their efforts on strategic cost-efficient media plans for their campaigns.

Pedagogical Objectives

- To discuss how Madison Avenue lost its power over price and control of the clients' advertising budgets
- To discuss the sequence of changes that occurred both within and outside the industry, leading Madison Avenue to change its business model, focusing on targeted marketing rather than the traditional approach of the mass marketing age.

Industry	Advertising
Reference No.	MKS0031
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Madison Avenue; Media buying; Media fragmentation; Advertising industry; Integrated marketing; Whole egg approach; Commission based compensation; Conflict of interests; Mass marketing; On-line marketing; Micro-media; Dotcom advertising; Media consolidations; Pricing power.

Mel Gibson's New Commandments of Movie Marketing

Mel Gibson's movie, The Passion of the Christ (The Passion) is the eighth-highest grossing film of all time. Controversy surrounded the movie much before its release. The movie was criticised for its potential for promoting anti-semitism, excessively violent content, historical accuracy and movie-related merchandising. It was even banned in some countries. However, thanks to Mel Gibson's unconventional marketing strategies, it had one of the biggest openings ever throughout the US and continued its lead for a long time.

Pedagogical Objectives

- To discuss the unconventional approach Mel Gibson adopted to market his movie and the grassroots marketing campaign Gibson led to ensure its success
- To discuss the importance of subject-specific marketing and advertising strategies
- To discuss the rise in popularity and box office performance of controversy-fuelled movies.

Industry	Entertainment
Reference No.	MKS0030
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Mel Gibson; The Passion of the Christ; Anti-semitism; Movie controversy; Grassroots marketing; Outreach Incorporated; Newmarket Films; Movie merchandising; Films on religion; Barna Group; Historical accuracy; Fahrenheit 9/11.

DVRs and Advertising Industry: Opportunity and a Threat?

DVR (digital video recorders) emerged as a threat to the global advertising industry as well as the traditional revenue model of free television in the US. These devices which allowed advertisement skipping became popular among the television viewers in the US. As a result, advertisement viewership dropped for major television channels and advertisers were shifting to other forms of product promotion. At the same time, TiVo and ReplayTV, which pioneered the DVR industry in the country, were reinforcing their image as 'industry friendly' with advertising alliances with marketers. Advertisement agencies were also collaborating with TiVo and were discovering the new media as an opportunity. 'Recency', a model that gives prominence to reach over frequency and 'advertainment', advertisements that entertain, were the evolving concepts that gained relevance in the industry.

Pedagogical Objective

- To discuss the opportunities and threats the DVRs are posing to the advertising and the television media industry.

Industry	Advertising
Reference No.	MKS0029
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

TiVo as a threat to advertising; DVR (digital video recorders); Advertisement skipping; Traditional free television model; Advertising industry; DVR penetration; 30-second commercials; 'Advertiser friendly' TiVo; TiVo as an opportunity; Television viewing habits; Video on demand; TiVo users in US; Time shifting; Advertainment; Recency.

Dubai Duty Free: Promotion and Expansion

Dubai Duty Free's (DDF) remarkable marketing and promotion strategy saw sales rising from $20 million in 1983 to $380 million in 2003. It was declared the third-largest duty free retailer in the world in 2003, surpassing the sales of operations at airports with greater traffic. DDF's aggressive promotions include raffles for luxury cars and million dollar prizes. It sponsors international sporting events and also runs television campaigns. A shopping area designed to ensure greater footfall and a wide range of products to satisfy diverse customer preferences ensure that it has the highest penetration and average spend per passenger in the world. While creating the ultimate shopping experience, the airport and the airline have played an important role in increasing the international awareness of Dubai as a tourist destination.

Pedagogical Objectives

- To discuss DDF's promotion strategy, the product strategy, and the way the geographic location of Dubai was leveraged
- To discuss the effect of a co-operative government, the synergy generated by the operations of the Emirates Airline, the airport and DDF and its connection to the economic development of Dubai.

Industry	Event Management
Reference No.	MKS0028
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Branding; Promotion; Sponsorship; Expansion; Innovation; Market penetration; Marketing environment; Product mix; Positioning.

European Soccer Merchandising in Asia

Clubs like Manchester United and Real Madrid have a huge fan following across Asia and a substantial portion of their revenue comes from selling team jerseys and other merchandise, like scarves and key chains, in Asia. Commercial gains now play an important role in the recruitment of stars like Beckham, besides the local players who hold sway over a sizeable market in Asia. The clubs use these players to attract viewers in Asia and also to convert them into customers of their merchandise.

Pedagogical Objectives

- To discuss the dependence of clubs on star players to attract fans in Asia
- To discuss the various means the European clubs employ to benefit from Asia's craze for European football.

Industry	Sports and Entertainment
Reference No.	MKS0027
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

European soccer; merchandising in Asia; The English Premier League; Manchester United; Real Madrid; Celebrity endorsements; Brand appeal; brand equity; Sports merchandising; Hidetoshi Nakata; Marketing strategy; David Beckham; Asian Football Confederation (AFC); Licencing agreements; European soccer clubs; Television rights; Appearance fee; Zinadine Zidane; Ronaldo.

Silk Soy Milk: The All-new Milk Substitute

Founded in 1977, Colorado-based White Wave gained popularity in 1996 with the unveiling of its soy milk brand – 'Silk'. From a little known product that was relegated to the shelves of few specialised natural food stores, Silk has come a long way to become the only 'white beverage' to have established a distribution network across the US.

Pedagogical Objective

- To discuss how White Wave was able to make use of the environmental concerns, an aging population, a shift in demographics and the endorsements about the medicinal benefits of soy products to successfully market 'Silk' brand of soy milk as an alternative to milk.

Industry	Dairy Products
Reference No.	MKS0026
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Silk; White Wave; Soy milk; Steve Demos; Dean Foods Co.; Starbucks; Tofu products; Very Vanilla; Natural food stores; Shelf space; Natural foods; Suiza; Patricia Calhoun; Soy-related products.

Price Wars in the Indian Detergent Market

Towards the end of 2003, the Indian detergent industry witnessed a price-cutting spree by the major players Procter & Gamble (P&G) and Hindustan Lever Limited (HLL). P&G initiated the price wars by reducing the prices of its detergent products and other players such as HLL and Henkel followed suit. P&G's price cuts, at the time when the fast moving consumer goods (FMCG) industry was going through a sluggish period, was seen as an attempt to wrest advantage from HLL, which was grappling with decelerating growth.

Pedagogical Objectives

- To discuss the Indian detergent market and the different strategies being adopted by the major players
- To discuss the impact of a price war on different players and whether the price wars will benefit them.

Industry	FMCG
Reference No.	MKS0025
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Procter & Gamble company; Hindustan Lever Limited; Nirma Limited; Price wars; Henkel Spic India Limited.

Japanese Retailing Successes

Japan, the second-largest economy in the world with its huge consumer markets, has enticed many foreign retailers to start their businesses in the country. However, success in the Japanese retail markets has always been difficult for any retailer. Even the world's biggest retailer, Wal-Mart experienced a tough time gaining ground in the Japanese retail market. With the rising competition from bigger foreign entrants, domestic retailers in Japan have been facing a tough time sustaining themselves. Among a few successful domestic companies are Uniqlo and Beard Papa, which belongs to the Muginoho Group and sell cream puffs.

Pedagogical Objective

- To discuss the retailing strategies adopted by Uniqlo and Beard Papa to succeed in the Japanese retail market.

Industry	Retail
Reference No.	MKS0024
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Retailing in Japan; Economic recession in Japan; Wal-Mart in Japan; Daiei; Uniglo; Market penetration in Japan; Beard Papa; The large retail store law in Japan; Large-Scale Retail Store Location Law; Total systems control; Apparel retailing in Japan; Fast food retailing in Japan; Carrefour; Louis Vuitton; Japanese retail market.

Film Merchandising: The Hollywood Style

Since the 1980s, the ever-increasing production budgets in Hollywood prompted film producers to search for additional avenues for generating revenues. As film merchandising contributed significantly to the total income generated through a movie, producers started concentrating on film merchandising that proved to be a lucrative business. In 2003, in the US alone, film and media merchandising produced US$16 billion.

Pedagogical Objective

- To discuss the evolution of film merchandising as a new business model and its implications for the global film industry.

Industry	Film Merchandising
Reference No.	MKS0023
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Film merchandising; New business model of Hollywood; Harry Potter; Mickey Mouse; Walt Disney Studios; Star Wars; Lord of the Rings; George Lucas; Kids collection from Hollywood movies; Marilyn Monroe; John Wayne; Film memorabilia; Hollywood; Donald Duck; The Phantom Menace.

Political Advertising in India

Political advertising in India began as a laid-back attempt in the early 1980s and came a long way to become an organised and professional way of approaching voters. The erstwhile practice of sloganeering and propaganda are being replaced by branding and positioning strategies. In their efforts to 'brand' their parties, political leaders engaged celebrities in their election campaigns.

Pedagogical Objectives

- To discuss the evolution of political advertising in India from a point when it was a non-entity to becoming a specialised area of interest
- To discuss the counter measures taken by various political parties to outscore each other.

Industry	Not Applicable
Reference No.	MKS0022
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Politics and communication; Political branding; 'India shining' campaign; Feel-good factor; Bharat Uday Rath Yatra; Grey Worldwide; Rediffusion DY&R; Public relation firms; Congress (x) and Bharatiya Janata Party (BJP); National Democratic Alliance (NDA); Indira Gandhi; Atal Behari Vajpayee; Advertising expenditure; Celebrity political endorsers; TAM's AdEx study.

Splenda: Leading the Tabletop Sweetener Market

With people looking for ways to decrease caloric intake and with an increase in the number of diabetics, low-calorie sweeteners began to appear on restaurant tables to sweeten hot and cold beverages and were also used in processed beverages and packaged foods. Until 2000, the tabletop sweetener market saw a fierce battle between two American brands – 'Sweet 'n Low' and 'Equal'. Though Sweet 'n Low was the oldest tabletop sweetener, Equal emerged as the winner. However, a new sweetener called Splenda that was released in 2000, began to eat Sweet 'n Low and Equal's lunch.

Pedagogical Objectives

- To discuss the competitive scenario in the tabletop sweetener market
- To discuss how Splenda, backed by the marketing muscle of its parent company Johnson & Johnson, became the number one brand in the tabletop sweetener market within three years of its launch.

Industry	Artificial Sweeteners
Reference No.	MKS0021
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Saccharin; Aspartame; Sucralose; Splenda; Sweet 'n Low; Equal; Nutrasweet; Viral marketing; Artificial sweeteners; Tabletop sweetener market.

Titan Industries: Getting the Marketing Mix Right

Titan Industries Ltd., TATA Group's watch making division brought about a revolution in the Indian watch industry. Its sophisticated technology, high quality products and innovative marketing made it a market leader. The market endorsement for its undisputed leadership is manifested in its market share, brand awareness, and more importantly its success abroad.

Pedagogical Objective

- To discuss how Titan managed its marketing mix elements to attain the leadership position in the Indian watch industry.

Industry	Watch
Reference No.	MKS0020
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Marketing mix; Indian watch industry; Organised retailing in India; Titan advertising; Product and pricing; Distribution; Product line; Sub brands; Market segmentation; TATA Group; Hindustan Machine Tools (HMT); Time Zone; World of Titan; Titan into retailing.

Schick – A Strong No.2?

For a long time, Gillette dominated the world's shaving razor market. But the introduction of Quattro, the first four-blade razor by Schick (of Energizer Holdings) is threatening to end Gillette's dominance in the premium end of the market. Quattro started to eat into the market of Gillette's top selling product and major revenue generator, the Mach3. Schick is also giving a tough time to Gillette in relation to the women's razor market where its Intuition is competing for the market with Gillette's Venus.

Pedagogical Objective

- To discuss whether Schick will be able to sustain the momentum in the long-term and emerge as the number one player in the premium end of the razor market.

Industry	Fast Moving Consumer Goods (FMCG)
Reference No.	MKS0019
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Razor war in the US; Schick vs Gillette; Quattro vs Mach3; US shaving razor market; Intuition vs Venus; Wet shaving systems; Energiser Holdings.

P&G in US Toothpaste Market: A Formidable Comeback

Among America's most well-known brands, Crest toothpaste has etched a special place in the mind of the American consumers. Procter & Gamble (P&G) first introduced Crest in 1956 and has maintained a progressive leadership in the toothpaste category ever since. Competing for the same place was Colgate, another toothpaste that had more than a 100-year history. Eventually in 1998, Colgate's Total toothpaste succeeded in surpassing Crest to become the new market leader. To put a break on Colgate's rising market share, Crest retorted with a series of brand launches, eventually creating a new category of toothpastes.

Pedagogical Objectives

- To discuss P&G's efforts to regain market leadership after the success of Colgate Total
- To discuss the circumstances that led to the creation of a new category of toothpastes.

Industry	FMCG
Reference No.	MKS0018
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Crest toothpaste; Procter & Gamble (P&G); Colgate Total; Crest whitestrips; Tooth whiteners; Marketing and advertising campaigns; Cosmetic-style toothpaste; Market shares; Toothpaste flavours; Category filler.

LG: Rural Marketing in India

LG Electronics India Private Limited (LG) forayed into the Indian market in 1993. After two failed joint ventures and the subsequent de-licensing of the consumer electronics industry, LG Electronics India Private Ltd. was formed in 1997, at a time when the market was brimming with intense competition and new product activity. Under such tough conditions LG emerged as the market leader in washing machines, air conditioners and microwave ovens. The company then set its eyes on the untapped rural markets to grow further.

Pedagogical Objective

- To discuss LG's marketing initiatives to penetrate the rural market.

Industry	Consumer Electronics
Reference No.	MKS0017
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

LG Electronics India Private Limited (LG); Rural marketing; LG in India; Central area offices; Sampoorna; CinePlus; Remote area offices; Roadshows; Rural areas; Semi-urban areas; Supply chain efficiencies; Product customisation.

Coke's Promotional Themes: Tailored for Times

Throughout its history, Coke had always tried to capture the moods and aspirations of its consumers through its promotional themes and advertisement slogans. For decades, Coke's catchy punch lines had been proverbial with millions of households worldwide, especially in its home country, the USA. Through its well-researched advertisements tailored for different markets across the world, Coke had become one of the most recognisable trademarks and the most valuable brand in the world worth $70.45 billion in 2003. However, to be in tune with the changing consumer psyche, Coke started shifting from its traditional patterns to new ways of advertising.

Pedagogical Objectives

- To discuss how Coke, through its changing promotional themes, had transformed itself into an American icon

- To discuss Coke's initiatives to sustain its image in the new millennium as the most successful brand in the history of American business.

Industry	Carbonated Beverages
Reference No.	MKS0016
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Industry-Academia rapport; UCSF fundamental research; UCSF-industry interaction; Business spin-offs from UCSF; Grants to UCSF; Genentech and Chiron; History of biotechnology; Inventions at UCSF; UCSF-industry collaborations and rapport; Funding of UCSF; UCSF the biotech hub; Collaborative research at UCSF; UCSF and California's economy; University of California, San Francisco; UCSF.

Cafe Coffee Day's Expansion Strategies

In 1996, India's largest coffee conglomerate, Amalgamated Bean Coffee Trading Company Ltd (ABCTCL), opened the country's first coffee café – Café Coffee Day, in Bangalore. This was the beginning of coffee café culture in the traditionally tea drinking country. ABCTCL has traditionally been a commodity coffee player. With coffee bean prices going down, the company planned to get away with commodity coffee and export business. As an extension of the coffee selling activity and to leverage the strong brand image, the company set up a chain of coffee cafés. Noticing the growing popularity of its cafés, ABCTCL decided to expand the coffee chain into both the domestic and international markets.

Pedagogical Objectives

- To discuss the emergence of coffee retailing in India
- To discuss the possible growth avenues for coffee retailing in India.

Industry	Specialty Eateries
Reference No.	MKS0015
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coffee retailing in India; Cafe Coffee Day; Coffee day Xpress; Barista; Qwiky's; Coffee Day Take Away; Coffee Day Fresh 'n Ground; Coffee Day expansion plans.

Rural Marketing: Indian Experiences

Professors C.K. Prahalad and Stuart L Hart point out that the real fortune for marketers is at the bottom of the world economic pyramid, the four billion consumers whose annual per capita income in purchasing power parity terms is less than $1,500. These tier-4 consumers live in rural villages or urban slums, mostly in developing countries like India, China and Brazil. However, most multinational companies have focused their efforts on serving the needs of consumers in developed nations or the affluent in the developing nations. Marketing in rural areas has been seen as, too much effort for too little return. However, in India, multinational companies (MNCs) have been increasingly involving themselves in serving and creating products for the rural consumer.

Pedagogical Objective

- To discuss the wide differences between urban and rural markets and explore the psyche of the rural consumer in the backdrop of experiences of several MNCs like Hindustan Lever, Coca-Cola and CavinKare and insights provided by rural marketing experts like Pradeep Kashyap of Market and Research Team and practising marketing managers of companies.

Industry	FMCG
Reference No.	MKS0014
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Rural marketing; C.K. Prahalad; Stuart L Hart; Pradeep Kashyap; Hindustan Lever Ltd; Coca-Cola; RV Rajan; CK Ranganathan; Television advertising; Rural psyche; Rural communication; Rural India; Katy Merchan.

Puma: Reclaiming its Pride

Puma AG, the German maker of quality sport footwear saw its brand image suffering serious damage in the latter part of the 1980s. By the beginning of the 1990s, the image of exclusivity that had long been associated with the brand had faded and the company suffered losses due to a steep decline in sales. By the end of 1993, the company was saddled with $100 million in debt and had recorded losses of $32 million. Jochen Zeitz, who took over the reins as Puma's chief executive officer in 1993, instituted a three-phase plan for turning around the company's fortunes.

Pedagogical Objective

- **To discuss the importance of the brand image of a company in driving the sales and revenues.**

Industry	Footwear
Reference No.	MKS0013
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

Puma; Adidas; Global footwear manufacturers; Nike; Reebok; Gucci; Prada; Platinum; Avanti; Music Television (MTV); Nuala; Formula 1 teams; Sportlifestyle goods; Brand image of Puma; Brand management of Puma.

Organized Retailing in India: Opportunities and Challenges

Retailing in India for a long time, had been dominated by street corner stores and other unorganised players. As a result, consumers had to be content with limited choice and services. But in recent years, the country had been witnessing a sea change in the retail landscape. Big names in the Indian business like Ram Prasad Goenka Group, the TATAs, the Rahejas and the Parimals, were venturing into retailing. However, the share of organised retailing still remained small at 2% of the total market for retailing that stood at $180 billion. While the opportunity for organised players was huge, they had to cope with a number of constraints like high real estate costs, tax, and labour issues.

Pedagogical Objectives

- To discuss the evolution of organised retailing in India and the different formats of retailing that are prevailing
- To discuss whether hypermarkets can emerge as a pan-Indian retailing format despite the various impediments to organised retailing in India.

Industry	Retail
Reference No.	MKS0012
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Organised retailing in India; Emerging retail formats; Trends in retailing India; RPG (Ram Prasad Goenka) into retailing; Giant hypermarkets; Barriers for organised retailing; Hypermarket advantages; Shopping malls.

Hypermarkets in India: RPG's 'Giant' Step

RPG group, the first organised player in the retail industry in India is also one of the most successful players in the industry. The group's retailing arm with interests in grocery retailing, music retailing, and health and beauty stores, established itself as a strong player. However, with its retail business concentrated only in southern India, RPG has embarked on the development of hypermarkets, to become a national player. The group started 'Giant,' a hypermarket that it planned to expand throughout the country.

Pedagogical Objectives

- To discuss the evolution of RPG's retailing business and its supply chain practices
- To discuss RPG group's experience with its first hypermarket store.

Industry	Retail
Reference No.	MKS0011
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

RPG retailing (Ram Prasad Goenka); FoodWorld supermarkets; Music World retail stores; Big box model; Giant hypermarkets; Hub and spoke model; Supply chain economies; Trends in retailing.

Dasani's European Misadventure

Having been described as 'purified tap water', the Dasani brand of Coca Cola (Coke) faced problems in the UK. In early 2004, Coke had to withdraw its entire stock of Dasani from the market after unacceptable levels of bromate was detected in the water. In the light of such events, Coke's successful entry into the German and French markets, and its success in Europe at large seemed far-fetched.

Pedagogical Objectives

- To discuss the competitive scenario in the global bottled water market
- To discuss the problems faced by Dasani in the UK market and the steps taken by Coke to overcome the problems.

Industry	Water and Ice
Reference No.	MKS0010
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Coca-Cola; Dasani; Nestle; Global bottled water industry; Group Danone; Coke; Pepsi; Aquafina; Evian; Perrier; Spring water; Morgan Stanley; Coca-Cola light; Europe; France.

Dainik Bhaskar: The Innovative Marketer

Dainik Bhaskar, an Indian newspaper views market research not just as a tool for surveying the market they intend to enter, but also as a brand building exercise. The whole target population, and not just a sample of it, was surveyed. Such dedicated effort helped them to dethrone, almost overnight, the kings of the markets that they entered.

Pedagogical Objective

- To discuss Dainik Bhaskar's innovative market research technique that led to its success as India's largest circulated newspaper.

Industry	Newspaper Publishing
Reference No.	MKS0009
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Times of India; Indian newspapers; Dainik Bhaskar; Divya Bhaskar; Dwarka Prasad Agarwal; Market research; Multi edition newspaper; Navbharat Times; Rajasthan Patrika; Sandesh; Gujarat Samachar; Ahmedabad; Jaipur; National Readership Survey; The Indian press.

Celebrity Endorsement: Through the Ages

Celebrity endorsement of products has a long history. It dates back to the 1760s when pioneers like Josiah Wedgwood started using royal endorsements as a brand-building tool. Athletes and celebrities from the entertainment industry have dominated endorsements in the US. Celebrity endorsements have increased tremendously in terms of both number and value. Likewise, the risks for the brand have become higher. This case traces the evolution of celebrity endorsement and explains the trends at various points of time. It also details the Familiarity, Relevance, Esteem and Differentiation (FRED) principle in evaluating the feasibility of endorsing a celebrity. Findings from latest research on the attitude of consumers to celebrity endorsements are presented.

Pedagogical Objectives

- To discuss the benefits and risks involved for companies in signing up celebrities as brand endorsers
- To discuss the validity and relevance of traditional assumptions involved in using celebrities to endorse brands in today's market place.

Industry	Not Applicable
Reference No.	MKS0008
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Available

Keywords

Celebrity endorsements; Michael Jordon; Nike; Josiah Wedgwood; Familiarity, Relevance, Esteem and Differentiation (FRED); Wheaties; Trade cards; Tiger Woods; LeBron James; Robert Clark; Ignatius Hortsmann; The Integer Group; Meg Kinney.

Online Advertising: The Emerging Phenomenon

The turn of the 21st century saw a phenomenal increase in the Internet (Net) users across the world, with their number being pegged at 350 million, in 2003. Many companies began realising the potential of on-line advertising, which had the advantage of being cost effective while offering a global audience. The main forms of on-line advertising were affiliate marketing programmes and viral marketing. Surveys revealed that while the on-line ad spend in 2003 had increased by 4.8% over the previous year and was expected to continue over 2004-2005, spending on conventional advertising methods had registered a decline, with the on-line advertising eroding the market for the conventional media. With the advent of broadband and increased penetration of the Net across the world, the number of households shopping on the Net was estimated to reach 63 million by 2008. The stage was set for the rapid growth of on-line advertising.

Pedagogical Objective

- To gain an understanding of what online advertisement is, the different forms of online advertisement that are prevalent and the future growth opportunities for the Internet as a medium for advertisement.

Industry	Advertising
Reference No.	MKS0007
Year of Pub.	2004
Teaching Note	Available
Struc.Assign.	Available

Keywords

On-line advertising; Affiliate marketing; Viral marketing; Hotmail.com; On-line ad spend; Conventional advertising; Search engines; Banner ads; Pop-up ads; E-mail; Yahoo.com; Broadband; Internet users; Online shopping; Benefits of on-line advertising.

General Motors: Experiment with Saturn in the Small Car Market

With the competition from the foreign automakers in the 1980s, General Motors (GM) wanted to develop a new car and a new development process that could compete with the foreign manufacturers. This ushered in 'Saturn', a wholly-owned subsidiary of GM, that was hailed as 'a different kind of a car company'. In 1990, Saturn introduced its first car in the US market. Although, the company tasted success initially, since 1995 it had witnessed inconsistent sales in spite of the introduction of two new models. Since 2002, to tide over the problems at Saturn, GM had been planning to hit the market with new products and car brands from 2005.

Pedagogical Objective

- To discuss GM's entry strategies into the small car market, the competitive scenario in the market and GM's efforts to counter the competition.

Industry	Automobile and Transport
Reference No.	MKS0006
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

General Motors; Saturn; Toyota; Nissan; Honda; Oldsmobile; No haggle; No-penalty exchange privilege; Pacific rim; S-series; L-series; VUE; ION; Red-Line; Corolla.

Atkins Nutritionals: Market Driven Business Model

The 20th century witnessed a rapid growth human obesity levels and related health problems worldwide, with the number of obese adults increasing from 200 million in 1995 to 300 million in 2000. As a result, an increasing number of people were on the lookout for weight-loss techniques and this led to many a diet theory being introduced. One of the most popular diet fads was the Atkins diet, which was devised by Dr. Robert Atkins. Dr. Atkins also set up Atkins Nutritionals, a company devoted to offering a complete range of food products and nutritional supplements based on Atkins' theory of a low carbohydrate (low-carb) diet. By 2002, the sales of Atkins' products had reached $100 million. Despite being accused of causing potential health risks coupled with the threat of several competitors entering the low-carb bandwagon, Atkins Nutritionals remained optimistic about its future, as global obesity levels were expected to reach unprecedented levels in the 21st century.

Pedagogical Objectives

- To understand how the rising obesity levels in America led to the emergence of a new breed of companies
- To discuss how Atkins promoted its low-carb diet and built its business around people craving to lose weight.

Industry	Specialty Foods Distributors
Reference No.	MKS0005
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Dr. Robert Atkins; Atkins diet; Atkins Nutritionals; Atkins principles; Global obesity; Diet food market; World Health Organisation (WHO); International Obesity Task Force (IOTF); Zone; South Beach; Low-carb diet; Risks of the Atkins diet; Weight Watchers International; Body mass index (BMI); Food fads.

Ready-to-Market – The New Growth Engine

Currently, in the realm of non-alcoholic drinks, consumers spend more money on carbonated soft drinks. The non-alcoholic sector is centred on the fight between Cola war principals, Coke and Pepsi. Major players in carbonated beverages such as Coke and Pepsi have been facing slow growth in carbonated drinks. With this popular fight topping out, the industry's giants looked at new flavours and non-carbonated beverages for growth. Ready-to-Drink (RTD) beverages represent another emerging trendy end of the beverage market.

Pedagogical Objective

- To discuss the reasons behind the foray of Coke, Pepsi and others into the up-and-coming RTD market.

Industry	FMCG
Reference No.	MKS0004
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Ready-to-drink; Coca-Cola; Nestle; Pepsi; Starbucks; Coffee; Tea; Vending machines; Lipton; Nescafe; Nestea; Beverage Partners Worldwide; Non-alcohol drinks; Frappuccino; Coca-Cola and Nestle refreshments.

Advertising in China: Threats and Opportunities

China's huge population and diverse buying habits of its consumers pose huge challenges to advertisers in effectively communicating their product messages. Advertisers not only have to deal with linguistic diversities and dearth of qualified manpower but also frequently changing government regulations.

Pedagogical Objectives

- To understand how China's diverse consumer buying patterns affect advertisers
- To discuss the strategies of multinational corporations in localising their advertising strategies.

Industry	Advertising
Reference No.	MKS0003
Year of Pub.	2004
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Advertising law; Government restrictions; Customisation; Advertising media in China; Ad expenditure; World Trade Organisation and advertising; Localisation; Improper translation; Coca-Cola advertising in China; Ban on tobacco advertising; Success of advertisements in China; J Walter Thomson in China; Creativity in China's ads; Toshiba ad in China; Toyota ad in Autofan Beijing.

Samsung Electronics: Mr. Yun's Efforts for Upscale Image

When Jong Yong Yun (Yun) took over as the CEO of Samsung Electronics in 1997, the company was mired in problems. The company witnessed declining sales and piled up debt. Also Samsung was known more as a cheap alternative to big Japanese brands like Sony, with the products relegated to the low-end of consumer electronics market. By bringing in drastic changes from organisation structure to product design and marketing, Yun was able to successfully turnaround the fortunes of the company and give it a much needed up-scale image.

Pedagogical Objective

- To discuss how Yun shook up the entire organisation to change its image from that of a mass marketer catering to the low-end of the market to the second most recognisable consumer electronics brand in the world within a span of six years.

Industry	Consumer Electronics
Reference No.	MKS0002
Year of Pub.	2003
Teaching Note	Not Available
Struc.Assign.	Not Available

Keywords

Turnaround; Brand repositioning; Restructuring; Jong Yong Yun; Samsung; Vertical integration; Competition; Repositioning Samsung; Upscale image; Yun's restructuring; Global branding; Samsung's cost cutting; High-end products; Samsung's revival; Consumer electronics and Samsung.

Corporate Communication: The Toyota Way

Toyota had always been known for its quality products. But people didn't know that Toyota was a creative corporate working on projects that impact everyday lives. To convey this image, Toyota engaged in eco-friendly activities, participated in motor sports such as Formula One and practised philanthropy.

Pedagogical Objective

- To discuss the manner in which Toyota has used its eco-friendly activities, participation in motor sports and corporate philanthropy to enhance the company's image with its constituencies (such as customers, community, investors, employees, etc).

Industry	Automotive and Transport
Reference No.	MKS0001
Year of Pub.	2003
Teaching Note	Available
Struc.Assign.	Available

Keywords

Toyota; Toyota's corporate communication; Corporate identity; Corporate image; Corporate reputation; Corporate philanthropy; Automotive and transport; Environment; Diversity; Advertorial; Public relations; Constituency; Paddock Club; Global vision; Formula One.

Positioning, Repositioning Reverse Positioning Strategies

Viacom18's 'Colors' Channel in India Colourful Market Entry and Positioning Strategies

On July 21st 2008, Viacom18 – a 50:50 joint venture between Viacom and Network18 – made a colourful entry into the Hindi general entertainment market of India with the launch of Colors channel. Led by Rajesh Kamat, ex-executive of STAR India, Colors was an instant success in the Hindi general entertainment market with differentiated content and disruptive scheduling. Instead of confusing the audience with its whole array of programmes, Colors created a buzz with Akshay Kumar hosted show, Fear Factor – Khatron Ke Khiladi and let them try their channel with fiction like Balika Vadhu. Within 10 weeks of its launch, Colors shot up to No. 2 position with ratings as high as 250 points – ahead of entrenched players like Zee TV and Sony and posed a serious threat to the undisputed leader, STAR Plus. While a good value proposition, right positioning and distribution strategies gave Colors substantial competitive edge, analysts and media experts doubt its sustainability in the long run amid intensifying competition, global downturn and labour strife with television producers.

Pedagogical Objectives

- To examine the nature of business for a General Entertainment Channel (GEC) and identify its critical success factors
- To discuss the need of a unique value proposition and right Segmenting, Targeting and Positioning (STP) strategies for an entrant to win over entrenched players in the GEC market
- To examine the launch of Colors in the GEC market and its strategies to compete with established players like STAR Plus and Zee TV
- To compare and contrast Colors' strategies with those of other GECs in the Indian entertainment and media industry
- To debate on the sustainability of Colors' No. 2 position in the Indian GEC market and also identify the challenges ahead.

Industry	Entertainment & Media
Reference	POS0002
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Indian entertainment & media industry; General Entertainment Channels (GECs); Rajesh Kamat; NDTV Group; NDTV Good Times and NDTV Imagine; Lifestyle TV Channels; Youth-centric TV channels; Gross Rating Points (GRPs); TAM Media Research; Positioning strategies case stuides; INX Media and 9x; Viacom; Network18; Sameer Nair; Peter

Madura Garment's New Product Mix and Positioning Strategies Big Battle for Small Clothes

Since foraying into the Indian textiles scenario in 1988, Madura Garments, a division of Madura Coats till 1999, has been catering to the varied apparel needs of men, with brands like Louis Philippe, Van Heusen, Allen Solly and Peter England. Even after the reins of Madura Garments were passed on to Indian Rayon (a subsidiary of the Aditya Birla Group) the company continued to offer a wide array of formal and informal men's apparel. However, in spite of being a stable and dominant player in the men's apparel segment, in 2001, Madura Garments ventured into women's wear by extending its brands – Allen Solly and later Van Heusen. What was Madura Garments' rationale and how did it affect the company? The case can be used to explore the same. After 7 years in 2008, Madura Garments implemented a similar strategy to enter the kidswear segment. Madura Garments is aiming to emerge as a specialty retail outlet, catering to the apparel needs of the entire family under one large roof. Its entry into the lucrative kidswear territory has been marked by a restrained advertising approach. However, can Madura Garments garner critical mass in a market that is dominated by unorganised players and homegrown brands like Gini & Jony and Lilliput, which boast of a strong national presence? Can it face competitors like Raymond that has marked its entry with an exclusive brand (Zapp!)? The case delves into the challenges that Madura Garments would face in the dynamic kidswear industry and questions its product mix and positioning strategies.

Pedagogical Objectives

- To analyse the nature of the kidswear market in India and understand the critical success factors in this industry
- To debate on whether Madura Garments' strategy of extending its successful brands from men's wear and women's wear to kids' apparel segment is sensible or not
- To debate on Madura Garments' brand extension strategy in comparison with Raymond's exclusive kidswear store (Zapp!).

Industry	Textiles
Reference	POS0001
Year of Pub.	2008
Teaching Note	Available
Struc.Assign.	Available

Keywords

Branding; Positioning; Product mix; Retailing; Kids; Segmentation; Targeting; Consumer Behaviour; Garments; Clothes; Birla; Critical success factors; Brand extension; Mass brands