

**Matching list of Harvard Business School Publishing cases for
Kotler, MARKETING MANAGEMENT, 11E
PrenticeHall, 2002**

Note: This matching list provides only a partial list of relevant cases from Harvard Business School Publishing. To explore alternatives, or to obtain more information on the cases listed here, please visit our Web site at www.prenhall.com/custombusiness and use the searching functions.

Case Title	Source, Number, Length, Teaching Note	Geographical and Industry Setting, Company Size, Timeframe	Case Decision Issue
Chapter 1: Defining Marketing for the 21st Century			
Intuit QuickBooks	HBS #501-054 15p \$3.20	California, software, 1999	Intuit QuickBooks, a successful product with a strong brand and an 85% share of retail sales, faces market growth expectations in a mature, slowing market segment. Providing value-added online services to complement the desktop software was an attractive solution, but should the firm build them in-house or acquire them through partnerships? This case explores the issues related to capturing value.
Sendwine.com	HBS #800-211 23p TN #801-198 \$3.84	Massachusetts, internet retailing, 46 employees, 1999	How should Sendwine.com spend the venture capital money it attracted? Should the company consolidate its niche position in wine gift-giving? Or should it aggressively expand into new gift-giving categories under the "Send.com" name?
CBS Evening News	HBS #898-086 32p \$4.56	New York, television, 1,000 employees, 1998	The CBS Evening News looks for options to grow its franchise.
Arrow Electronics	HBS #598-022 21p TN #500-111 \$3.68	North America, electronic parts, 8,000 employees, 1997	Deals with the issue of cross-selling and managing a portfolio of products and services in business markets. Management must decide whether to pursue an opportunity to sell its products through a new e-commerce site, which could threaten the viability of its overall business model.
Chapter 2: Adapting Marketing to the New Economy			
BizRate.com	HBS #501-024 22p TN #501-026 \$3.76	California, Internet, 200 employees, 2000	BizRate is a market research firm that collects point-of-purchase customer feedback data from retailing merchants. It then makes its findings available to consumers in the form of "BizRate star ratings" on its Web site. In 1999, the company also introduced several highly successful e-commerce initiatives. The case allows students to explore concepts of consumer trust and merchant credibility; to examine the roles an information intermediary can play in building customer relationships; and to consider the potential of database marketing in the new economy.

The Peppers and Rogers Group	HBS #500-096 20p \$3.60	United States, consulting, 160 employees, 2000	Can two successful authors build a scalable consulting practice based on their unique view of customer relationship management? The case introduces the concept of customer relationship management and the technologies that enable it.
Alloy.com: Marketing to Generation Y	HBS #500-048 14p TN #501-043 \$3.12	New York, clothing/retailing, 100 employees, 1999	Alloy.com retails clothing to teens by catalog; it uses a Web site to convert prospects and build community. As a result, the firm has the economics of a direct marketer and the market capitalization of an Internet start-up. Top management must decide whether to partner with AOL or continue with the current mix of customer acquisition methods.
Japan Net Bank: Japan's First Internet-Only Bank	U. of Hong Kong #HKU178 TN #HKU179	Japan, banking, 2000-1.	Japan Net Bank (JNB), Japan's first Internet bank without physical branches, opened in October 2000. It attracted mainly young customers looking for round-the-clock bank services with more competitive interest rates and transaction charges than traditional Japanese banks. Its access channels included the mobile Internet service i-mode and fixed-line Internet. JNB relied on flexible, open computer systems and a small, young workforce to minimize operation cost. Its shareholders were all big companies from different industry sectors. By April 2001, JNB had 130,000 customers. But it needed to resolve a number of issues before it could achieve long-term success. One issue was how to deal with wide fluctuations in usage without overinvesting; another was how to cooperate with alliance partners to achieve competitive advantage. Teaching Purpose: To help students assess the competitiveness of an Internet-only model of retail banking in Japan, study the business potential of alliances, and develop strategies for efficient cooperation. Also helps students understand that e-commerce ventures are prone to bursts in demand and need to develop solutions that could balance investment in IT and the scalability of IT systems.
VerticalNet (www.verticalnet.com)	HBS #9-500-041 25p TN #501-060 \$4.00	Philadelphia, PA; Internet B2B; \$25 million revenues; 1999	VerticalNet, a leading creator of targeted business-to-business vertical trade communities on the Internet, is trying to expand its model to facilitate e-commerce as well. Mark Walsh, the CEO of VerticalNet, has to decide how far he can extend the firm's business model without affecting his current franchise negatively. Teaching Purpose: To illustrate the various business-to-business e-commerce models that exist today.
Edmund's – (www.edmunds.com)	HBS #397-016 14p \$3.12	Los Angeles, auto, 30 employees, 1996	Edmund's publishes automobile price guides in books and over the Internet. In the marketplace, it makes money by selling books; in the marketplace, it makes money on referrals. The case shows how a trusted intermediary can reconfigure the demand patterns of individual shoppers, and also examines the potential price and channel pressure this new type of intermediary may have on the auto industry.

Chapter 3: Building Customer Satisfaction, Value, and Retention			
Hilton HHonors Worldwide: Loyalty Wars	HBS #501-010 19p TN #501-059 \$3.52	California, lodging/hotels, 1999	Hilton Hotels regards the frequent guest program as the industry's most important marketing tool, directing marketing efforts at the heavy user. What should Hilton do when a competitor ups the ante? The case illustrates the economics of loyalty marketing.
Alloy.com: Marketing to Generation Y	HBS #500-048 14p TN #501-043 \$3.12	New York, clothing/retailing, 100 employees, 1999	Alloy.com retails clothing to teens by catalog; it uses a Web site to convert prospects and build community. As a result, the firm has the economics of a direct marketer and the market capitalization of an Internet start-up. Top management must decide whether to partner with AOL or continue with the current mix of customer acquisition methods.
Citibank: Launching the Credit Card in Asia Pacific (A)	HBS #595-026 25p TN #595-104 \$4.00	Singapore, banking, 1989	Citibank's Asia Pacific Consumer Bank is considering launching a credit card in the Asia Pacific region. Students must make a decision, and if a "go" decision is made, they must work out a comprehensive launch plan. The case introduces the concepts of acquisition cost and lifetime value of a customer.
A Measure of Delight: The Pursuit of Quality at AT&T Universal Card Services (A)	HBS #694-047 23p TN #696-073 \$3.84	Jacksonville, FL, credit cards, 2,700 employees, 1989	Dedicated to improving service quality and customer satisfaction, Chief Quality Officer Rob Davis and his Quality Team have designed and put into place an unusual measurement and compensation system based on more than 100 performance measures monitored and communicated daily.
Chapter 4: Winning Markets: Market-Oriented Strategic Planning			
ScreamingMedia, Inc.	HBS #801-371 26p \$4.08	New York, NY, computer-related services, 236 employees, 2000	ScreamingMedia, a provider of content syndication and services, must shift its customer base away from Internet start-ups toward more established firms to ensure future profitability. Students must develop a new market strategy and action plan for the firm, outlining steps necessary to achieve strategic goals: sales retraining, development of new products and services, and changing the organizational structure.
Edmunds.com	HBS #701-025 22p \$3.76	Los Angeles, auto, 2000	Edmund's began in 1966 as a publisher of new and used vehicle guides and grew into one of the leading third-party automotive Web sites. This case explores how Edmunds.com gained a competitive edge using strategic partnerships and alliances, as well as careful product positioning and strategy implementation.
Matching Dell	HBS #799-158 31p TN #700-084 \$4.48	Global, personal computers, Fortune 500, 1998	This case describes the evolution of the personal computer industry, Dell's "Direct Model" for computer manufacturing, marketing, and distribution, and efforts by competitors to match its strategy. Students must formulate strategic plans of action for Dell and its various rivals.

Oscar Mayer: Strategic Marketing Planning	HBS #597-051 14p TN #597-052 \$3.12	United States, food, 1995	The marketing director of Oscar Mayer faces a series of strategic marketing options regarding established and new products, including budget and capacity allocation decisions.
Hurricane Island Outward Bound School	HBS #588-019 19p TN #589-049 \$3.52	Maine, education, 1986	Hurricane Island Outward Bound is a small, nonprofit school that helped pioneer experiential education in the United States. Students take the role of the school's new marketing manager, who is preparing his first marketing plan for the organization. Faced with a tight marketing budget, students must choose among several marketing programs by evaluating their past performance and further potential.
Chapter 5: Gathering Information and Measuring Market Demand			
Juice Guys (A)	HBS #800-122 27p \$4.16	United States, food & beverage, 10 employees, 1999	Asks, who are the customers for a new beverage product, what are their desires as customers for this product, and what are their desires when ordering this product from a local specialty store location?
Talbots: A Classic	HBS #500-082 23p \$3.84	Massachusetts, retailing, 1997-1999	Talbots has recently recovered from a disastrous 1997 that saw earnings fall from \$1.91 per share to \$0.18 per share after the company tried to attract a younger customer segment. This case traces why the \$1 billion women's clothing retailer decided to attract younger customers, what went wrong, and the actions taken to recover. By the end of 1999, the company has reestablished itself and faces several growth opportunities and must decide on the best course of action. Illustrates the challenges of repositioning a store concept.
Omnitel Pronto Italia	HBS #501-002 24p \$3.92	Italy, telecommunication, 572 employees, 1996	Describes the situation faced by Omnitel soon after launching its mobile telecommunication services in Italy in December 1995. Omnitel has to decide whether to attack a new segment with a new service plan to improve on past performance.
The Coop: Market Research	HBS #599-113 14p \$3.12	United States, quick service restaurant, 1995	Daryl Buckmeister, CEO of The Chicken Coop, must decide whether to invest in market research, how much money to spend, and which programs to fund.
Optical Distortion, Inc. (A)	HBS #575-072 10p \$2.80 TN #577-161	California -Oregon, 1974	Classic case about a startup offering contact lenses for chickens in the egg production industry. The marketing vice president must make certain decisions to complete his marketing plan.
Chapter 6: Scanning the Marketing Environment			
Global Climate Change and BP Amoco	HBS #700-106 24p \$3.92	Global, energy, 1997-2000	BP Amoco is the world's third-largest oil firm. Its CEO, Sir John Browne, broke with industry colleagues in 1997 when he publicly declared that global climate change was a serious problem and pledged BP to play a significant role in the search for solutions.

Royal Dutch/Shell in Transition (A)	HBS #300-039 31p \$4.48	London England, oil, 100,000 employees, 1997	The company is considering whether, as part of its transformation effort, to begin public reporting on its environmental and social as well as financial performance.
Ciba Consumer Pharmaceuticals' Acutrim: Challenges and Opportunities in Today's Diet Industry	HBS #795-043 20p \$3.60	United States, OTC drugs, 1994	Ciba Geigy has to decide what to do with its Acutrim appetite suppressant in view of the changing market for such products.
AES Global Values	HBS #399-136 21p \$3.68	India, power, 1994	Members of the development team for the AES Corp.'s power plant project in India must decide what plant technology to specify in their application for techno-economic clearance from the government of India's Central Electric Authority.
Chapter 7: Analyzing Consumer Markets and Buyer Behavior			
Clust.com: Dream More and Pay Less	HBS #501-047 16p \$3.28	Paris, France, Internet, 40 employees, 2000	The company had to decide whether to focus on group-buying and good deals vs. consumer creation and exclusives.
TiVo	HBS #501-038 16p \$3.28 TN #501-057	San Jose, CA, TV services, 181 employees, 2000	TiVo is a digital video recorder that allows viewers to watch what they want, when they want to watch it. Fourteen months into the launch, sales are very disappointing. Brodie Keast, VP of marketing and sales, wants to combine a catchy communications campaign, product bundling with satellite television receivers, aggressive pricing, and sales support, in order to boost demand for the new category. One important goal is to position TiVo as a strong brand before the entry of big player Microsoft. TiVo is confronted with the difficulty of selling a new and complex electronics product that is meant to change consumer habits radically. The case can be used to explore issues such as marketing a radically new product; changing consumer habits, privacy, consumer control, and permission-based advertising; relevance of targeting early adopters; creative communications strategy for a small first-mover; integrated marketing plan; and television and the advertising industry.
Microsoft CarPoint	HBS #898-280 31p \$4.48	Seattle, WA, computers, 1998	CarPoint.com was Microsoft's Web-based entry into on-line automobile retailing. While CarPoint could not "sell" or deliver any cars, it could shift much of consumer search, comparison, and decision-making, including pricing, from the physical platform of the traditional car dealer to the virtual world of the Web. This shift in buying behavior from marketplace to marketspace was significant in its implications for consumers and dealers; it gave consumers a wealth of information that they previously did not have, while it challenged dealers to change their approaches to these newly empowered and better informed consumers. CarPoint, however, was a late entrant, and it faced competition from category first-

			movers AutoByTel.com, AutoWeb.com, and AutoVantage.com. As a result, the case deals with larger issues of channel and consumer behavior change as well as tactical issues pertaining to competitive positioning in a competitive market both on-line and off-line.
Heineken N.V.: Global Branding and Advertising	HBS #596-015 13p \$3.04 TN #598-080	Amsterdam/ Netherlands, beer, 1994	Heineken managers are evaluating the results of the research projects designed to identify the values of the Heineken brand and to translate these into effective advertising messages.
Ciba Consumer Pharmaceuticals' Acutrim: Challenges and Opportunities in Today's Diet Industry	HBS #795-043 20p \$3.60	United States, OTC drugs, 1994	Ciba Geigy has to decide what to do with its Acutrim appetite suppressant in view of the changing market for such products.
Chapter 8: Analyzing Business Markets and Business Buying Behavior			
VerticalNet	HBS #500-041 25p \$4.00 TN #501-060	United States, Internet, 7,300 employees, 1999	VerticalNet, a leading creator of targeted business-to-business vertical trade communities on the Internet, is trying to expand its model to facilitate e-commerce as well. CEO Mark Walsh must decide how far he can extend the firm's business model without adversely affecting his current franchise.
Arrow Electronics	HBS #598-022 21p \$3.68 TN #500-111	North America, electronic parts, 8,000 employees, 1997	Deals with the issue of cross-selling and managing a portfolio of products and services in business markets. Management must decide whether to pursue an opportunity to sell its products through a new e-commerce site, which could threaten the viability of its overall business model.
Becton Dickinson & Company: VACUTAINER Systems Division (Condensed)	HBS #592-037 17p \$3.36 TN #595-084	United States, pharmaceuticals, 500 employees, 1985	Becton Dickinson, a phenomenally successful company with an 80% market share in the blood collection needles and syringes market, faces a change in the customer buying environment (cost containment pressures at hospitals).
Optical Distortion, Inc. (A)	HBS #575-072 10p \$2.80 TN #577-161	California-Oregon, 1974	Classic case about a startup offering contact lenses for chickens in the egg production industry. The marketing vice president must make certain decisions to complete his marketing plan.
Chapter 9: Dealing with the Competition			
eBay, Inc.	HBS #700-007 27p \$4.16	San Jose, CA, e-commerce, 300 employees, 1999	eBay was the world's largest and most popular person-to-person trading community on the Internet. However, in early 1999, Amazon.com announced that it was entering the online auction arena. What should eBay do in light of the entry of its most recent and serious competitor to date?

Robert Mondavi: Competitive Strategy	HBS #799-125 23p \$3.84	Global, wine, 1,100 employees, 1999	Describes the competitive situation facing Robert Mondavi, the leading premium California winery. Mondavi has to cope with growing domestic competition as well as market share growth by wineries from Chile and Australia.
Matching Dell	HBS #799-158 31p \$4.48 TN #700-084	Global, personal computers, Fortune 500, 1998	This case describes the evolution of the personal computer industry, Dell's "Direct Model" for computer manufacturing, marketing, and distribution, and efforts by competitors to match its strategy. Students must formulate strategic plans of action for Dell and its various rivals.
Skil Corp.	HBS #389-005 20p \$3.60 TN #389-021	United States, power tools, 1979	This classic case focuses on the Skil Corp., the third-largest U.S. competitor, in 1979, in the U.S. portable electric power tool market. Skil, acquired by Emerson Electric in 1979, faced intense competition from Black & Decker and emerging foreign competitors.
Chapter 10: Identifying Market Segments and Selecting Target Markets			
Granny's Goodies, Inc.	HBS #500-049 21p \$3.68	Marketing promotional material, 1999	The young entrepreneurs of Granny's Goodies, Inc., a corporate gift package specialist, face the challenge of finding ways to create consistent revenue streams and reduce sales costs. Outside of a few long-term contracts, the two founders have had to work very hard for each sale. Using extensive customer information that the firm has diligently collected over the previous two years, students need to develop a plan that covers market selection, product policy, and relationship management strategy for the firm. Enables students to use customer data to segment markets, design appropriate products to meet the needs of each segment, and design go-to-market strategies for each segment.
Vistakon: 1 Day Acuvue Disposable Contact Lenses	HBS #596-087 26p \$4.08	United States, healthcare, 2,500 employees, 1994	Gary Kunkle, president of Vistakon, was presented with the test market results for an addition to the firm's product line, 1 Day Acuvue, the world's first daily disposable contact lens. Kunkle must evaluate the risks associated with commencing an immediate launch with an unproven strategy as opposed to extending the test market.
Eastman Kodak Co.: Funtime Film	HBS #594-111 5p \$2.40 TN #597-080	United States, photography, Fortune 500, 1994	Eastman Kodak has suffered significant declines in film market share at the hands of lower-priced branded producers and private label products. The case presents Kodak's proposal to launch a new, economy brand of film to combat these rivals.
Dell Computer Corporation	HBS #596-058 23p \$3.84 TN #596-098	Global, personal computers, 1994	Dell is faced with a set of decisions on the product markets it needs to serve in order to sustain its growth profitably into the future.

Chapter 11: Positioning and Differentiating the Market Offering Through the Product Life Cycle			
BET.com	HBS #800-283 26p \$4.08 TN #801-196	Washington, DC, Internet, 1999- 2000	Black Entertainment Television, a leading cable programmer, is launching BET.com, an Internet portal targeted toward African-Americans. This case examines the challenges facing BET management as it defines its service offerings and target customer segments in a fast-moving, highly competitive environment. BET.com faces two decisions: 1) whether to bundle Internet access service with its ethnic portal; and 2) whether to strictly target African-Americans or also pursue the “urban market,” a young, cross-racial segment that is part of the core audience for BET’s cable programming.
Autobytel.com	HBS #500-015 21p \$3.68 TN #500-076	Irvine, CA, internet, automotive, 200 employees, 1999	Autobytel enjoys first-mover advantage in the Internet new car buying space. According to a number of metrics, it is the online leader in this category. However, a number of competitors have emerged, raising questions about the long-term viability of Autobytel's purchase referral model. In addition, Autobytel is struggling to accelerate revenue growth.
Juice Guys (A)	HBS #800-122 27p \$4.16	United States, food & beverage, 10 employees, 1999	Asks, who are the customers for a new beverage product, what are their desires as customers for this product, and what are their desires when ordering this product from a local specialty store location?
The Brita Products Co.	HBS #500-024 18p \$2.44 TN #501-067	United States, packaged goods, 1989-1999	Clorox’s Brita skillfully exploited a tide of water safety concerns, growing a home water filtration business from inception to a 15% U.S. household penetration in 10 years. As the period of increasing returns seems to be drawing to a close, management must use its legacy, an installed base, and strong brand equity to take the business forward into a less friendly environment.
MedSim	HBS #599-020 22p \$3.76	Global, medical, 25 employees, 1998	An Israeli high-tech start-up has developed an innovative simulator that makes possible non-patient training in medical ultrasound. It now must choose a strategy for growth.
Microsoft CarPoint	HBS #898-280 31p \$4.48	Seattle, WA, computers, 1998	CarPoint.com was Microsoft's Web-based entry into on-line automobile retailing. The case deals with larger issues of channel and consumer behavior change as well as tactical issues pertaining to competitive positioning in a competitive market both on-line and off-line.
Sears, Roebuck and Co.	Stanford GSB #M278 24p \$3.92	United States, retail, 335,000 employees, 1993	Arthur Martinez, the new CEO of Sears Merchandise Group, must decide how to turn around Sears’ slumping retail sales performance. After decades of dominance, Sears had lost its top retailing position to Wal-Mart. Martinez must determine whether Sears should expand its most successful product lines, switch to higher-margin lines, or tout its strength as the last true one-stop-shopping department store.

Sharp Corp.: Technology Strategy	HBS #793-064 26p \$3.04 TN #794-025	Japan, consumer electronics, large company, 41,800 employees, 1992	Teaches the evolution of the corporate strategy of Sharp Corp., Japan. Sharp Corp., a second-tier assembler of TV sets and home appliances, gradually and consistently improved performance by developing expertise in electronic device technologies such as specialized ICs and LCDs and used these technologies to develop innovative end products.
Chapter 12: Developing New Market Offerings			
Abgenix and the XenoMouse	HBS #501-061 14p \$3.12	California, biotechnology, 150 employees, 2000	In early 2000, Abgenix's cancer drug has performed well in animal testing and is moving to early-stage human testing. The firm must decide whether to sell the product development program to a large pharmaceutical company or to enter into a joint venture to push the product ahead.
Pepcid AC (A): Racing to the OTC Market	HBS #500-073 15p \$3.20	Pennsylvania, pharmaceuticals, Fortune 500, 1995	Pepcid management must decide whether to risk all in a race to be first in the over-the-counter market with a new heartburn remedy.
Oscar Mayer: Strategic Marketing Planning	HBS #597-051 14p \$3.12 TN #597-052	United States, food, 1995	The marketing director of Oscar Mayer faces a series of strategic marketing options regarding established and new products, including budget and capacity allocation decisions.
Vistakon: 1 Day Acuvue Disposable Contact Lenses	HBS #596-087 26p \$4.08	United States, healthcare, 2,500 employees, 1994	Gary Kunkle, president of Vistakon, was presented with the test market results for an addition to the firm's product line, 1 Day Acuvue, the world's first daily disposable contact lens. Kunkle must evaluate the risks associated with commencing an immediate launch with an unproven strategy as opposed to extending the test market.
Colgate- Palmolive Company: The Precision Toothbrush	HBS #593-064 24p \$3.92 TN #595-025	United States, consumer products, 1992	Brand manager Susan Steinberg has to develop a marketing mix and pro forma profit-and-loss in preparation for the launch of a new and superior toothbrush.
Chapter 13: Designing Global Market Offerings			
Hewlett- Packard's Home Products Division in Europe – 1996-2000	HBS #501-053 17p \$3.36	Europe, computers, 2000	By the end of 2000, Hewlett-Packard's Home Products Division (HPD) had been selling its Pavilion line of PCs in Europe for almost five years. During that time, HPD had entered and exited Germany, struggled in France and the United Kingdom, and significantly reorganized its European operations twice. Students must evaluate how well the firm is prepared by 2001 to compete in the European home PC market.
Supermercados Disco: Regional Strategy	HBS #599-127 24p \$3.92 TN #501-008	South America, retailing, 1998	The Disco supermarket chain has pursued a successful local niche strategy in Argentina to compete with multinational chains. Now, Disco considers options for expanding its regional strength.
Vietnam: Market Entry Decisions	HBS #597-020 13p \$3.04 TN #598-081	Vietnam, adhesives/athletic footwear/toys, 1996	Three U.S. multinationals must decide whether to enter the Vietnam market and, if so, how.

Gillette Indonesia	HBS #597-009 15p \$3.20 TN #598-086	Indonesia, consumer products, 1996	The country manager of Gillette Indonesia is reviewing his 1996 marketing plan and considering whether the pace of market development and mix of product sales can be impacted by the level and type of Gillette expenditures in the market.
May Kay Cosmetics: Asian Market Entry	HBS #594-023 35p \$4.80 TN #595-073	Japan/China, cosmetics, 1993	Executives at Mary Kay Cosmetics are evaluating opportunities to enter the Japanese and/or Chinese markets. The comparative opportunities must be assessed and guidelines for entry strategies must be determined.
Chapter 14: Setting the Product and Branding Strategy			
Monster.com	HBS #801-145 26p \$4.08	Maynard, MA, online job site, 2000	Jeff Taylor, founder and CEO of Monster.com, ponders how his online site, the leading career site on the web, can continue its dominance (60% share in 1999) and growth on the Internet. Monster.com had just launched a nationwide branding campaign on television and entered a four-year deal with AOL.
Abgenix and the Xenomouse	HBS #501-061 14p \$3.12	California, biotechnology, 150 employees, 2000	In early 2000, Abgenix's cancer drug has performed well in animal testing and is moving to early-stage human testing. The firm must decide whether to sell the product development program to a large pharmaceutical company or to enter into a joint venture to push the product ahead. This case introduces students to produce line planning in largely uncertain environments.
Net.Genesis, Inc.	HBS #500-009 18p \$3.44 TN #501-062	United States, internet software, 70 employees, 1999	Net.Genesis needs to plan a strategy for the developing Internet market. In particular, it is creating the category of e-business intelligence and striving to be the brand leader in it.
Snapple	HBS #599-126 17p \$3.36 TN #500-033	New York, beverages, 500 employees, 1972- 1997	Tells the story of Snapple's rise and fall and poses the question, "Can it recover?" Snapple went from local to national success and was poised to go international when the founders sold out to Quaker. The brand proved harder to manage than Quaker anticipated, and in 1997 was sold for a fraction of its acquisition price. The case presents factors accounting for the growth and decline and provides a qualitative study of the brand.
Aladdin Knowledge Systems	HBS #598-018 19p \$3.52 TN #598-071	Israel, Germany, United States, software piracy, 80, 1996	Following an acquisition, the management team has to determine whether and how to integrate the worldwide marketing, sales, and distribution of the firm's two overlapping software security product lines.
Chapter 15: Designing and Managing Services			
Gateway: Moving Beyond the Box	HBS #601-038 18p \$3.44	San Diego, CA, computers, 21,000 employees, 2000	Gateway must balance the cost efficiencies of its direct channels with its increased ability to sell in its physical channels. This challenge occurs while Gateway is trying to move away from dependence on PC revenue streams to the PC solutions revenue stream, which includes Internet access, computer training, content, financing, and other related activities.

Four Seasons Hotels and Resorts	HBS #800-385 26p \$4.08 TN #801-048	Canada, hotels and resorts, 2,000 employees, 2000	This case explores how a leading service firm delivers high tech/high touch, including its progressive human resource strategy.
RadioShack	HBS #500-081 24p \$3.92 TN #500-106	United States, consumer electronics retailing, 2000	Outlines the transformation of RadioShack from a parts and accessories business to a provider of high-bandwidth Internet access. Is this new retail strategy viable?
First USA and Internet Marketing	HBS #500-043 20p \$3.60	Delaware, financial services, 10,000 employees, 1999	Explores First USA's decision to use the Internet for acquiring customers. The case highlights issues related to marketing on the Internet and trade-offs involved in allocating resources in online vs. off-line marketing options.
Xerox Corp.: The Customer Satisfaction Program	HBS #591-055 23p \$3.84 TN #593-027	United States, copiers/office equipment, Fortune 500, 1990	This classic case focuses on analyzing the strategic role of Xerox's customer satisfaction program. To increase customer satisfaction, top management believes that the firm should offer a service guarantee. What type of guarantee would work best?
LifeSpan Inc.: Abbott Northwestern Hospital	HBS #587-104 20p \$3.60 TN #589-047	Minnesota, healthcare, mid-size company, 1986	Abbott Northwestern, LifeSpan's premier hospital, adopted a very market-oriented approach to increase its share of a business that was both shrinking in size and becoming increasingly competitive. The marketing group wanted to nearly double the advertising budget; the board of directors wanted some evidence that advertising, phone calls, inquiries, and other programs lead to filled beds and increased business.
Chapter 16: Designing Price Strategies and Programs			
InPart	HBS #898-213 24p \$3.92	Silicon Valley, CA, CAD software, 30 employees, 1997-1998	The case examines issues involving the organization of the salesforce and the pricing of the product.
Omnitel Pronto Italia	HBS #501-002 24p \$3.92	Italy, telecommunication, 572 employees, 1996	Describes the situation faced by Omnitel soon after launching its mobile telecommunication services in Italy in December 1995. Omnitel has to decide whether to attack a new segment with a new service plan to improve on past performance.
Vistakon: 1 Day Acuvue Disposable Contact Lenses	HBS #596-087 26p \$4.08	United States, healthcare, 2,500 employees, 1994	Gary Kunkle, president of Vistakon, was presented with the test market results for an addition to the firm's product line, 1 Day Acuvue, the world's first daily disposable contact lens. Kunkle must evaluate the risks associated with commencing an immediate launch with an unproven strategy as opposed to extending the test market.
Becton Dickinson & Company: VACUTAINER Systems Division (Condensed)	HBS #592-037 17p \$3.36 TN #595-084	United States, pharmaceuticals, 500 employees, 1985	Becton Dickinson, a phenomenally successful company with an 80% market share in the blood collection needles and syringes market, faces a change in the customer buying environment (cost containment pressures at hospitals).

Cumberland Metal Industries: Engineered Products Division – 1980	HBS #580-104 16p \$3.28 TN #585-115	United States, construction equipment, 1980	The classic case on value pricing. Cumberland Metal Industries has developed a new product to help contractors drive piles faster, and must decide how to price it.
Chapter 17: Designing and Managing Value Networks and Marketing Channels			
CVS: The Web Strategy	HBS #500-008 16p \$3.28 TN #501-064	New England, drug retailing	How should America's second-largest pharmacy chain respond to the challenge from online drugstores? What threat does the Web pose to bricks-and-mortar distribution of prescription drugs and the other items that make up 50% of a drugstore's sales? This case describes the purchase of Soma.com by CVS and its integration into the corporation.
MedSim	HBS #599-020 22p \$3.76	Global, medical, 25 employees, 1998	An Israeli high-tech start-up has developed an innovative simulator that makes possible non-patient training in medical ultrasound. It now must choose a strategy for growth.
Arrow Electronics	HBS #598022 21p \$3.68 TN #500-111	North America, electronic parts, 8,000 employees, 1997	Deals with the issue of cross-selling and managing a portfolio of products and services in business markets. Management must decide whether to pursue an opportunity to sell its products through a new e-commerce site, which could threaten the viability of its overall business model.
Goodyear: The Aquatred Launch (Condensed)	HBS #500-039 13p \$3.04 TN #500-044	Akron, OH, tires, Fortune 500 company, 1992	Goodyear is planning to launch an innovative new tire in a price-sensitive and highly competitive category. The case deals with channel conflicts and management issues arising in mature product categories.
MathSoft, Inc. (A)	HBS #593-094 25p \$4.00	United States, software, small company, 1989	CEO David Blohm had to decide how to allocate its marketing and sales resources to different channels in the face of a sales decline that threatened the company's viability.
Becton Dickinson & Company: VACUTAINER Systems Division (Condensed)	HBS #592-037 17p \$3.36 TN #595-084	United States, pharmaceuticals, 500 employees, 1985	Becton Dickinson, a phenomenally successful company with an 80% market share in the blood collection needles and syringes market, faces a change in the customer buying environment (cost containment pressures at hospitals).
Chapter 18: Managing Retailing, Wholesaling, and Market Logistics			
RadioShack	HBS #500-081 24p \$3.92 TN #500-106	United States, consumer electronics retailing, 2000	Outlines the transformation of RadioShack from a parts and accessories business to a provider of high-bandwidth Internet access. Is this new retail strategy viable?

Staples.com	HBS #800-305 10p \$2.80 TN #800-412	Massachusetts, office supplies retailing, 46,000 employees, 2000	Staples.com, the online unit of the U.S. office supplies retailing chain Staples, faces a range of strategic and organizational issues as it accelerates its growth. Should it pursue only existing Staples customers, or consumers who do not shop in Staples stores? How quickly should it add services to its product offering? Which operating functions should be shared between the online units and the core business?
Eddie Bauer, Inc.	HBS #500-034 15p \$3.20 TN #500-077	Washington State, apparel, 1999	Eddie Bauer has decided to coordinate its merchandising strategy (price, selection) across stores and catalog. But now with e-commerce, is this still sensible?
Costco Companies, Inc.	HBS #599-041 21p \$3.68 TN #599-088	United States, retail/membership clubs, 55,000 employees, 1998	Costco Companies, a major player in the wholesale club industry, has developed a new class of membership that offers discounted services in exchange for a higher annual fee. How should the new membership be marketed, to whom, and how much should be spent on the effort? What are the potential risks and benefits for Costco?
Wal-Mart Stores, Inc.	HBS #794-024 21p \$3.68 TN #395-225	United States, retail, 444,000 employees, 1994	This classic case focuses on the evolution of Wal-Mart's remarkably successful discount operations and the company's attempts to diversify into other businesses. Wal-Mart has advantages over its competitors in areas such as distribution, information technology, and merchandising. How sustainable are these advantages? What are the threats to Wal-Mart's continued success?
Body Shop International	HBS #392-032 19p \$3.52 TN #395-148	United Kingdom, retailing, 2,000 employees, 1991	This classic case describes the start-up and rapid growth of Body Shop International. After profiling founder Anita Roddick, the case describes her anti-mainstream approach to building her highly successful business (no advertising, simple packaging, non-traditional R&D). Can the business survive as Roddick steps back?
Chapter 19: Managing Integrated Marketing Communications			
yesmail.com	HBS #500-092 15p \$3.20 TN #501-028	Chicago, IL, Internet/advertising 71 employees, 1999	Yesmail sends clients' promotional e-mail messages to targeted consumers who said "yes" when asked whether they wished to receive promotional offers in certain categories of interest. The company's CEO must decide how best to build a large membership base quickly. The case highlights trends in marketing communications, with a focus on permission marketing.
Bronner Slosberg Humphrey	HBS #598-136 22p \$3.76 TN #598-141	United States, direct marketing / advertising, 700 employees, 1998	Bronner Slosberg Humphrey has succeeded by providing integrated direct marketing solutions for major service companies such as AT&T, American Express, and FedEx. A new CEO takes over from the company's founder and is wondering how to grow the company. Options include selling individual services and/or opening global offices.

Hunter Business Group: TeamTBA	HBS #500-030 16p \$3.28	Milwaukee, direct marketing, 30 employees, 1994	The Hunter Business Group (HBG) is a direct marketing consulting firm specializing in reorganizing the sales and marketing efforts of industrial firms. The firm uses integrated customer contact technologies (e.g., field sales, telephone, and mail), and believes that a seller's communications provide genuine value to a customer. This case highlights HBG's implementation of its approach for Star Oil's tire, battery, and accessory (TBA) business that has been facing declining market share and profitability in the face of ever-increasing competition.
Heineken N.V.: Global Branding and Advertising	HBS #596-015 13p \$3.04 TN #598-080	Amsterdam, Netherlands; beer, 1994	Heineken managers are evaluating the results of the research projects designed to identify the values of the Heineken brand and to translate these into effective advertising messages.
Cunard Line Ltd.: Managing Integrated Marketing Communications	HBS #594-046 25p \$4.00 TN #595-028	United States, cruise lines, 1992	Cunard, the world's oldest luxury line company, is confronted with several key issues involving its marketing and marketing communications strategy. One concerns the balance between image/positioning advertising and short-term promotional advertising/communications on behalf of each Cunard ship (i.e., pull vs. push communications). Related to this is the overall mix of marketing communications tools used by Cunard – media advertising, direct marketing, etc.
Chapter 20: Managing Advertising, Sales Promotion, Public Relations, and Direct Marketing			
Cofidis	HBS #501-055 19p \$3.52 TN #501-084	France, consumer credit, 1,452 employees, 2000	An offspring of French catalog marketer 3 Suisses, and a popular sponsor of Tour de France, Cofidis sells consumer credit over the phone, defying conventional banking with a product policy and a communication strategy that perfectly fits the company's comparative (dis)advantages. This case describes: 1) Cofidis' product and value proposition; 2) the evolving competitive context and cultural complexity of the European credit market; 3) the adaptive marketing strategy of the company, which evolved from bundling with the 3 Suisse catalog, to direct mail, to print advertising in TV guides, to bicycling sponsorship, 4) the results of the strategy; and 5) the challenge and opportunities posed by the Internet. Based on the lessons of the past, can we advise Michel Guillois, CEO of Cofidis, on the best way for him to preserve Cofidis' competitive edge?
Autobyte.com	HBS #500-015 21p \$3.68 TN #500-076	Irvine, CA, Internet, automotive, 200 employees, 1999	Autobyte enjoys first-mover advantage in the Internet new car buying space. According to a number of metrics, it is the online leader in this category. However, a number of competitors have emerged, raising questions about the long-term viability of Autobyte's purchase referral model. In addition, Autobyte is struggling to accelerate revenue growth.

Bronner Slosberg Humphrey	HBS #598-136 22p \$3.76 TN #598-141	United States, direct marketing / advertising, 700 employees, 1998	Bronner Slosberg Humphrey has succeeded by providing integrated direct marketing solutions for major service companies such as AT&T, American Express, and FedEx. A new CEO takes over from the company's founder and is wondering how to grow the company. Options include selling individual services and/or opening global offices.
Dewar's (A): Brand Repositioning in the 1990s	HBS #596-076 29p \$4.32	United States, distilled spirits, 400 employees, 1993- 1995	Dewar's, the U.S. leader in the Scotch category with a 15% market share, faced a declining market among traditional consumers of distilled spirits. Given the growing societal, legal, and regulatory opposition to drinking in the U.S., the marketing options were limited. In addition, drinking preferences had shifted away from distilled spirits to lighter, lower alcohol beverages like wine, wine coolers, and beer. In early 1993, Dewar's U.S. importer, Schieffelin and Somerset, in cooperation with the brand's longstanding advertising agency, Leo Burnett, began to explore the opportunities for repositioning Dewar's to younger adults. Repositioning Dewar's was a necessity for the brand to remain viable in the long term. The brand manager faces the decision of planning the strategy for a repositioning or "recruitment" campaign for the brand.
Intel's Pentium: When the Chips are Down (A)	HBS #595-058 3p \$2.24 TN #595-089	United States, computer chips, 1994	Intel, the largest-selling manufacturer of microprocessor computer chips, finds itself in a brand-threatening situation when a flaw is revealed in its top-of-the-line Pentium chip. The story is front-page news for weeks. The company invested tens of millions of dollars in advertising its branded Pentium chip as a high-quality component via the campaign slogan "Intel Inside." Issues include salience of the problem, when Intel knew of the problem, how it was revealed, and what actions should be undertaken.
Heineken N.V.: Global Branding and Advertising	HBS #596-015 13p \$3.04 TN #598-080	Amsterdam/ Netherlands, beer, 1994	Heineken managers are evaluating the results of the research projects designed to identify the values of the Heineken brand and to translate these into effective advertising messages.
Vistakon: 1 Day Acuvue Disposable Contact Lenses	HBS #596-087 26p \$4.08	United States, healthcare, 2,500 employees, 1994	Gary Kunkle, president of Vistakon, was presented with the test market results for an addition to the firm's product line, 1 Day Acuvue, the world's first daily disposable contact lens. Kunkle must evaluate the risks associated with commencing an immediate launch with an unproven strategy as opposed to extending the test market.
Hunter Business Group: TeamTBA	HBS #500-030 16p \$1.28	Milwaukee, direct marketing, 30 employees, 1994	The Hunter Business Group (HBG) is a direct marketing consulting firm specializing in reorganizing the sales and marketing efforts of industrial firms. The firm uses integrated customer contact technologies (e.g., field sales, telephone, and mail), and believes that a seller's communications provide genuine value to a customer. This case highlights HBG's implementation of its approach for Star Oil's tire, battery, and accessory (TBA) business

			that has been facing declining market share and profitability in the face of ever-increasing competition.
Calyx & Corolla	HBS #592-035 31p \$4.48 TN #596-116	United States, new firm, mail order flowers, 1991	Calyx and Corolla has successfully penetrated the retail flower industry, shipping cut flowers via FedEx directly from growers to consumers. Now it has to decide how to grow.
Warner-Lambert Ireland: Niconil	HBS #593-008 16p \$3.28 TN #594-062	Ireland, pharmaceuticals, 1989	The company's launch of "the patch" was impending. Declan Dixon must decide on a sales forecast, pricing, and an advertising strategy for the launch.
Chapter 21: Managing the Sales Force			
Centra Software	HBS #502-009 17p \$3.36	United States, software, \$23 million revenues, 2001	Centra is a pioneer in software eLearning. It is debating how to modify its go-to-market strategy, adding telesales to improve sales force productivity. At the same time, its market is evolving, and management thinks it may be about to "cross the chasm" in Geoffrey Moore's terminology. Should it "fish where the fish are biting" or should it concentrate on the enterprise customer and exclude small and mid-size corporations? If a shakeout is coming, how can Centra ensure that it either survives or is acquired by one of the survivors? Teaching Purpose: Design of go-to-market strategy, how to manage conflict between field sales and telephone sales, how to manage rapid growth markets, and competition between best-of-breed collaborators and single-source vendors.
InPart	HBS #898-213 24p \$3.92	Silicon Valley, CA, CAD software, 30 employees, 1997-1998	Stacey Lawson, HBS 1996, started a CAD parts representations database company to help designers and engineers with the design process. The company has completed its product and is starting to sell the product. Teaching Purpose: To introduce students to issues of salesforce organization and pricing decisions.
Howard, Shea & Chan Asset Management (A)	HBS #597-021 13p \$3.69	United States, investment management, midsize company, 28 employees, 1996	A medium-sized investment management firm is attempting to decide whether to try to grow, and if so, how. The case focuses on the development of a growth strategy and a sales strategy for the firm.
Hewlett-Packard – Computer Systems Organization: Selling to Enterprise Customers	HBS #500-064 23p \$3.84	Computers, high-technology, Fortune 500, 1996	HP's current customer management approach, though successful, involved structural changes that forced a deep-rooted overhaul of HP's traditional regional sales approach. The new recommendations would necessitate another round of drastic changes in the way HP manages relationships with its large enterprise customers.
Chapter 22: Managing the Total Marketing Effort			
WingspanBank.com (A)	HBS #600-035 21p \$3.68	Wilmington, DE, financial services, 1999	Describes the new product development process for WingspanBank.com, an Internet-only financial services infomediary created by a team from Bank One's First USA division.

Wells Fargo Online Financial Services (A)	HBS #198-146 18p \$3.44 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.
Jeanne Lewis at Staples, Inc. (A) (Abridged)	HBS #400-065 14p \$3.12	Boston, office supplies, 30,000 employees, 1997	Staples' new senior vice president of marketing, Jeanne Lewis, must determine how the marketing department can most effectively and efficiently help the company maintain its competitive edge in an increasingly competitive and complex market.
Cunard Line Ltd.: Managing Integrated Marketing Communications	HBS #594-046 25p \$4.00 TN #595-028	United States, cruise lines, 1992	Cunard, the world's oldest luxury line company, is confronted with several key issues involving its marketing and marketing communications strategy. One concerns the balance between image/positioning advertising and short-term promotional advertising/communications on behalf of each Cunard ship (i.e., pull vs. push communications). Related to this is the overall mix of marketing communications tools used by Cunard – media advertising, direct marketing, etc.