



Author George Yip selected most of the cases in this "map"; others were chosen by an experienced editor at HBS Publishing. All cases listed were written at Harvard Business School.

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Case Title	Institution, HBSP Product Number, Length, Teaching Note	Geographical and Industry Setting, Company Size, Time Frame	Abstract, Key Subjects
Chapter 1 Understanding Global Strategy			
Hattori-Seiko and the World Watch Industry in 1980 by Michael E. Porter; Edward J. Hoff	HBS 21p #385300 TN available	Switzerland, US, Japan	Focuses on the industry's development and evolution in three principal watch producing countries: Switzerland, the United States, and Japan. Based in part on two earlier cases by F.T. Knickerbocker and H.E.R. Uyterhoeven. Subjects: Business policy; Consumer goods; Industry analysis; Industry structure; International business; Multinational corporations; Technological change
Novo Industri by Michael E. Porter; Michael J. Enright	HBS 20p #389148 TN available	Worldwide insulin \$300 million sales 1982	Describes the structure of the insulin industry, a treatment for diabetes and Novo's strategy and competitive position in early 1982. The industry is undergoing significant change and Novo must decide how to defend and build its international position. Designed as an early case in global strategy. The class can understand how Novo has competed internationally in the past, how that relates to industry structure, and how industry changes will alter the appropriate way of competing globally. Coalitions of alliances factor into the list of strategic alternatives. Subjects: Competition; Industry analysis; Industry structure; International marketing; Pharmaceuticals
Ingvar Kamprad and IKEA by Christopher A.	HBS 20p #390132 TN available	Europe/global retailing (furniture) \$2.5 billion	Traces the development of a Swedish furniture retailer under the leadership of an innovative and unconventional entrepreneur whose approaches redefine the nature and



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<p>Bartlett; Ashish Nanda</p>		<p>revenues 1989</p>	<p>structure of the industry. Traces IKEA's growth from a tiny mail order business to the world's largest furniture dealership. Describes the innovative strategic and organizational changes Kamprad made to achieve success. In particular, focuses on his unique vision and values and the way they have become institutionalized as IKEA's binding corporate culture. The trigger issue revolves around whether this vital "corporate glue" can survive massive expansion into the United States and the Eastern Bloc and Kamprad's replacement as CEO by a "professional manager." Subjects: Business policy; Entrepreneurial management; Europe; Furniture; International business; Leadership; Organizational behavior; Strategy implementation</p>
<p>Nokia-Mobira Oy: Mobile Telecommunications in Europe by John A. Quelch; Ilkka Lipasti; Martti M. Kaila</p>	<p>HBS 35p #589112 TN available</p>	<p>Finland Mobile telephones \$3.4 billion 1988</p>	<p>Executives of Nokia-Mobira Oy, the world market share leader in sales of mobile telephones, were meeting in Helsinki in 1988 to assess their European marketing. Subjects: Communications equipment; Competition; Europe; Marketing strategy; Product development</p>
<p>Microsoft in the People's Republic of China—1993 by Tarun Khanna</p>	<p>HBS 18p #795115 Supplement available TN available</p>	<p>China personal computer software Fortune 500 1993</p>	<p>Explores some of the economic and political tradeoffs that need to be negotiated by a firm seeking to influence industry structure. The setting is the nascent personal computer software industry in the People's Republic of China (PRC) in 1993. Microsoft has to localize its software products for use in the PRC. This localization can either be done in-house by Microsoft, or can be contracted to the local software vendors. Explores the costs and benefits of full integration and arms-length market transaction. Also discusses the "holdup" problem that arises when assets specific to a particular partnership are created. Teaching Purpose: Structuring a newly developing industry, market entry in an emerging economy, and understanding the pros and cons of integrating into a related set of activities. Subjects: Business government relations; China; Industry structure; Market entry; Software; Vertical integration</p>



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Chapter 2 Diagnosing Global Industry Potential			
The Japanese Facsimile Industry in 1990 by Michael J. Enright	HBS 20p #391209 TN available	Worldwide facsimile \$6 billion revenues 1980	Japanese firms dominate the facsimile machine industry, accounting for more than 90% of worldwide sales. This case explores the reasons for this dominance. Subjects: Competition; Industry analysis; International business; Japan; Office equipment
Global Wine Wars: New World Challenges Old by Christopher A. Bartlett; Janet Cornebise; Andrew McLean	HBS 26p #303056	United Kingdom, Australia, France wine 2001	After contrasting development in the tradition-based, regulated, old-world wine industry with the technology-based, market-oriented, new-world challenges, this case focuses on "The Battle for Britain"--the huge, bellwether export market--as the traditional French wines are challenged for leadership by the Australian newcomers in 2001. Allows analysis of the way in which newcomers can change the rules of competitive engagement in a global industry. Also poses the question of how incumbents can respond, especially when constrained by regulation, tradition, embedded values, and a different set of capabilities than those demanded by the emerging market. Teaching Purpose: Focuses on global industry analysis and competitive dynamics. Subjects: Agribusiness; Beverages; Competition; Emerging markets; Europe; Exports; France; Industry analysis; Innovation; Production; Regulated industries; United Kingdom
Global Semiconductor Industry—1987 by David B. Yoffie; Alvin G. Wint	HBS 21p #388052 TN available	Worldwide semiconductors	In 1987, the global semiconductor industry was coming out of the deepest recession in its 40 year history. The note examines the competitive dynamics of this industry over time, the nature of its technology, and the sources of competitive advantage. The role of buyer power and competitive interaction are explored in some depth. Subjects: Competition; Industry analysis; International trade; Multinational corporations; Semiconductors
Global Computer Industry by Benjamin Gomes-Casseres; Maryellen Costello	HBS 25 #792072 TN available	1980s-early90s	Describes the evolution of international trade and global competition in computers. Focuses on the role of country factors, government policies, and firm strategies in shifting competitive advantage among regions of the world. Pays special attention to international



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			alliances in this context. Allows integrated analysis of country, government, and firm advantage in high technology competition. Subjects: Competition; Computer industry; Foreign investment; Government policy; Industry analysis; International trade; Technological change
Europe 1992 by John B. Goodman; David Palmer	HBS 24p #389206 TN available	All industries	The European Communities reached a turning point when their twelve member states agreed to remove all barriers to the free movement of goods, services, capital, and people by 1992. This case explores the origins of the 1992 program, its major features, and its implications. Designed to address, more generally, the causes and consequences of European integration. Subjects: Business government relations; Country analysis; EC single market; Economic policy; Europe; International trade; Political process; Regulated industries
North American Free Trade Agreement: Free For Whom? by Helen Shapiro; Phyllis Dininio	HBS 30p #792049 TN available	US, Canada, Mexico	Mexico, the United States, and Canada have negotiated a North American Free Trade Agreement (NAFTA) that would create the largest free trade zone in the world. The union would build on the three-year-old Free Trade Agreement between the United States and Canada. Proponents claim that NAFTA is a "win-win-win" situation, but its detractors argue that it would reduce wages, create unemployment, and generate environmental problems. NAFTA's easy ratification was called into question by the election of President Bill Clinton in the United States and the resignation of Prime Minister Brian Mulroney in Canada. Subjects: Canada; Economic development; International trade; Labor unions; Mexico; Political risk
Chapter 3 Building Global Market Participation			
Lotus Development Corp.: Entering International Markets by David B. Yoffie; John J. Coleman	HBS 18p #387034 TN available	United States, Europe software \$78 million revenues 1984	Lotus 1-2-3 exploded on the American market in the spring of 1983. Nine months later Jim Manzi, vice president of marketing, hired Chuck Digate to develop an international strategy for Lotus. Case explores Lotus' rapid rise to the top of the software market in the United States and



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			looks at the considerations surrounding its initial efforts to sell abroad. Can be taught with Note on Comparative Advantage. Subjects: Computer industry; International business; International trade; Marketing strategy; Software; Strategy formulation
Hoechst and the German Chemical Industry by Benjamin Gomes-Casseres; Krista McQuade	HBS 18p #390146 TN available	Germany chemicals \$20 billion revenues 1986	Describes the rise of the German chemical industry and the specific country-based factors that contributed to the rise. Focuses on the German firm Hoechst: its history, its position after World War II, and its subsequent internationalization. Set in 1986 when Hoechst was considering a multi-billion dollar acquisition of Celanese Corp. in the United States. In considering the merits of this acquisition, students will explore the extent to which Hoechst's competitive advantages still stemmed from its home base in Germany, or from other sources. May be used with Hoechst in the United States (A) and (B). Subjects: Chemicals; Germany; International business; International trade; Technology
Hoechst in the United States (A) by Benjamin Gomes-Casseres; Krista McQuade	HBS 19p #391140 B case available TN available	Germany chemicals \$1.7 billion sales 1986	Describes the U.S. market for chemicals following WW II to the present and the attention of the market for global chemical companies. Traces the involvement of Hoechst in this market up to the 1980s when minimum growth has been offered through Hoechst's U.S. subsidiary, American Hoechst and the company is seeking opportunities for expansion through acquisition. Calenese Corp., the tenth largest chemical company in the United States, stands out as the best opportunity. Students will evaluate the strength of the Celanese opportunity in light of Hoechst's position, objectives, and past strategies. May be used with Hoechst and the German Chemical Industry and Hoechst in the United States (B). Subjects: Acquisitions; Chemicals; International business
CIGNA Worldwide by John A. Quelch; Jonathan D. Hibbard	HBS 22p #589098 TN available	Europe Insurance 1988	A CIGNA Worldwide (CWW) task group of European country directors and key functional managers is meeting in November 1988 to discuss how CWW should respond to the European Community's plan to remove existing internal barriers and restrictions to



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			the free flow of goods and services in 1992. The case is designed to allow students to formulate strategies to deal with the opportunities and threats that will face CWW because of this change in its competitive and operating environment. Subjects: Europe; Insurance; Strategy formulation
Bajaj Auto Ltd. by John A. Quelch; Nathalie Laidler	HBS 27p #593097 TN available	India automotive large 1993	Bajaj Auto Ltd., the world's second-largest manufacturer of two- and three-wheeler vehicles, is facing increasing competition in its domestic Indian market. The case evaluates appropriate marketing responses both in the Indian market and export markets. Teaching Purpose: To demonstrate the importance of product development within marketing and to analyze product-market fits. Subjects: Automotive supplies; India; International marketing; Product development
Jollibee Foods Corp. (A): International Expansion by Christopher A. Bartlett; Jamie O'Connell	HBS 23p #399007 B case available TN available	Philippines, Asia/Pacific fast food \$250 million revenues 1987-97	Noli Tingzon, newly-appointed international division VP at Jollibee, the Philippines-based hamburger chain, is faced with the challenge of expanding fast food operations in Asia in the face of stiff competition. The case describes Jollibee's six-year international expansion history and the lessons the company has learned. Against this background, Noli must decide among expansion opportunities in New Guinea, Hong Kong, and California. Teaching Purpose: To illustrate the motivations and means of international expansion strategies, particularly highlighting the organizational capabilities required. Subjects: Business policy; Expansion; Fast food industry; International business; Marketing implementation; Multinational corporations; Organization; Southeast Asia; Strategy implementation
Chapter 4 Designing Global Products and Services			
Note on the World Copier Industry in 1983 by Michael E. Porter;	HBS 31p #384152	N/a	Involves the history and current structure of the world copier industry. Describes the products, technology, and major geographic markets, and gives profiles of about a dozen major corporations. Presents a detailed



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Yoko Ishikura (HBS background note)			historical description of the patterns of competition over time. Subjects: Competition; Industry analysis; International business; Office equipment
Nissan Motor Co. Ltd.: Marketing Strategy for the European Market by John A. Quelch; Kyoichi Ikee	HBS 23p #590018 TN available	Europe Automobiles Large 1989	Nissan executives are reviewing their European marketing strategy in light of the 1992 European Community (EC) market integration program and the likely end of bilateral import quotas on Japanese cars by some EC countries. Having recently established a manufacturing plant in the United Kingdom, Nissan has to decide how to allocate marketing and production resources among the different models in its line. Subjects: Automobiles; Europe; International marketing; Marketing strategy; Product management
Procter & Gamble Europe: Vizir Launch by Christopher A. Bartlett	HBS 18p #384139 TN available	Europe Soap/detergent \$11 billion 1981	Describes P&G's expansion in Europe, including the development of a strong country subsidiary management, responsive to local market differences. The launch of a new product presents strategic and organizational challenges as P&G considers making this their first Eurobrand, and managing it in a coordinated Europewide fashion. Subjects: Business policy; Europe; International business; Market entry; Marketing implementation; Marketing strategy; Organization; Subsidiaries
Chapter 5 Locating Global Activities			
International Sourcing at Intercon by Marie-Therese Flaherty; Eric Mankin	HBS 19p #688055 TN available	Chicago, IL connector \$290 million sales 1987	Describes the many international sourcing initiatives in a multinational connector manufacturing company. Focuses on the domestic operations, international staff, and their initiatives to create cooperative links among and with independent subsidiaries. Students can explore the many types of international sourcing initiatives and the reasons a company describes the same initiatives from the standpoint of the Japanese subsidiary. Subjects: Centralization; Decentralization; International operations; Manufacturing policy; Purchasing
Applichem (A) by	HBS 14p	International Specialty	Applichem has six plants in different countries making the same chemical product.



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<p>Marie-Therese Flaherty</p>	<p>#685051 TN available</p>	<p>chemicals \$75 million 1981</p>	<p>The purpose of this case is to allow students to think about what costs are relevant to management in this process industry environment, about how to define a comparison of costs and productivity across plants, and about how it happens that plants in different parts of the world come to have quite different costs of producing the same product. Finally they can begin to think about what management might do to ensure that productivity improvements made at one plant would be routinely useful for other plants. Subjects: Business conditions; Chemicals; Multinational corporations; Operations management; Plastics; Productivity</p>
<p>Benetton (A) by James L. Heskett; Sergio Signorelli</p>	<p>HBS 23p #685014 B case available TN available</p>	<p>Italy, US Garment manufacturing and retailing \$400 million 1982</p>	<p>The world's largest manufacturer of woolen outerwear garments seeks to extend its retailing network to the United States from its base in Europe. A number of issues concerning marketing, manufacturing, and logistics strategy are raised by the proposed move along with specific questions about how the move should be managed. The case describes a well-thought-out, functionally integrated strategy for Europe in a way that allows assessment of its applicability for a proposed U.S. effort. Subjects: Clothing; International marketing; Italy; Logistics; Manufacturing; Marketing strategy; Production planning; Retailing</p>
<p>Zara: Fast Fashion by Pankaj Ghemawat; Jose Luis Nueno</p>	<p>HBS 35p #703497 TN available Multimedia version available</p>	<p>Spain, Global Fashion 3,250 million eurodollars revenues 2002</p>	<p>Focuses on Inditex, an apparel retailer from Spain, which has set up an extremely quick response system for its ZARA chain. Instead of predicting months before a season starts what women will want to wear, ZARA observes what's selling and what's not and continuously adjusts what it produces and merchandises on that basis. Powered by ZARA's success, Inditex has expanded into 39 countries, making it one of the most global retailers in the world. But in 2002, it faces important questions concerning its future growth. Subjects: Clothing industry; Competitive advantage; Fashion; Globalization; Growth strategy; Market selection; Retailing industry; Spain; Supply chain; Time based competition; Vertical integration</p>



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<p>Li & Fung (A): Beyond "Filling in the Mosaic"--1995-98 by Michael Y. Yoshino; Anthony St. George</p>	<p>HBS 18p #398092 TN available</p>	<p>Hong Kong Trading \$1.6 billion 1997</p>	<p>In early 1998, William and Victor Fung had to review their business, the Li & Fung Group, to plan ahead for their next three-year plan. Examines strategic and organizational issues including company culture, international expansion, and venture capital projects. Teaching Purpose: Explores opportunities and challenges faced by a highly successful trading company in Asia. A rewritten version of an earlier case. Subjects: Expansion; International trade; Southeast Asia; Textiles; Venture capital; Wholesaling</p>
<p>Chapter 6 Creating Global Marketing</p>			
<p>Heineken N.V.: Global Branding and Advertising by John A. Quelch</p>	<p>HBS 13p #596015 TN available</p>	<p>Amsterdam/ Netherlands Beer 1994</p>	<p>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. Subjects: Advertising; Beverages; Brands; Consumer behavior; International marketing; Market segmentation</p>
<p>DHL Worldwide Express by John A. Quelch; Greg Conley</p>	<p>HBS 22p #593011 TN available</p>	<p>Global Air express \$2 billion 1991</p>	<p>The worldwide sales and marketing manager must determine the degree to which pricing strategy and tactics should be standardized or left to the discretion of the DHL subsidiary in each country. Subjects: Air freight service; International marketing; Pricing; Subsidiaries</p>
<p>British Airways by John A. Quelch</p>	<p>HBS 27p #585014 TN available</p>	<p>US Airline \$2.5 billion 1983</p>	<p>British Airways (BA) has recently introduced a global advertising campaign. The development of the campaign and its implementation are discussed. BA and advertising agency executives must renew the campaign and resolve issues pertaining to its future direction. Subjects: Advertising; Advertising campaigns; Airlines; Consumer marketing; International business</p>
<p>Nestle S.A.: International Marketing (A) by John A. Quelch; Edward J. Hoff</p>	<p>HBS 29p #585013 B case available TN available</p>	<p>Worldwide Food products \$14 billion 1983</p>	<p>A senior manager at Nestle's headquarters is reviewing the role of the central marketing staff with respect to Nestle's operating companies around the world. Two specific examples of the role of the central staff in guiding the advertising and packaging decisions of the operating companies are presented. Subjects: Advertising; Consumer marketing; Food; International marketing;</p>



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			Marketing organization; Operations management; Packaging
Chapter 7 Making Global Competitive Moves			
Caterpillar Tractor Co. by Christopher A. Bartlett; U. Srinivasa Rangan	HBS 21p #385276 TN available	US Earth-moving equipment \$9 billion 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 effect Caterpillar Tractor Co.'s record 1981 performance and require changes in its highly successful strategy. Subjects: Business policy; Competition; Industry analysis; International business; Machinery; Multinational corporations; Strategy formulation
Komatsu Ltd. by Christopher A. Bartlett; U. Srinivasa Rangan	HBS 17p #385277 TN available	Japan Earth-moving equipment \$3 billion 1985	Reviews and updates the structure and characteristics of the earth-moving equipment industry presented in the companion case, Caterpillar Tractor Co. 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 challenge 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. The Supplement, Caterpillar-Komatsu in 1986, provides an update to the global competitive interaction between Caterpillar and Komatsu. Caterpillar's response to Komatsu's growing market share is outlined, then the impact of rapidly changing dollar/yen exchange rates provides Caterpillar with an interesting pricing decision. Subjects: Business policy;



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			Corporate strategy; Industry analysis; International business; Japan; Machinery; Multinational corporations; Strategy formulation
Collision Course in Commercial Aircraft: Boeing-Airbus-McDonnell Douglas--1991 (A) by David B. Yoffie; Eric J. Vayle	HBS 20p #391106 B case available TN available	US and Europe Commercial aircraft \$20 billion	Describes the competitive situation that has arisen in the commercial aircraft manufacturing industry since Airbus entered in 1970. Having overtaken McDonnell Douglas for second place, Airbus announces plans to challenge market leader Boeing's last pocket of dominance. Industry and government officials have long complained about assistance that Airbus receives from its governments, and this new challenge threatens to spark a new battle between the governments. Pushes students to examine issues facing industry players--high risk, long-term investments; technological change; intense selling competition--and issues facing their national governments--fair vs. unfair trade; important national industries--in a highly visible time frame for players and governments. Subjects: Aircraft; Business government relations; EC single market; International business; Transportation
Zenith and High-Definition Television--1990 by David B. Yoffie; Benjamin Gomes-Casseres; Heather A. Hazard	HBS 25p #391084 TN available		Describes Zenith's strategy in HDTV and high resolution monitors. Includes overview of HDTV industry with profiles of major competitors worldwide and policies of U.S., Japanese, and European governments. Focuses on competition over standards setting, industrial policy, and Zenith's strategy in components production. Subjects: Business government relations, Competition, Competitive strategy, Corporate strategy, Electronics, Global business, Government policy, High technology, International trade, Manufacturing industry, Strategy formulation.
Philips vs. Matsushita: A New Century, a New Round by Christopher A. Bartlett	HBS 20p #302049 TN available	Global, Europe, Japan consumer electronics; \$40 -\$60 billion 1970-2001	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



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			competitive position is eroded. Teaching Purpose: Illustrates 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. A rewritten version of an earlier case. Subjects: Competition, Competitive strategy, Corporate strategy, Electronics, Globalization, High technology, International business, International operations, Manufacturing industry, Multinational corporations, Organization, Organizational change, Organizational structure, Strategy implementation.
Internationalizing the Cola Wars (A): The Battle for China and Asian Markets by David B. Yoffie; Richard Seet	HBS 23p #795186 B case available TN available	East Asia Beverages Fortune 500 1995	Analyzes the strategies pursued by Coke and Pepsi in the emerging Asian soft drink market. Analyzes the tactical battle of the cola giants in China specifically. Subjects: Asia, Beverages, China, Competition, Competitive strategy, Corporate strategy, Food processing industry, Global business, International business.
Chapter 8 Building the Global Organization			



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<p>Kentucky Fried Chicken (Japan) Ltd. by Christopher A. Bartlett; U. Srinivasa Rangan</p>	<p>HBS 20p #387043 TN available</p>	<p>Japan, US Fast food \$2 billion 1970-83</p>	<p>Describes the internationalization of the Kentucky Fried Chicken (KFC) fast food chain, focusing on KFC's entry into Japan. An entrepreneurial country general manager, Lou Weston, battles numerous problems to establish the business and is eventually highly successful. In doing so, Weston ignores or circumvents policies and control from KFC's headquarters and becomes very upset when more sophisticated planning, coordination, and control systems begin to constrain his freedom. The case presents both the headquarters and subsidiary perspectives and allows discussion of the conflicts between strategic planning and control and entrepreneurial independence in a multinational company. Subjects: Business policy; Control systems; Entrepreneurship; Fast food industry; International business; Multinational corporations; Strategic planning; Subsidiaries.</p>
<p>Citibank (A): European Strategy by Michael Y. Yoshino; Thomas W. Malnight</p>	<p>HBS 33p #392021 B case available</p>	<p>Europe Financial services \$7 billion 1990</p>	<p>Examines the strategic choices facing Citibank in Europe as it seeks to implement its evolving global strategy. Focuses on the bank's corporate banking activities. Specifically describes the bank's changing strategy in the 1980s, including how it has sought to integrate its previously independent country organizations with new product and crossover units. Subjects: Banking industry, Business policy, Commercial banking, Corporate strategy, Europe, Financial services, General management, Global business, International business, Management of change, Organizational behavior & leadership, Organizational development, Service industry, Strategy formulation.</p>
<p>Booz.Allen & Hamilton: Vision 2000 by Gary Loveman; Jamie O'Connell</p>	<p>HBS 19p #396031 TN available</p>	<p>Global/multinational; consulting; \$1 billion revenues; 1990-1995</p>	<p>In 1993, Booz.Allen & Hamilton forsook its previous, highly local organizational structure. It was motivated by a desire to serve multinational clients more effectively and to provide greater value to clients with more localized business by collecting best practices from around the world. Following a plan entitled Vision 2000, the firm created unified staffing pools based on industry and</p>



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			functional (strategy, operations, or information technology) expertise, within each of the three large regions, Atlantic (containing Europe and N. America), Asia-Pacific-Japan, and Latin America. In staffing each client engagement, partners considered all available staff within their regions attempting to provide the best consultants for the project, regardless of where they were located. The firm also redesigned compensation and evaluation methods, segmentation strategy, and staff development programs to fit its more integrated service delivery system. New systems and programs for sharing intellectual capital between consultants increased the firm's ability to provide value. Subjects: Consulting, Human resources management, International business, International operations, Organization, Organizational change, Organizational development, Organizational structure, Service industry, Service management, Services, Technology & operations.
Asea Brown Boveri by Robert L. Simons; Christopher A. Bartlett	HBS 16p #192139 TN available	Europe/Global; electrical equipment; large; \$27 billion revenues; 200,000 employees; 1987-1991	In 1987, two European rivals--Asea AB of Sweden and BBC Brown Boveri Ltd. of Switzerland--merged to form Asea Brown Boveri. The new company employed 150,000 employees in 850 legal entities operating in 140 countries. The case describes the challenges facing Percy Barnevik--the organization's leader--and how he resolved those challenges through staffing, communicating priorities, new structural alignments, and information and reporting systems. Subjects: Acquisitions, Electric industries, Electronics, Europe, Global business, Information systems, International business, Leadership, Manufacturing industry, Matrix organization, Mergers & acquisitions, Organizational structure.
Colgate-Palmolive: Managing International Careers by Philip M. Rosenzweig	HBS 22p #394184 TN available	Global; consumer products; Fortune 500; \$7 billion revenues; 1994	Colgate-Palmolive, the U.S.-based consumer products firm, has long emphasized international experience for its managers, and has developed a comprehensive policy to manage expatriate assignments. The rise in dual-career families has made some



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			managers reluctant to accept foreign assignments, causing Colgate-Palmolive to re-examine the way it manages international career development. Teaching Purpose: To examine the many dimensions of international experience and expatriate assignments in a multinational corporation. Subjects: Careers & career planning, Consumer goods, Consumer products industry, Executives, Families & family life, Global business, Globalization, Human resources management, International business, Management development, Managers, Manufacturing industry, Multinational corporations, Organizational behavior, Organizational development.
Chapter 9 Regional Strategy			
General Motors' Asian Alliances by Joseph L. Badaracco Jr.	HBS 22p #388094 TN available	Asia; automobiles; Fortune 500; \$100 billion sales; 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. Subjects: Asia, Automobile industry, Automobiles, Competitive strategy, Corporate strategy, Finance, Japan, Joint ventures, Korea, Manufacturing industry, Partnerships.
Daewoo's Globalization: Uz-Daewoo Auto Project by John A. Quelch; Chanhi Park	HBS 35p #598065 TN available	Uzbekistan; automobiles; \$65 billion revenues; 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. Teaching Purpose: Shows the challenges of organizing strategic alliances in transitional economies. Subjects: Asia, Automobile industry, Automobiles, Corporate strategy, Global business, International business, Manufacturing industry, Marketing strategy, Strategic alliances.
Citibank: Launching	HBS	Singapore;	Consumer Bank pondered the possibilities of



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<p>the Credit Card in Asia Pacific (A) by V. Kasturi Rangan</p>	<p>25p #595026 B case available TN available</p>	<p>banking; \$200 million revenues; 1989</p>	<p>launching a credit card in the Asia Pacific region. The bank's New York headquarters, and several of its country managers in the region, were not enthusiastic. But others were supportive because of the opportunity to expand the bank's customer base from the limited branch expansion allowed by local law. Students make a decision, and if a "go" decision is made, they work out a comprehensive launch plan. Teaching Purpose: To expose students to services marketing and, more importantly, the notion of acquisition cost and lifetime value of a customer. Also introduces students to international marketing issues. Subjects: Asia, Consumer credit, Corporate strategy, Finance, International business, International marketing, Marketing strategy, Pricing, Product introduction, Product life cycle, Product management, Product positioning, Service management, Technology & operations.</p>
<p>E-Commerce in Latin America by Lynda M. Applegate; Luiz Felipe Monteiro; Meredith Collura (HBS background note)</p>	<p>HBS 31p #801388 TN available</p>	<p>N/a</p>	<p>Examines the vast potential offered by e-commerce in Latin America. Addresses both B2B and B2C e-commerce, as well as the specific economic, cultural, and technological barriers for doing business online in the region. Teaching Purpose: To provide background analysis on e-commerce in Latin America. Subjects: Electronic commerce, Entrepreneurship, Global business, Information age, Information technology, International business, Internet, Leadership, Organizational behavior, Technology.</p>
<p>Submarino.com (A) by Lynda M. Applegate; Luiz Felipe Monteiro; Meredith Collura</p>	<p>HBS 37p #801350 B case available TN available</p>	<p>Latin America, Spain, Portugal; B2C/Internet; \$10 million revenues; 400 employees; 2000-2001</p>	<p>Enables a thorough analysis of Submarino.com, a B2C e-commerce company with a presence in Brazil, Argentina, Mexico, Spain, and Portugal. Examines the company's global operations as well as its organization design and operating and management capabilities. Finally, covers the company's challenge of determining its strategic and financial priorities as it launches a rapid growth plan with limited resources in 2001. Teaching Purpose: Demonstrates the evolution of e-business models, strategy, and organization</p>



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			capabilities. Demonstrates the challenges of managing a global Internet company. Subjects: Business models, Business to consumer, Competitive strategy, Electronic commerce, Entrepreneurship, Global business, Growth strategy, Information age, Information technology, International business, Internet, Leadership, Organizational behavior, Retailing, Technology.
STAR TV (A), (B), and (C) (Condensed) by Michael Y. Yoshino; Peter J. Williamson; Henry Laurence	HBS 20p #395089	Hong Kong; satellite television; small; 600 employees; 1990-1993	Covers the history of STAR TV, Asia's first regional satellite TV network, from its inception and launch in 1990-91 until the summer of 1993. Subjects: Advertising media, Asia, Communications industry, Competitive strategy, Finance, Joint ventures, New product marketing, Partnerships, Product introduction, Service industry, Technology.
Chapter 10 Measuring Industry Drivers and Strategy			
Market Selection and Direction: Role of Product Portfolio Planning by George S. Yip	HBS 17p #581107	N/a	Discusses alternative approaches to product portfolio planning, including those of the Boston Consulting Group, General Electric/McKinsey, and the PIMS Program. Examines how portfolio planning can be used in the processes of market selection and setting of business direction within a market. Subjects: Market definition; Market segmentation; Market selection; Market share; PIMS; Product portfolio management.
Chapter 11 Conducting a Global Strategy Analysis			
N/A			