



Case Map for
Anderson/Narus: Business Market Management
(Prentice Hall, 2004)

This map was prepared by an experienced editor at HBS Publishing, not by a teaching professor. Faculty at Harvard Business School were not involved in analyzing the textbook or selecting the cases and articles.

Every case map provides only a partial list of relevant items from HBS Publishing. To explore alternatives, or for more information on the cases listed below, visit:

www.hbsp.harvard.edu/educators

<i>Case/Article Title</i>	<i>Institution, HBSP Product Number, Length, Teaching Note</i>	<i>Geographical and Industry Setting, Company Size, Time Frame</i>	<i>Abstract, Key Subjects</i>
Chapter 1 Business Market Management: Guiding Principles			
Ring Medical	589046 24p TN#591076	United States; health care communication; small; \$3-4 million sales; 1988	Describes the progress of a new product launch (HCS-100, a hospital communication system). Ring Medical has sold only five systems in six months against an annual target of 30. There is a lack of agreement internally on how the new product effort should be organized. In addition, there are differences of opinion on which distribution channels are most appropriate. These issues must be resolved before the board meeting scheduled for the following day.
Chapter 2 Market Sensing			
Cumberland Metal Industries: Engineered Products Division--1980	580104 16p TN#583040	United States; construction equipment; small; \$18 million sales; 1980	Cumberland Metal Industries has developed a new product to help contractors drive piles faster. They are trying to decide how to price it. Provides substantial information on the industry, competition, etc. Students must decide what factors are relevant in making an industrial pricing decision. Decisions must also be made about promotion and distribution channels. Software for this case is available (#589528).
Color Kinetics, Inc. (A)	501077 16p B case #501078 TN#502068	Boston, MA; high tech; start-up; 40 employees; 1999	Two-year-old start-up Color Kinetics has developed unique colored lighting technology using digitally controlled LEDs, and has developed that technology into a successful line of products for its first targeted market of "retailtainment." Now in November 1999, the management team is evaluating how to best extend this success into other markets and/or strategic initiatives and achieve the growth it has targeted internally and with investors. Teaching Purpose: To introduce the concept of horizontal and vertical product/market selection in business markets



Case Map for
Anderson/Narus: Business Market Management
(Prentice Hall, 2004)

Intel Corp.: Going into OverDrive	593096 15p TN#594020	Folsom and Santa Clara, CA; semiconductor, microprocessor, computer; Fortune 500; \$4.7 billion revenues; 24,600 employees; 1991-1992	In May 1992, Intel Corp., the leading supplier of microprocessors for IBM-compatible personal computers, announced the retail availability of OverDrive processors, a new line of performance upgrades for the Intel 486 series of microprocessors. The case chronicles the evolution of Intel microprocessors and math coprocessors. Next, it describes the genesis of the "speed-doubling" technique that is employed in the OverDrive Processor and it details the important implementation issues. The central questions are the following: How does a firm manage a product line in the context of rapid technological change? What are the consequences--for the end users, and hence the system and component manufacturers--of rapid product change? How does product upgradability help mitigate some of these consequences? How should Intel develop the OverDrive business? And how will this affect the company's mainline microprocessor business?
Kearney & Trecker Corp. (A)	580143 26p B case #580144	United States; machine tools; mid-size; \$90 million sales; 1976-1978	The general manager of Kearney & Trecker's numerically controlled machine tool division must decide whether to introduce a low cost (less than \$130,000) general purpose unit. Its introduction would represent a major change in Kearney & Trecker's basic strategy. Provides a good vehicle for discussing industry evolution.



Case Map for
Anderson/Narus: Business Market Management
 (Prentice Hall, 2004)

Chapter 3 Understanding Firms As Customers			
FreeMarkets OnLine	598109 20p TN#599130	United States; industrial components; start-up; \$2 million revenues; 35 employees; 1998	Describes the marketing strategy of an entrepreneurial start-up engaged in electronic purchasing for large manufacturers. By creating an electronic bidding platform, the company has been able to cut down procurement costs by about 15%. The case question concerns how this company should now go to scale. Teaching Purpose: To understand the business challenge of entering electronic commerce.
E-Procurement at Cathay Pacific Airways: e-Business Valuation	University of Hong Kong HKU240 19p	Hong Kong, 2001-02	At the end of 2001, Cathay Pacific's CXeBuy electronic procurement system was fully operational for its headquarters in Hong Kong. The 14-month implementation project aimed at applying Internet-based technology to build the most efficient purchasing process and capability in the industry. Although the project was far from complete, a member of the Project Steering Committee (PSC) queried the actual benefits realized so far as a result of e-procurement implementation. Robert Lamoureux, manager in charge of the e-procurement initiative, proposed to the PSC to formulate a methodology that user departments could apply at will to assess the impact of CXeBuy on their operations. However, some members of the committee raised concerns that such a voluntary approach would serve only a limited purpose and would fall short of providing department heads with an overview of the impact of CXeBuy on the overall corporate mission. Other PSC members were unsure of the need for such a valuation exercise at this early stage. Something had to be done to reinstate the need for accountability and support the premise that any Cathay Pacific e-business initiative had to prove its value.
Bose Corp.: The JIT II Program (A)	694001 13p B, C, and D supplements available TN#695017	United States; consumer electronics; \$720 million revenues; 1991	Bose Corp. is evaluating an unusual plan to manage relationships with vendors that supply components for Bose speakers. The company must decide: 1) which planning and ordering activities should be performed by Bose and which can be performed by vendors, 2) how much access vendors should have to Bose computer systems and facilities, and 3) how to adapt vendor relations as the company grows or as markets change. Students are asked to consider both the buyer's and the vendor's perspective on the buyer-seller relationship.



Case Map for
Anderson/Narus: Business Market Management
 (Prentice Hall, 2004)

Chapter 4 Crafting Market Strategy			
Marketing at Bain & Co.	Stanford GSB M290 19p	United States; management consulting; \$450 million revenues; 1,350 employees; 1980-1990	David Bechhofer, a partner responsible for Bain & Co.'s marketing strategy, faces a dilemma: Traditional marketing is foreign to Bain's corporate culture (which is rather based on customer relationships), yet the firm cannot ignore traditional marketing tools if it wants to face global competition in the rapidly growing consulting industry. Indeed, all of Bain's traditional competitors as well as a lot of new players use aggressive marketing to acquire new segments from the growing customer base. David has to respond to this challenge while staying consistent with the firm's original value proposition, which is highly appreciated by its existing customers. The case provides an opportunity to discuss how to communicate a consistent global corporate image for a services firm whose "raison d'être" is based on customer relationships.
Howard, Shea & Chan Asset Management (A)	597021 13p B, C, and D supplements available	United States; investment management; mid-size; \$21 million revenues; 28 employees; 1996	A medium-sized investment management firm is attempting to decide whether to try to grow, and if so, how. It is a complicated decision because the managing partner and her colleagues have significantly different views. This case provides the background on the industry, firm, and situation. Teaching Purpose: To discuss the development of a growth strategy and a sales strategy for a moderately successful professional service firm.
Chapter 5 Managing Market Offerings			
Signode Industries, Inc. (A)	586059 18p B, C, and D supplements available TN#588023	Glenview, IL; steel strapping; mid-size; \$250 million sales; 1982-1984	Signode Industries' packaging division manufactures steel and plastic strapping. In 1981 the company underwent the largest leveraged buyout in U.S. corporate history. The case focuses on the packaging division's need to maintain high profitability in a declining market for steel strapping. Since 1974, Signode has been losing 1% per year of the steel strapping market. Since then, there has also been significant erosion of prices. The division president is faced with 1) decreasing price to increase market share, or 2) maintain/increase prices to increase cash flow. The specific decision revolves around the potential adoption of a price-flex system that is designed to authorize selective discounting by the division's sales personnel.
Precise Software Solutions	503064 17p	United States; software; \$10 million revenues; 250 employees;	When and how should a firm introduce an innovative new product? Introduce too early and the functionality may not be there. Too late and the competition might be there. Precise Software Solutions, headquartered in



Case Map for
Anderson/Narus: Business Market Management
 (Prentice Hall, 2004)

		1999	Westwood, MA, is a small growing company with a successful--albeit narrowly targeted--software product for database performance management. In 1999, it has the beginnings of a new product with radically broader functionality and market appeal. However, this new product would potentially appeal to a different "audience" within the client's IT organization. Once it decides when to introduce the product, management must also decide how to do so. Specifically, should it be sold through the same sales force as the other successful products? Or, on the other hand, would the company be better off creating a separate group targeted at this new audience? Finally, it must also decide how to price the product. Its current products have historically yielded sales of \$15K to \$25K. The firm feels that the value created by this new product could fetch five times this amount. Can it pull this off? Can it do so through the same salespeople? Teaching Purpose: Examines sales organization, sales strategy, and new product introduction.
Chapter 6 New Offering Realization			
Millipore Corporate Strategy	594009 22p TN#595075	Global; analytical instruments; Fortune 500; \$750 million sales; 1993	Millipore, a \$750 million (sales) company with three divisions, had been growing at a rate of 20% in the 1970s; but this growth rate had slowed considerably in the 1980s. CEO John Gilmartin was looking for ways to reenergize the organization and redirect its strategy to achieve a 15% growth rate for the coming decade. Teaching Purpose: To highlight the challenges in strategy formulation and corporate reorganization--both structure and process.
Millipore New Product Commercialization: A Tale of Two New Products	594010 24p TN#595076	United States; analytical instruments; Fortune 500; \$750 million sales; 1993	Millipore, the worldwide leader in separations technology, was in the process of launching two key new products: one a liquid chromatography/mass spectrometer and the other a virus separation membrane. The case documents the product development and commercialization activities undertaken by the company. Teaching Purpose: Illustrates the steps needed to orchestrate successful new product commercialization.
Mercer Management Consulting's "Grow to Be Great" (A): The Growth Initiative	697084 16p B, C, and D supplements available	Global; consulting; 950 employees; 1994	In late 1994, James Down, member of Mercer's Executive Committee, has to decide whether or not he should push ahead with the writing and publication of a book on growth--at a time when the more successful business publications focus on reengineering and cost cutting. He sees this as an opportunity to position Mercer in the consulting market and align the organization--itself a result of several mergers--around a common platform. He is facing resistance within the firm, however, especially from the firm's



Case Map for
Anderson/Narus: Business Market Management
 (Prentice Hall, 2004)

			European offices, which see little need for this knowledge product. Proceeding without Europe could result in an incomplete product and a divided firm. If he waits, though, he may miss a critical market window. The case provides early versions of the growth framework. Teaching Purpose: The product in this case is built from the firm's knowledge assets, and is very different from manufactured hardware or software. Students are asked to assess the process of compiling materials for the book and selling the effort internally. Students are expected to evaluate the risks and opportunities of going ahead and recommend a course of action for Down.
Chapter 7 Business Channel Management			
Dell Computer Corp.	596058 26p TN#596098	Global; personal computers; \$4 billion revenues; 1978-1994	Traces the evolution of the personal computer industry over the last 20 years and uses this as a backdrop to look at how Dell Computer Corp. grew from a small start-up to a multi-billion-dollar company in a decade. Dell is now faced with a set of decisions on the product markets it needs to serve in order to sustain its growth profitably into the future. Teaching Purpose: To give students an appreciation of developing strategy in a dynamic and rapidly evolving market.
Arrow Electronics	598022 20p TN#500111	North America; electronic parts; \$7.5 billion revenues; 8,000 employees; 1997	Deals with the issue of cross-selling and managing a portfolio of products and services in business markets. Arrow/Schweber (A/S), a subsidiary of electronic parts distributor Arrow Electronics, has a portfolio of products that differ in the amount of value added by A/S. A/S uses value-added items such as programmable logic chips as "loss leaders" in order to acquire and retain a customer. It makes money when it sells the so-called "commodity" or low value-added products to the same customer. An Internet-based distributor is now offering Arrow a chance to sell commodity products through its e-commerce site. This new channel can threaten Arrow's overall business model if a large portion of its existing customers switch their purchases of the commodity products to this new distribution channel. Arrow needs to decide how it should respond to this challenge.
Chapter 8 Gaining Customers			
SaleSoft, Inc. (A)	596112 22p TN#598020	United States; software; start-up; 40 employees; 1995	SaleSoft, a start-up firm, markets Comprehensive Sales Automation Solutions (CSAS) that automate a firm's sales, marketing, and service functions. Even though the product has received very favorable responses from prospects, product complexity and a



Case Map for
Anderson/Narus: Business Market Management
 (Prentice Hall, 2004)

			long buying cycle have made it difficult for the firm to convert interest into sales orders. SaleSoft now has an opportunity to sell a part of the total CSAS solution as a stand-alone product. This "Trojan Horse" (TH) product offers an easy way for the firm to enter new customer accounts, gain quick sales, and generate much needed revenues. However, it could potentially distract the firm from its primary objective and cannibalize CSAS sales. SaleSoft needs to decide whether to continue selling CSAS or launch TH. And, the firm needs to develop a detailed marketing strategy to implement this decision.
Siebel Systems: Anatomy of a Sale, Part 1	503021 9p Parts 2 and 3 also available	New York, Boston; information technology; \$ 2 billion revenues; 8,000 employees; 1998-1999	How does a \$2 million software sale happen? This case traces efforts by Siebel Systems to sell lead management software to discount broker Quick & Reilly. The buying process is mapped out over 4 years. Covers in detail the last 6 months--from Siebel's initial involvement to a challenge from competitor Oracle to the climax. The structure of Quick & Reilly's buying center is mapped, as is the role of its parent, Fleet Bank. The fortunes of the sale rise and fall as the Siebel account manager faces one obstacle after another. Presented in three parts, with opportunities to debate the account manager's choices and actions at each stage. Part 1 describes the start of the sale from the seller's perspective. Teaching Purpose: To analyze industrial buyer behavior and develop a selling strategy at the account level.
Chapter 9 Sustaining Reseller Partnerships			
WESCO Distribution, Inc.	598021 28p TN#598093	United States; electrical parts & supplies; \$3 billion revenues; 500 employees; 1997	In 1996, WESCO, a national distributor of electrical equipment and supplies, charted out a growth of 6 to 8 percent in sales, and 12 to 16 percent in profitability over the next five years. The centerpiece of this growth strategy is the National Accounts (NA) program that WESCO has developed to serve its major industrial customers in response to recent changes that they made to their business processes. However, as of June 1997, the NA program has not delivered the expected results. WESCO now needs to isolate the root cause of the NA program shortfall and implement changes that will put this program back on track. It needs to decide whether to continue to be proactive in initiating, building, and maintaining national accounts, or to be passive and offer the NA program only after customers have shown a legitimate interest.
Atlas Copco A, B, and C	A: 588004 B: 588020 C: 588021	United States; air compressors; mid-size; \$50 million	Atlas Copco, a Swedish company, holds the highest market share for air compressors worldwide. However, its attempts to enter U.S. markets have been



Case Map for
Anderson/Narus: Business Market Management
 (Prentice Hall, 2004)

	TN#589076	revenues; 1986	unsuccessful. The case describes a series of strategic distribution maneuvers implemented by the company which enable it to improve market share from about 1% to 10% in ten years. The objective is to gain an understanding of what is involved in building distribution strength.
RCI Master Distributor: Evolution of Supplier Relationships	595001 18p	United States; electrical distribution; \$35 million revenues; 200 employees; 1993	Traces the evolution of RCI as a master distributor from the time it was founded in 1946 until 1994. The second-generation owner of the distribution company faces several challenges unique to the 1990s environment that his father did not face. As Danny Schwartz attempts to grapple with those issues, he has to answer the long-term strategic question of the viability of his distribution business. Teaching Purpose: To understand supplier-distributor relationship management and to view channel issues from the distributor's point of view.
Chapter 10 Sustaining Customer Relationships			
Fabtek (A)	592095 16p B case: 592096 TN#593006	United States; chemical equipment; small; \$31 million sales; 1991	Concerns the selection and scheduling of orders by a small industrial titanium fabricator that in recent months has been plagued by poor deliveries and a lack of capacity. Four orders are offered, from which the student must select one. Each order represents different order-mix/customer situation issues. The case forces the student to choose among the four orders, given conflicting estimates of capacity available, other business likely to come along, and the requirements of each order. A rewritten version of an earlier case.
Zucamor S.A.: Global Competition in Argentina	599096 23p	Argentina; paper; \$60 million revenues	Describes the evolution of Zucamor and its business strategy, particularly after the opening of the Argentine economy in 1992-93. Traces the action that led to its association with U.S. paper giant Union Camp. Poses some of the critical challenges faced by the company's new management. Teaching Purpose: To explore the impact of globalization and market commoditization and discuss actions to put value back into the business.
Hewlett-Packard-Computer Systems Organization: Selling to Enterprise Customers	500064 19p TN#502071	Unspecified; computers, high-technology; Fortune 500; \$20 billion revenues ; 730,000 employees; 1996	In late 1996, Manuel Diaz, head of Worldwide Sales for Hewlett-Packard's (HP) Computer Systems Organization (CSO), is reviewing the results of an audit of HP's enterprise customer management approach with the objective of identifying market and organizational opportunities that might provide HP the next wave of growth while further reducing sales and support costs. HP's current customer management approach, although successful, had involved structural changes that had forced a deep-rooted overhaul of HP's traditional regional sales approach. The new



Case Map for
Anderson/Narus: Business Market Management
 (Prentice Hall, 2004)

			recommendations would necessitate another round of drastic changes in the way HP manages relationships with its large enterprise customers. Diaz does not want to put the sales organization through another round of changes unless he is sure they are necessary. He has to figure out if the organization is ready for more change, and whether the benefits outweigh the costs of implementation. The case provides a detailed review of the audit process and the findings. Teaching Purpose: To illustrate a strategic sales approach to managing large customers in high technology markets.
The Peppers and Rogers Group	500096 20p	United States; consulting; \$20 million revenues; 160 employees; 2000	Can two successful authors build a scalable consulting practice based on their unique view of customer relationship management (CRM)? Should they emphasize strategy or execution? The case describes how Peppers and Rogers grew from two people earning speaker fees to a 160-person publishing, consulting, and Internet technology promotion company. Now they want to grow faster and take advantage of the IPO capital market that has enabled the birth of competitors like Scient, Viant, and Zefer in the market for e-commerce and dot.com consulting. Teaching Purpose: To introduce the concept of customer relationship management and the technologies that enable it.
CMR Enterprises	501012 21p TN#502070	United States; construction; \$10 million revenues; 100 employees; 1999	Sam Marcus has recently purchased a small cabinet-making company, and is looking for dramatic growth. The company competes in both commercial and residential construction markets, and shortly after the acquisition, the company gains a large new residential customer. The case traces the changes made at the company and how the relationship with this customer begins to deteriorate. At the end of the case, Sam Marcus must decide whether to fix or end the relationship. Teaching Purpose: An integrative case on customer management; allows for discussion on selecting customer segments and customers, relationship management strategies, and measuring performance. Quantitative details on cost-to-serve are included. Emphasizes that marketing strategies are only as effective as front-line implementation.
Simulation Game for Chs. 8-10			
Managing Customers for Profits, Interactive Simulation (Student	8249 "Checklist for users": 598137	N/A	A CD-ROM-based interactive simulation (for Windows or Macintosh) that allows users to run TubePack, a supplier of industrial packaging products. Individual users decide how much the company should spend on sales force support,



Harvard Business School Publishing

Case Map for
Anderson/Narus: Business Market Management
(Prentice Hall, 2004)

Version)			delivery service, customization, and other budget items. In addition, they determine pricing policy. Through five different market scenarios, users contend with fluctuating demand and increasing competition. In the process, they learn how to orchestrate the strategic levers that are key to increasing both profits and market share. Coaching segments, triggered by the individual user's decision-making, enrich and facilitate the learning experience.
--------------------------	--	--	--