



Case Title	Source, Number, Length, Teaching Note	Geographical and Industry Setting, Company Size, Timeframe	Case Decision Issue
PART I: THE LOGIC OF STRATEGIC ANALYSIS			
Chapter 1: What Is Strategy?			
Microsoft's Vega Project: Developing People and Products	HBSP #300-004 19p	Redmond, WA, computer software, 31,000 employees, 1975-1998	Describes Microsoft's human resource philosophies and policies and illustrates how they work in practice to provide the company with a major source of competitive advantage. Focuses on Matt MacLellan, a 26-year-old, 5-year Microsoft veteran, particularly on his careful development as a project manager under Jim Kaplan, his boss and mentor. Dissatisfied with his project management role, MacLellan decides to become a developer despite the fact that he had never written code professionally. Kaplan is faced with a difficult decision of whether to support his protege's radical career shift, and how to do it not only to MacLellan's satisfaction but also in the organization's best interest. Illustrates the role of senior management as developer and coach of scarce human assets and the role of human resource policy in supporting an organization's development of competitive advantage.
Ben & Jerry's Homemade Ice Cream, Inc.: Keeping the Mission(s) Alive	HBSP #392-025 22p TN #395-238	Burlington, VT, ice cream, 330 employees, 1991	Ben & Jerry's is an anti-establishment, values-driven company that has become a successful venture. The dominant founder, Ben Cohen, is controlling shareholder and the force behind the company's socially-minded culture. One of the many policies that have reflected Ben's values but which has created difficulty in managing the organization is the 5 to 1 compensation differential between the top and the bottom of the organization. Up to mid-1990, the company was operating in an explosive growth business with relatively weak competitors; this has changed by the time of the case in September 1990. The case opens as Chuck Lacy is taking over as president. He needs to decide what to do about the 5 to 1 rule and the related issues of Ben's role, and the value of the company's counterculture style.
Wal-Mart Stores' Discount Operations	HBSP #387-018 12p	United States, discount retailing, 1976-1985	Facilitates a discussion of the sources of Wal-Mart Stores' competitive advantage in discount retailing, and the future sustainability of that



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	TN #387-127		advantage. Also profiles the company's major diversification move in the early 1980s.
Johnson & Johnson (A)	HBSP #384-053 17p TN #387-006	New Jersey, health care, 1983	Describes the Johnson & Johnson culture and the corporate systems, structures, and procedures which reflect and promote it. Helps students to gain an understanding of the impact a strong culture can have on strategic decisions and to consider how such cultures might be managed.
Chapter 2: What Is Performance?			
Jumpstart	HBSP #301-037 26p TN #301-134	United States, pre-school education, 25 employees, 1993-2001	Many in the nonprofit sector doubt whether organizational performance can be measured. Jumpstart, a 10-year-old nonprofit, developed performance measurement and management systems from its inception. The organization has experienced explosive growth and attributes a great deal of its success to creating a performance culture.
Al Dunlap at Sunbeam	HBSP #899-218 21p	United States, household appliances, 7,500 employees, 1996-1998	Al Dunlap was one of the best-known corporate turnaround artists of the 1990s. In 1996, he was hired at Sunbeam to effect a restructuring, but was fired almost two years later when the company's financial performance and stock price began to decline. Many of the controversies that had surrounded him at his previous job, Scott Paper, also followed him to Sunbeam: his rejection of the multiple stakeholder view of corporate governance, his aggressive managerial style, his shaky relations with the media, and his high level of pay. The case sparks discussion about multiple stakeholders versus shareholder primacy. Students also analyze the incentives and compensation packages of highly sought-after CEOs, the amount and form of their pay packages, and stock price as a measure of performance.
Sears, Roebuck and Co. vs. Wal-Mart Stores, Inc.	HBSP #101-011 18p	United States, retail, 200,000 employees, 1997	This case is designed to familiarize students with the use of financial ratios. Two retailers, Sears, Roebuck and Co. and Wal-Mart Stores, Inc., have a very similar value for return on equity (ROE) in the 1997 fiscal year. Students use the information in the case and the accompanying exhibits, which include financial statements as well as disclosures regarding corporate strategies and accounting policies for each company, to analyze the value creation process for each firm. This case provides a good introduction regarding the combination of such information to create a powerful tool for financial statement analysis.
Compagnie du	HBSP	France, ice cream,	The owner of an ice cream company must



Froid, S.A.	#197-085 11p TN #198-035	1996	evaluate the performance of three regional businesses. To do the analysis, students must flex the budget by seasonal temperature; calculate revenue, volume, price, and efficiency variances; analyze the effects of transfer prices; and calculate return-on-investment. In addition, the owner considers how to set strategic boundaries and how to compensate his managers.
Cooper Industries' Corporate Strategy (A)	HBSP #391-095 26p TN #391-281	Houston, TX, manufacturing, 1989	Describes the development of a successful corporate strategy based on the acquisition and subsequent consolidation of low-technology manufacturing companies. Starting with a company history and discussion of current business segments, the case goes on to detail the innovation of corporate headquarters in strategy formulation and operations. Highlights the synergistic possibilities in alike acquisitions and addresses the issue of long-term value creation in acquisition-oriented firms. Emphasis is placed on the systems and procedures installed to implement the corporate strategy.
Marriott Corp.: The Cost of Capital (Abridged)	HBSP #289-047 10p TN #298-081	Hotels and restaurants, 1988	Gives students the opportunity to explore how a company uses the Capital Asset Pricing Model (CAPM) to compute the cost of capital for each of its divisions. The use of the Weighted Average Cost of Capital (WACC) formula and the mechanics of applying it are stressed.
Chapter 3: Evaluating Environmental Threats			
Yahoo! Business on Internet Time	HBSP #700-013 27p TN #700-086	United States, Internet portals, 900 employees, 1999	In the wake of major competitive moves, CEO Tim Koogle and his senior team at Yahoo!, an Internet portal, must decide whether and how to adjust their strategy. Following deals between AOL and Netscape, Excite and @Home, Infoseek and Disney, and Snap and NBS, Yahoo! faces the prospect of being the last portal without a significant partner. Students must grapple with the benefits and costs of integration in the rapidly changing world of the Internet. Examines how a company organizes itself to formulate strategy in the midst of rapid environmental change. Reveals how external turbulence puts new pressures on a firm's strategy, its organizational structure, and its managers. Considers how one successful company has structured itself to cope with severe environmental uncertainty. Also permits students to examine the structural attractiveness of the portal industry and the strength of Yahoo!'s position in the industry.
Computer	HBSP	Global, airline	Computer Reservation Systems (CRS) vendors



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Reservation Systems: An Industry of Its Own	(University of Hong Kong) #HKU055 17p TN #HKU056	industry, 1998	have enjoyed an indispensable role in the travel industry – 75 to 80% of all airline bookings are made by travel agents using CRSs. But by mid-1998, their solid position in the industry is being threatened by two forces: the Web sites run by airlines that are capable of accepting bookings directly from customers, and a new CRS, supported by travel agencies around the world, called Genesis. It is scheduled to go on trial in 4th quarter of 1998 and for launch in 1999. Students must analyze these threats and devise strategies to counter them.
The U.S. Airline Industry in 1995	HBSP #795-113 22p TN #799-023	United States, airline, 1995	Describes the economic logic leading to the deregulation of the American airline industry in 1978, and subsequent competitive developments. The roles of computerized reservation systems, airport hubs, route strategies, and fleet management are raised as unanticipated tactical responses. The decision focus of the case emphasizes the prospect of regulation. This case is designed to illustrate the connections between industry evolution and the opportunities available to firms as they seek to develop competitive advantage.
Crown Cork & Seal in 1989	HBSP #793-035 21p TN #395-224	United States, metal containers, 1989	Describes the structure and recent trends of the metal container industry, Crown's successful strategy for competing in the industry, and John Connelly's leadership over more than 20 years. In 1989, William Avery succeeded Connelly as CEO and is forced to consider new strategic options in the face of industry change. Allows for a structural analysis (five forces) of the industry, identification and evaluation of a classic focused strategy, and a critique of proposed new strategic directions.
Nucor at a Crossroads	HBSP #793-039 22p TN #795-021	Charlotte, NC, steel, 1987	Nucor is a minimill deciding whether to spend a significant fraction of its net worth on a commercially unproven technology in order to penetrate a large but hitherto inaccessible segment of the steel market. This case is an integrative one designed to facilitate full-blown analysis of a strategic investment decision.
Swiss Watch Industry	HBSP #792-046 28p		Describes the development of the Swiss watch industry and its position in international competition as of 1987. Uses the framework of Michael Porter's <i>Competitive Advantage of Nations</i> to explore the international success of Swiss watch firms.
Wal-Mart Stores' Discount	HBSP #387-018	United States, discount retailing,	Facilitates a discussion of the sources of Wal-Mart Stores' competitive advantage in discount



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Operations	12p TN #387-127	1976-1985	retailing, and the future sustainability of that advantage. Also profiles the company's major diversification move in the early 1980s.
Chapter 4: Evaluating Environmental Opportunities			
XcelleNet, Inc. (A)	HBSP #796-189 17p	North America, system software, 250 employees, 1995- 1996	XcelleNet, a \$35 million system software company based in Atlanta, was founded in 1986 to address the computing needs of a class of remote and mobile users and data that were rarely connected to a network. Though the clear first mover and leader in the remote enterprise computing segment in 1996, XcelleNet and its market had been stalled by successive waves of networking technology – remote LAN Access, Groupware, and the Internet/Intranet. The company's founder and CEO, Dennis Crumpler, must formulate a strategy for capitalizing on XcelleNet's first-mover advantage and responding to the opportunities created by these emerging technologies.
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Wal-Mart Stores' Discount Operations	HBSP #387-018 12p TN #387-127	United States, discount retailing, 1976-1985	Facilitates a discussion of the sources of Wal-Mart Stores' competitive advantage in discount retailing, and the future sustainability of that advantage. Also profiles the company's major diversification move in the early 1980s.
Du Pont's Titanium Dioxide Business (A)	HBSP #390-112 12p	United States, chemicals, 1972- 1978	This case series is a vehicle for examining the strategic logic and risks of preemption.
The Disposable Diaper Industry in 1974	HBSP #380-175 25p		Describes the rapidly growing disposable diaper industry in 1974, a period in which Procter and Gamble's industry leadership faced strong challenges from Kimberly Clark, Johnson & Johnson, and Union Carbide. The latter two firms were in the process of entry into the industry. Focuses on the decision to enter the business, the barriers to entry, and the optimal reaction of going firms, in this case Procter and Gamble, to



			deter or impede entry.
Chapter 5: Evaluating Firm Strengths and Weaknesses: The Resource-based View			
Matching Dell	HBSP #799-158 31p TN #700-084	Global, personal computers, 1998	After years of success with its vaunted "Direct Model" for computer manufacturing, marketing, and distribution, Dell Computer Corp. faces efforts by competitors to match its strategy. This case describes the evolution of the personal computer industry, Dell's strategy, and efforts by Compaq, IBM, Hewlett-Packard, and Gateway 2000 to capture the benefits of Dell's approach. Students are called on to formulate strategic plans of action for Dell and its various rivals. Permits a detailed examination of imitation; illustrates how fit among activities and incompatibilities between competitive positions can pose particularly high barriers to imitation. Can also be employed to illustrate competitor analysis, the evolution of industry structure, and relative cost analysis.
Southwest Airlines – 1993 (A)	HBSP #694-023 29p	Dallas, TX, airlines, 1993	Southwest Airlines, the only major U.S. airline to be profitable in 1992, makes a decision as to which of two new cities to open, or to add a new long-haul route. Provides windows into Southwest's strategy, operations, marketing, and culture. Illustrates how an airline can simultaneously be a low-cost leader, service leader, and profit leader.
Continuous Casting Investments at USX Corp.	HBSP #697-020 18p TN #697-066	United States, steel, 1987-1989	Focuses on the difficulty established companies face when confronted with disruptive technological innovations. The power that their prior asset investments, their cost structures, and their customers have in constraining their investment and innovation decisions are clearly illustrated.
Komatsu Ltd.	HBSP #385-277 17p TN #388-130	Japan, earth-moving equipment, 1985	Reviews and updates the structure and characteristics of the earth-moving equipment industry presented in the companion case, Caterpillar Tractor Co. (HBSP #385-276). After revealing that CAT has suffered major financial losses during the period from 1981 through 1984, the case describes how Komatsu grew from a \$170 million local manufacturer in 1963 to become CAT's major challenger in the emerging global competitive battle. The case traces the strategy followed by Komatsu in developing its product technology, manufacturing capability, and marketing skills worldwide.
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Caterpillar Tractor Co.	HBSP #385-276 21p TN #388-129	United States, earth-moving equipment, 1981	Describes the structure and evolution of the earth moving equipment industry worldwide in the post-war era, particularly focusing on developments in the 1960s and 1970s. Describes Caterpillar's strategy in becoming the dominant worldwide competitor (industry market share exceeding 50%). Includes details on CAT's manufacturing, marketing research and development, and organizational policies. Concludes with a description of some environmental changes occurring in the early 1980s, and raises the question of how these might affect Caterpillar Tractor Co.'s record 1981 performance and require changes in its highly successful strategy. Can be followed by Komatsu Ltd., a companion case (HBSP #385-277).
PART II: BUSINESS STRATEGIES			
Chapter 6: Vertical Integration			
The Debate Over Unbundling General Motors: The Delphi Divestiture and Other Possible Transactions	HBSP #800-196 18p	United States, automotive, 350,000 employees, 1999	Ever since General Motors (GM) announced in February 1997 its intention to divest Delphi Automotive Systems – its upstream parts manufacturing operations – Wall Street had called for further unbundling, and various stakeholders competed for their claim of value represented by GM. The case presents GM's four options for the Delphi unit and raises valuation and governance issues regarding the remaining corporate assets.
Merck-Medco: Vertical Integration in the Pharmaceutical Industry	HBSP #598-091 31p TN #598-147	United States, pharmaceuticals, 1997	Records the analyses and actions taken by Merck Pharmaceuticals in its acquisition of Medco, a channel intermediary (called a "pharmacy benefit manager"). While many of its competitors seem to be faring poorly, Merck seems to have managed the Medco integration superbly. Helps students understand how channel strategies evolve with changes in industry environment.
Vallourec's Venture into Metal Injection Molding	HBSP #697-001 18p TN #698-002	France, metal injection molding, 150 employees, 1991-1995	Vallourec, a leading maker of seamless tubing, developed a radically new technology that used steel powders to create the tubes. To ensure a supply source, Vallourec ultimately had to acquire its supplier of metal powder, and then, to build the volume required to reduce its cost, Vallourec had to create other markets for its powders. One of these was the injection molding of powdered metal parts. Vallourec first sought licensees for its process, and finding none, had to



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			integrate into making molded parts themselves. The case describes how Vallourec developed its technology and then built a business to explain it.
Coca-Cola vs. Pepsi-Cola and the Soft Drink Industry	HBSP #391-179 26p #392-053	Beverages	Describes the competition between Coca-Cola and Pepsi-Cola. Provides a summary of the history of the soft drink industry prior to World War II, and over the period 1950-1990 in greater detail. Major strategic competitive moves and countermoves are described. Also profiles industry developments, including the Pepsi Challenge, the reformulation of Coca-Cola, and the consolidation of the bottler network. Provides a teaching vehicle for analysis of competitors and strategic rivalry.
Birds Eye and the U.K. Frozen Food Industry (A)	HBSP #792-074 19p TN #795-109	United Kingdom, frozen food, 1946-1984	Describes the forty-year evolution of the U.K. frozen food industry, and traces the emergence, dominance, and decline of Birds Eye. It was successful as a vertically integrated producer, distributor, and marketer of frozen foods. Its decline as other firms enter all stages of the value chain is seen as a result of its earlier success that yields it an unsustainable strategic position. Examines vertical integration as a strategy, the analytic rationale to be vertically integrated, and the disadvantages of vertical integration.
Chapter 7: Cost Leadership			
Southwest Airlines – 1993 (A)	HBSP #694-023 29p	Dallas, TX, airlines, 1993	Southwest Airlines, the only major U.S. airline to be profitable in 1992, makes a decision as to which of two new cities to open, or to add a new long-haul route. Provides windows into Southwest's strategy, operations, marketing, and culture. Illustrates how an airline can simultaneously be a low-cost leader, service leader, and profit leader.
Nissan Motor Co. Ltd.: Target Costing System	HBSP #194-040 20p TN #195-063	Japan, automotive, 1990-1993	Describes Nissan's sophisticated target costing system in the context of new product introduction. On the basis of consumer analysis and a life cycle contribution study, Nissan conducts an exhaustive analysis of component costs to determine whether a new model can be profitably manufactured. Cost reduction measures are then pursued both internally and with suppliers to ensure that the model can be produced to the target cost. The target costing system is central to Nissan's continued competitiveness in the fiercely contested Japanese automobile market.
Eli Lilly and Co.: Manufacturing	HBSP #692-056	Indianapolis, IN, pharmaceuticals, 1991	Outlines the evolution of Lilly's corporate manufacturing strategy over the past decade. The



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Process Technology Strategy – 1991	18p TN #692-109		corporate vice president of manufacturing must decide on the next phase of Lilly's strategy for the early 1990s, as well as to what extent and what role process development will play. Provides data outlining three different points in the product development process at which manufacturing process development might be initiated. Using learning curve concepts and data, students can estimate the economic costs and benefits (as well as organizational issues and challenges) associated with each. Illustrates process improvement's substantial impact in a capital-intensive industry, describes possible roles of manufacturing process technology in an industry that has viewed product R&D as its primary competitive advantage, and illustrates phases through which manufacturing can evolve in pursuit of comparative advantage.
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Chapter 8: Product Differentiation			
Charles Schwab: A Category of One	HBSP #700-043 21p	United States, financial services, 1999	Examines Charles Schwab's online discount brokerage firm and questions whether or not Schwab has effectively balanced the old and new world of stock trading, and has remained a leader between giants like Merrill Lynch and Internet pure plays like E-Trade. Also looks at how Schwab has remained a competitive player with 363 brick and mortar branches while continuing to boost 81% of its trades over the Internet. While major bank mergers began to emerge as dominant online players, Schwab's unique status as a discount brokerage began to wane. In the wake of powerful full-service firms gaining online presence and discount brokerages offering \$4.95 trades, how could Schwab sustain its competitive advantage?
Wells Fargo Online Financial Services (A)	HBSP #198-146 18p TN #199-058	California, banking, 1997	Describes how Wells Fargo, the industry leader in electronic banking, implemented a Balanced Scorecard in its online financial services group (OFS) to track and measure performance. This new division faces rapid change and must invest heavily in new technology and in the development of innovative products and services. OFS was finding it difficult to balance the need for a clearly articulated strategy and measurable objectives with the flexibility required in its dynamic environment. Wells Fargo had a culture that embraced financial metrics. Yet OFS management believed that its business could not be measured and evaluated on the basis of financial metrics alone. With an extensive description of the operations and economic drivers of the online financial services business, the case asks students to use this information to develop a Balanced Scorecard for OFS.
3M: Profile of an Innovating Company	HBSP #395-016 20p	United States, high-technology products	Traces the birth and development of 3M Corp., focusing in particular on the origins of its entrepreneurially-based ability to innovate. In particular, it highlights the role of CEO William L. McKnight in creating a unique set of values, policies, and structures to nurture continuous renewal. With the changing environment of the 1980s, however, a new generation of CEOs begins to adopt the policies and change the



			cultural norms that helped 3M grow. The trigger issue focuses on what other changes are required. The case shows how culturally embedded organizational behavior can become a sustainable source of competitive advantage and how such strong cultures can and should be adjusted to new internal and external realities.
Time Life, Inc. (A)	HBSP #395-012 21p TN #395-248	Alexandria, VA, entertainment, 1993	Time Life has historically been a continuity book publisher, selling 20-volume book series via direct mail. Now, however, music and video/TV divisions have been added, and the CEO is trying to craft a strategy that will align the divisions so they can produce multimedia products. There is also an immediate decision facing the CEO about the advertising for a new book and TV series, and questions for the division managers about how to shape and improve their businesses' creative processes. Designed to show the strategic process of a general manager struggling to develop a corporate strategy. Also raises issues of how division managers can direct such work processes as creation and cross-divisional integration.
Head Ski Co., Inc.	HBSP #313-120 26p TN #395-222	Baltimore, MD, skis and recreational equipment, 1967	Describes the development of the company to its preeminence in high-priced skis and the avenues that it can follow to obtain new growth.
Chapter 9: Flexibility			
Real Options Valuation when Multiple Sources of Uncertainty Exist	HBSP #201-106 5p		Describes how multiple sources of uncertainty can be incorporated into a real-options-based analysis. Works through an example of a two-stage problem where a company has both an option to explore and an option to develop oil reserves.
Bidding for Antamina	HBSP #297-054 11p TN #298-102	Peru, mining, 51,000 employees, 1996	In June 1996, executives of the multinational mining company RTZ-CRA are contemplating bidding to acquire the Antamina copper and zinc mine in Peru. RTZ-CRA has to determine what the mine is worth and to recommend whether and how RTZ-CRA should bid in the upcoming auction. The bidding rules put in place by the Peruvian government dictate that each company's bid contain two components: an up-front cash amount and the amount the bidder will invest to develop the property, if development is warranted after further exploration is completed. Introduces students to real option valuation of a natural resource project. This is underscored by the auction rules in place, which force firms to



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			approach the problem as a real option. Designed to be used as an introduction to real option valuation.
Arundel Partners: The Sequel Project	HBSP #292-140 19p TN #295-118	California, movies, 1992	A group of investors is considering buying the sequel rights for a portfolio of feature films. They need to determine how much to offer to pay and how to structure a contract with one or more major U.S. film studios. The case contains cash flow estimates for all major films released in the United States during 1989. These data are used to generate estimates of the value of sequel rights prior to the first film's release. Designed to introduce students to real options and techniques for valuing them.
Nucleon, Inc.	HBSP #692-041 16p TN #692-095	Biotechnology, 27 employees, 1990	Nucleon is a small biotechnology company whose first potential product is about to enter clinical testing. Before Nucleon can begin clinical trials, however, its management must decide how and where to manufacture the product. Three options are being contemplated: 1) build an in-house pilot plant, 2) contract production to a third-party, 3) license the development, manufacturing, and marketing rights to a corporate partner. Allows discussion of a number of manufacturing strategy issues relevant to R&D-intensive entrepreneurial firms. A key issue is the strategic value of in-house manufacturing to a company that competes largely on very distinctive and specialized R&D capabilities.
Genset – 1989	HBSP #298-070 22p TN #299-063	France, biotechnology, 2 employees, 1989	Discusses the start-up strategy at Genset, a French biotech firm. Pascal Brandys, a venture capitalist, and Marc Vasseur, a leading French scientist, must decide how to proceed. Future real options are central to the strategy.
Chapter 10: Tacit Collusion			
Forever: De Beers and U.S. Antitrust Law	HBSP #700-082 25p TN #701-019	South Africa/U.S., diamonds/mining, 1999-2000	For over a century, the international diamond market has been dominated by one of the most successful cartels on earth. Run by the legendary De Beers Corp., the cartel has managed to keep diamond prices steady and increasing, and to prevent the defection that dooms most other "orderly marketing arrangements." It has also managed to uphold one of the greatest marketing coups of history: convincing millions of customers that diamonds are actually rare, and therefore highly prized. There is only one problem that the cartel faces. It is actually illegal in the United States (the world's largest market for gem diamonds) and has been under constant attack by the U.S. Justice Department. The case



			describes how De Beers has dealt with this problem in the past and how, in the late 1990s, changes in the African political situation and the world diamond market may suggest a new relationship with the U.S. government.
General Electric vs. Westinghouse in Large Turbine Generators (A)	HBSP #380-128 15p TN #387-157	United States, large turbine generators, 1963	Describes the U.S. large turbine generator industry in early 1963, a period of severe price cutting and depressed industry conditions. Presents data to allow a structural analysis of the industry and an analysis of the strategies of the major players since 1946. The major teaching issue is the process of competitive rivalry in an oligopoly market, particularly the problems of deescalating in a situation of market warfare. This industry is one where the conditions for avoiding warfare are difficult. Subsidiary teaching issues include the structural analysis of capital goods markets and strategy for the market leader in areas like pricing, rate of technological change, and customer focus. After understanding the industry structure, the discussion should turn to what GE can do to extricate itself from the disastrous price cutting afflicting the industry.
PART III: CORPORATE STRATEGIES			
Chapter 11: Strategic Alliances			
Daewoo's Globalization: Uz-Daewoo Auto Project	HBSP #598-065 35p TN #598-108	Uzbekistan, automobiles, 300,000 employees, 1997	The top management at Daewoo is reviewing its close relationship with the Uzbekistan government, focusing especially on the performance of Uz-Daewoo Auto, a strategic alliance to manufacture and market passenger cars. Shows the challenges of organizing strategic alliances in transitional economies.
Pandestic: The Challenges of a New Business Venture (A)	HBSP #399-129 18p TN #399-131	Silicon Valley, CA, 100 employees, 1996	Pandestic is a joint venture of SAP and Intel designed to develop turnkey information architectures for marketplace companies. The case explores the problems of developing the joint venture from the perspective of its general management. Describes the development of its strategy and organization. At the end of the case, performance is poor and Harold Hughes (Intel) steps in from his position as part-time chairman to run Pandestic. The case helps students understand how the strategic and structural context of a joint venture led to an inadequate strategy and poor pattern of resource commitments.
Swissair's Alliances (A)	HBSP #794-152 20p TN #794-012	Global, airline, 1992	Swissair established two alliance networks in 1989 in order to improve its competitiveness. In order to evaluate the benefits of the alliances, Swissair's history, products, and cost structure are



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			described, as is the international airline industry and the major players. The challenge for Swissair is how to gain further economies of scale in an increasingly competitive global marketplace.
Corning, Inc.: A Network of Alliances	HBSP #391-102 26p TN #394-018	United States, glass, 1988	Describes James Houghton's actions in assuming the role of CEO at Corning in the midst of a recession. Not only must he turn around operating performance, he must also revitalize a demoralized organization and set a clear strategic direction. In doing so, the case focuses on the changing role of alliances and partnerships in Corning's operations. Increasingly, they are moving from a peripheral role in providing market access interchange for technology to a more central role at the core of Corning's business. The strategic and organizational challenges this presents are highlighted through some specific decision issues facing Houghton.
General Motors' Asian Alliances	HBSP #388-094 22p TN #390-062	Asia, automobiles, 1972-1987	Describes all of General Motors' major alliances with Asian firms. These include Toyota, Fanuc, Isuzu, Daewoo, Suzuki, Nissan, and Hitachi. Students can discuss the rationale of each alliance, their risks, their management problems, and their likely evolution. Also shows the differences between alliances based primarily on cost considerations and those aimed at learning from other organizations.
Chapter 12: Corporate Diversification			
Grupo Garantia (A): A Case of Diversification	HBSP (Babson College) #BAB006 36p TN #BAB506	Brazil, banking/beer/food retail	Addresses the growth of this Brazilian "Grupo" from investment bank to a diversified group so common in emerging economies. Tackles interesting issues of strategic analysis, diversification, macroeconomics of emerging nations, and financial analysis.
Tyco International (A)	HBSP #798-061 25p TN #701-134	United States, diversified manufacturing, 1985-1996	Tyco, a diversified U.S. conglomerate, has grown rapidly for more than 20 years. This case examines Tyco's acquisition strategy as well as its internal control systems.
Empresas CAP – 1994	HBSP #798-053 20p TN #701-038	Chile, diversified, 1987-1994	Empresas CAP began as a private-sector steel company in 1946. Over the next 40 years, CAP's ownership structure moved from nationalization to re-privatization. Unrestricted by state ownership, CAP began to diversify its holdings. The case considers the viability of CAP's diversification into forestry, and the course of action that CEO Roberto de Andraca should take. Provides an opportunity to explore the effect of changing ownership patterns on group strategy, and the costs and benefits of diversification and de-diversification in a rapidly emerging market.



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Asahi Glass Co.: Diversification Strategy	HBSP #794-113 22p TN #795-150	Japan, glass manufacturing, 9,924 employees, 1993	Describes the history and diversification strategy of the Japanese manufacturer Asahi Glass Co. The company has diversified through internal growth, acquisition, and joint ventures from its origin in flat glass to a broad glass-materials, chemical, and electronics manufacturer. It has also vertically integrated and expanded internally to become the leading global glass manufacturer. In 1993, Asahi Glass is reviewing its future direction, particularly whether it should divest its electronics business. An ideal first treatment of all the issues involved in diversification. Specifically, enables students to investigate the logic, the appropriate direction, and the desirable mode of diversification.
Komatsu Ltd. and Project G (C)	HBSP #395-003 13p TN 398-106	Japan/Global, construction equipment, 1992	Describes Komatsu's attempt to diversify away from its overdependence on construction equipment by building on existing group-wide knowledge and expertise acquired in building its core business. Focuses on the development of an electronics business, tracing the way in which Komatsu identified and assembled the assets, marshalled the dispersed resources, and integrated operations to create the new business. Illustrates the concept of core competencies and the way in which they are identified, linked, and leveraged. Highlights the operational challenge of creating horizontal processes to connect insulated pockets of knowledge and expertise.
Chapter 13: Organizing to Implement Corporate Diversification			
The Goldman Sachs IPO (A)	HBSP #800-016 21p	New York, NY, investment banking, 1998	Addresses the proposed IPO and raises questions regarding how agency costs may rise or fall as Goldman converts from a private partnership to a public limited corporation. Explores agency theory and corporate governance in a professional service organization.
American Express (A)	HBSP #494-093 30p		In January 1993, the American Express board met to decide who would succeed James D. Robinson, III as chairman and CEO. The board needed to act in the spotlight of intense media and investor scrutiny, and after leaks had revealed that there was a conflict among the board members about whether Robinson should have been asked to leave. The board needed to find a way of calming the public's concern over the future of American Express, at the same time choosing a leadership structure that would lead American Express for the foreseeable future. The case brings up several critical issues around CEO succession and



			performance evaluation: What should the board take into account when deciding when to ask a CEO to step down? What kinds of processes can boards institute so that such battles over CEO succession will not ensue?
General Dynamics: Compensation and Strategy (A)	HBSP #494-048 19p	United States, defense, 90,000 employees, 1991-1993	William Anders became CEO of defense giant General Dynamics in 1991 as the Cold War was ending and as the industry became saddled with excess capacity. Observing that the company was underserving shareholders and required a massive change in its culture, Anders brought in a new management team and introduced a new compensation system that better aligned the interests of managers and shareholders. Particularly controversial was the Gain/Sharing system, which paid large cash bonuses for each \$10 increase in the stock price. The plan was widely criticized for rewarding top executives for manipulating stock prices through public announcements of layoffs and divestitures. Still, by the end of 1991, the stock price had climbed 113%, representing a \$1.2 billion increase in shareholder wealth during the year. This case provides an introduction to executive compensation. It also highlights the importance of linking incentives and corporate strategy in the context of a declining industry. Finally, the case can motivate discussions of downsizing and unemployment and the merits of rewarding top executives for cutting excess capacity.
Johnson & Johnson (A)	HBSP #384-053 17p TN #387-006	New Jersey, health care, 1983	Describes the Johnson & Johnson culture and the corporate systems, structures, and procedures which reflect and promote it. Helps students to gain an understanding of the impact a strong culture can have on strategic decisions and to consider how such cultures might be managed.
Chapter 14: Mergers and Acquisitions			
AOL Time Warner, Inc.	HBSP #702-421 29p	United States; Internet and media; 88,500 employees; 2000-2001	AOL Time Warner, which has been billed as the "first fully integrated media and communications company of the Internet Century," raises the fundamental question of how value will be created and captured by the merger of AOL and Time Warner. This case describes just how different AOL was from Time Warner in strategy, culture, and execution, and permits a thorough analysis of how value is proposed to be created through capturing synergies within the new company.



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Excite@Home: Betting on a Broadband Revolution	HBSP #700-069 22p	Silicon Valley, CA, Internet access, 1999	<p>In January 1999, @Home, a high-speed Internet access provider, announced the \$6.7 billion purchase of Excite, the second-largest of the major Internet "portals." With the merger, @Home's largest minority shareholder, AT&T, inherited a contract with Excite that guaranteed the content provider exclusive access to its cable pipelines until 2002. In the months that followed, many analysts asked whether this contract would hurt AT&T in the long run and rumors of an Excite@Home breakup pounded the stock. Excite@Home denied these reports, but many analysts suggested such a deal would be a positive move for both @Home and AT&T, which would no longer be bound to offer the content of a single provider over their high-speed connections. This is an ideal case for a business strategy course asking students to analyze the motives behind the Excite@Home merger and to formulate possible scenarios for the internet access industry.</p>
WPP – Integrating Icons	HBSP #396-249 26p TN #398-169		<p>Martin Sorrell has used WPP to acquire a large portfolio of marketing service firms including J. Walter Thompson and Ogilvy & Mather. How did he make this minnow-swallows-many-whales trick work, and can he make the whole into something bigger than the parts?</p>
Crown Cork & Seal/ CarnaudMetalbox	HBSP #296-019 21p TN #298-106	U.S./France, packaging, 22,000 employees, 1995	<p>A U.S. packaging firm acquires a French packaging firm with the objective of creating the largest global packaging firm in the world.</p>
Kraft General Foods: The Merger (A)	HBSP #391-139 22p TN #391-279	United States, food processing, 1989-1991	<p>Describes Philip Morris' acquisitions of General Foods in 1985 and Kraft, Inc. in 1989, focusing on the integration of Kraft and General Foods that forms a \$30 billion food subsidiary. Details the steps required to merge these two large companies, emphasizing the managerial, organizational, administrative, and strategic issues engendered by the integration of Kraft and General Foods.</p>
Chapter 15: International Strategies			
Philips vs. Matsushita: A New Century, a New Round	HBSP #302-049 20p TN #302-063	Global/Europe/Japan, consumer electronics, 270,000 employees, 1970-2001	<p>Describes the development of the international strategies and organizations of two major competitors in the global consumer electronics industry. The history of both companies is traced and their changing strategic postures and organizational capabilities are documented. Particular attention is given to the major restructuring each company is forced to undertake as its competitive position is eroded. Illustrates</p>



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			how global competitiveness depends on organizational capability, the difficulty of overcoming deeply embedded administrative heritage, and the limitations of both classic "multinational" and "global" models.
Japan's Automakers Face Endaka	HBSP #796-030 18p TN #798-050	Japan, U.S., automotive, 1985-1995	In April 1995, the Japanese yen hit a post-World War II high against the U.S. dollar. The yen's relentless ascent affected firms on both sides of the Pacific, but fell particularly hard on Japan's big four automakers. This case explores how endaka changes the competitive environment for the automakers and how they respond to the change. Examines how macroeconomic and political shifts can dramatically affect the competitive position of firms operating in a global economy. Also describes how firms can reshape their strategies to compete even in starkly different domestic environments.
Euro Disney: The First 100 Days	HBSP #693-013 23p TN #693-082	France, entertainment, 16,000 employees, 1992	The Walt Disney Co. theme parks historically have thrived on the basis of a formula stressing excellent customer service and a magnificent physical environment. The formula has proven successful in Japan, as well as the United States. With the controversial opening of Euro Disney in France, however, there has become reason to doubt the international appeal of the formula. The case documents issues involved with Euro Disney. Examines the transferability of a successful service concept across international boundaries.
Marks and Spencer Ltd. (A)	HBSP #391-089 24p TN #391-271	London, retail clothing and food, 1988	Marks and Spencer is a highly regarded retailer in the United Kingdom. This case examines the history of the firm, its organizational capabilities, and its long-standing relationships with employees, customers, and suppliers. Also discusses the firm's expansion into Europe and Canada.
Procter and Gamble Japan (A)	HBSP #391-003 21p	Japan, consumer goods, 1972-1983	Ten years after entering Japan, P&G had accumulated over \$250 million in operating losses on declining annual sales of \$120 million by 1983. The decision facing the president of P&G International: exit, retrench or rebuild the operation? Ironically, the initial entry was a success story, with P&G Japan achieving an operating breakeven in its fifth year and market leadership in a number of categories. However, in the late 1970's market share and profit in all categories declined disastrously. Management changes failed to reverse the trends until an objective examination of the entry strategy,



			approach to the Japanese consumer, competition, technology and internal organization were made. By 1983, accelerating losses forced P&G to decide whether to exit or stay.
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