

Case Map for Lehmann & Winer: *Product Management* (McGraw Hill)

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

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

Chapter 1 Introduction to Product Management	Abstract
Disney's "The Lion King" (A): The \$2 Billion Movie: Jeffrey F. Rayport; Carin-Isabel Knoop; Cate Reavis Product #: 899041 Length: 20p Teaching Note: 899098 B and C cases available.	In 1994, just 10 years after its filmed entertainment division lost \$33 million, Disney's animated creation "The Lion King" became the second highest grossing film ever. In addition to drawing \$740 million in worldwide box office sales, Lion King merchandise sales exceeded \$1.5 billion. This case describes Disney CEO Michael Eisner's strategy in rebuilding the filmed entertainment division, the making of "The Lion King," and the design and execution of a mini-Lion King retail industry. Along with the movie's achievements, Disney was experiencing internal chaos. Learning Objective: To demonstrate Disney's ability to leverage the value of its creative content across its divisions.
Nestle Italy: John A. Quelch; Michele Costabile Product #: 593009 Length: 18p Teaching Note: 594085	Nestle Italy marketing executives are considering options for increasing the sales and market share of Nescafe instant coffee. Forty years after being introduced, Nescafe still has a market share of only one percent. Subjects Covered: Advertising; Consumer marketing; Food; Italy; Product management; Product positioning; Strategy formulation
Packaged Products Co.: Handy-Pak Introduction: Frank V. Cespedes; Laura Goode Product #: 593057 Length: 21p Teaching Note: 595022	The product manager and the market research director for a new line of snacking nuts are reviewing options concerning the upcoming roll-out of the product. These options include changes in pricing, promotional plans, and salesforce incentives intended to build support for the products across the various distribution and trade channels required for targeted sales goals. Learning Objective: A decision-oriented case, this material provides a good look at factors altering marketing and sales requirements in packaged-goods firms, as well as a realignment of one firm's market research activities in order to deal with these new requirements.
Chapter 2 Marketing Planning	Abstract
Guru.com: Rajiv Lal; Ann Leamon Product #: 501005 Length: 30p	An online resource for independent professionals has to create a marketing plan to build brand awareness. Along with the tone and message of the ads, the executives must choose from several different treatments and media, keeping within their budget. Learning Objective: To demonstrate to students the aspects of creating a marketing plan.

<p>Carvel Ice Cream: Developing the Beijing Market: Mark Vandenbosch; Tom Gleave Product #: 99A017 Length: 15p Teaching Note: 899A17</p>	<p>The manager of business development for Carvel Asia Ltd. is trying to determine how best to increase ice cream cake sales. In doing so, he needs to develop a complete marketing program that includes decisions about product offerings, pricing, placement (distribution), and promotion--"the four Ps." Subjects Covered: China; Distribution; Food; Marketing planning; Pricing strategy</p>
<p>Bayerische Motoren Werke AG (BMW): Robert J. Dolan Product #: 593082 Length: 22p Teaching Note: 594107</p>	<p>In 1992, BMW is attempting to revive its position in the United States market. In 1991, unit sales had fallen to 53,000 from 88,000 in 1987. The new CEO of North American is considering a multifaceted plan to turn around the situation. Learning Objective: Demonstrates marketing mix planning and implementation.</p>
<p>Warner-Lambert Ireland: Niconil: John A. Quelch; Susan P. Smith Product #: 593008 Length: 15p Teaching Note: 594062</p>	<p>The marketing director of Warner-Lambert's Irish subsidiary is completing the marketing plan for the launch of Niconil, a transdermal skin patch to facilitate smoking cessation. Subjects Covered: Marketing planning; New product marketing; Pharmaceuticals; Pricing; Product lines; Sales forecasting</p>

Chapter 3 Defining the Competitive Set	Abstract
<p>Polaroid Corp.: Digital Imaging Technology in 1997: Richard S. Rosenbloom ; Ellen Pruyne Product #: 798013 Length: 30p</p>	<p>Focuses on strategic decisions regarding investment in digital imaging technology facing Polaroid Corp., a worldwide leader in the traditional imaging marketplace, in July 1997. New Polaroid CEO Gary DiCamillo must decide how much emphasis to place on digital vs. traditional imaging technology, how to restructure the organization to capitalize on this new technology, and whether to support a new proposal to develop a digital camera for the mass market. Subjects Covered: Competitive decision making; Corporate strategy; Product development; Strategic planning; Technology</p>
<p>U.S. Retail Coffee Market (A): George S. Yip ; Jeffrey R. Williams Product #: 582087 Length: 23p Supplements available</p>	<p>Set in mid-1978, this case covers all aspects of the U.S. retail coffee market both cross-sectionally and historically. The market is recovering from dramatic price rises and volume drops. The overall issue is the forecast of future market evolution and the implications for the marketing strategy of each major producer. Students have to make explicit 5- and 10-year sales and market share forecasts and draw up BCG-type portfolio matrices. Case is part of a two-day series, beginning with an aggregate view of the entire market and its evolution and narrowing to a view of market strategy for a single brand. Subjects Covered: Beverages; Competition; Demographics; Forecasting; Market segmentation; Market structure; Product portfolio management</p>
<p>Net.Genesis, Inc.: Robert J. Dolan; Rajiv Lal; Perry L. Fagan Product #: 500009 Length: 18p Teaching Note: 501062</p>	<p>Net.Genesis is planning 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. Learning Objective: To discuss marketing issues in a developing market.</p>
<p>Strategic Industry Model: Emergent Technologies (HBS background note): Robert J. Dolan</p>	<p>Describes computer model and output from conjoint analysis and perceptual mapping for product line planning. Subjects Covered: Computer industry; Models; Product planning & policy</p>

Product #: 592086 Length: 12p Teaching Note: 592100	
Chapter 4 Category Attractiveness Analysis	Abstract
MicroFridge: The Concept: John Deighton Product #: 599049 Length: 2p Teaching Note: 503030	Robert Bennett, who has a Master's degree in engineering, wants to exploit his idea to combine a refrigerator, freezer, and 500-watt microwave into an 87-pound, 4-foot-high appliance to sell to college students. Bennett must decide which markets to serve, which competitors he must contend with, with whom to collaborate, and what core capabilities to build. Learning Objective: To introduce students to the range of decisions needed to construct a marketing strategy.
H-E-B Own Brands: V. Kasturi Rangan; Marie Bell Product #: 502053 Length: 23p Teaching Note: 503006	H-E-B is a \$9 billion grocery chain located in Southwest Texas. This case focuses on H-E-B's private label strategy, a product category that accounts for 19% of H-E-B's sales and one that earns gross margins 50% higher than national brands. A leader in its markets, H-E-B is faced with increasing competition, especially from Wal-Mart, which has aggressively entered the Texas markets with a series of "supercenters." Although the case specifically focuses on H-E-B's Own Brands (private label), it more broadly raises important strategic questions regarding H-E-B's ability to compete effectively in this new market environment. Includes color exhibits. Subjects Covered: Brands; Competition; Customer service; Retailing; Supermarkets
Note on the Structural Analysis of Industries: Michael E. Porter Product #: 376054 Length: 19p	Provides a framework for the analysis of industry structure. Identifies the major structural features that influence the profit potential in industries and some illustrative implications of these for strategy formulation. Can be used as a reference note for business policy courses and/or as the background for a lecture on industry analysis. Subjects Covered: Business policy; Industry analysis; Industry structure; Strategy formulation
Chapter 5 Competitor Analysis	Abstract
WFNX-107.7 FM and Boston's Radio Wars: Robert J. Kopp; Bradley M. Mindich Product #: BAB019 Length: 28p Teaching Note:	WFNX, a small radio station, is growing and making waves. Larger competitors have counter-attacked and cut into WFNX's audience. How to respond? Which option to choose? Learning Objective: To illustrate competitive warfare in a dynamic marketplace, i.e., the radio business.
Cola Wars Continue: Coke vs. Pepsi in the Twenty-First Century: David B. Yoffie; Yusi Wang Product #: 702442 Length: 24p Teaching Note: 703403	Examines the industry structure and competitive strategy of Coke and Pepsi over 100 years of rivalry. New challenges of the twenty-first century included boosting flagging domestic cola sales and finding new revenue streams. Both firms also began to modify their bottling, pricing, and brand strategies. They looked to emerging international markets to fuel growth and broaden their brand portfolios to include noncarbonated beverages like tea, juice, sports drinks, and bottled water. Learning Objective: Industry and competitor analysis.
eBay, Inc.: Stephen P. Bradley ; Kelley Porter	eBay was the world's largest and most popular person-to-person trading community on the Internet. However, in early 1999, Amazon.com

Product #: 700007 Length: 27p	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? Learning Objective: To consider how eBay should handle this new competition.
Robert Mondavi: Competitive Strategy: Michael E. Porter Gregory C. Bond Product #: 799125 Length: 23p	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. Learning Objective: Designed to explore competitive strategy in an evolving industry with a special focus on international strategy.
Matching Dell: Jan W. Rivkin ; Michael E. Porter Product #: 799158 Length: 31p Teaching Notes: 700084 & 706482	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. Learning Objective: Permits an especially detailed examination of imitation; illustrates how fit among activities and incompatibilities between competitive positions can pose particularly high barriers to imitation. To illustrate competitor analysis, the evolution of industry structure, and relative cost analysis.
Skil Corp.: Michael E. Porter; Cheng G. Ong Product #: 389005 Length: 20p Teaching Note: 389021	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. Subjects Covered: Competition; Electric industries; Tools
Chapter 6 Customer Analysis	Abstract
Analyzing Consumer Perceptions (HBS background note): Robert J. Dolan Product #: 599110 Length: 13p	Describes the perceptual mapping techniques in a non-technical fashion. The procedure is useful for the depiction of the structure of the market. Discusses alternative methods, presents examples of each, and shows how the maps can be used in marketing decision making. Subjects Covered: Consumer behavior; Consumers; Market research; Market structure
Clust.com: Dream More and Pay Less: Luc Wathieu Product #: 501047 Length: 16p Teaching Note: 501083	The company had to decide whether to focus on group-buying and good deals vs. consumer creation and exclusives. Learning Objective: Allows students to examine reverse marketing, economics of group buying, positioning, building a trusted brand, sustaining value in a competitive environment, consumerism as a business opportunity, consumer empowerment, Internet as a revolution, and incorporating the cultural context in the marketing plan.
TiVo: Luc Wathieu; Michael Zoglio Product #: 501038 Length: 16p Teaching Note: 501057	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. 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

	<p>marketing plan; and television and the advertising industry.</p> <p>Learning Objective: Explores concepts such as launching a radically new product; changing consumer habits, privacy, consumer control, and permission-based advertising. Allows students to ponder the relevance of targeting early adopters and the elements of a successful; creative communications strategy for a small first-mover.</p>
<p>Microsoft CarPoint: Jeffrey F. Rayport; Avnish Bajaj; Steffan Haithcox; Michael Kadyan Product #: 898280 Length: 31p Teaching Note: 9001028</p>	<p>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 Web. This shift in buying behavior from marketplace to market-space had significant implications for consumers and dealers; it gave consumers a wealth of information that they previously lacked, while it challenged dealers to change their approaches. CarPoint, however, was a late entrant and faced stiff competition. 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.</p> <p>Learning Objective: To challenge students to analyze the complexity of managing consumer services in a category that explicitly requires integration of on-line and off-line sales and service activities. The case also challenges students in the areas of pricing of services, competitive positioning, branding, and business focus.</p>
<p>Heineken N.V.: Global Branding and Advertising: John A. Quelch Product #: 596015 Length: 13p Teaching Note: 598080</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.</p> <p>Subjects Covered: Advertising; Beverages; Brands; Consumer behavior; International marketing; Market segmentation</p>
<p>Ciba Consumer Pharmaceuticals' Acutrim: Challenges and Opportunities in Today's Diet Industry: Nancy Koehn ; Rebecca Voorheis Product #: 795043 Length: 20p</p>	<p>Ciba Geigy has to decide what to do with its Acutrim appetite suppressant in view of the changing market for such products.</p> <p>Subjects Covered: Business government relations; Consumer behavior; Corporate strategy; Marketing strategy; Pharmaceuticals</p>
Chapter 7 Market Potential and Sales Forecasting	Abstract
<p>Zenith: Marketing Research for High Definition Television (HDTV): Fareena Sultan Product #: 591025 Length: 22p Teaching Note: 591109</p>	<p>Managers at Zenith must decide what marketing research, if any, needs to be done now in order to assess market potential and consumer preference for a technological innovation, high definition television (HDTV) that is yet to be introduced. The case describes various marketing research options available to Zenith in August 1990. In particular managers have to decide whether to conduct a study to examine consumer preferences for the wider screen format of HDTV. They also need to forecast HDTV demand from 1992-2000 under pessimistic, most likely and optimistic scenarios that have to be defined. Can be used to expose students in an introductory marketing management course to various marketing research methods available to assess consumer preferences for new products and innovations. In particular it exposes students to conjoint analysis' methodology. Also allows students an opportunity to assess the situation facing Zenith and explore forecasting marketing potential via scenario</p>

	analysis. Subjects Covered: Forecasting; High technology products; Innovation; Market research; Product introduction
--	--

<p>Disney Consumer Products in Lebanon: John A. Quelch Product #: 596060 Length: 17p Teaching Note: 598125</p>	<p>The managing director of Disney Consumer Products for Europe and the Middle East is reviewing recent market research in Lebanon regarding the sales potential of Disney licensed products and assessing the pros and cons of several distribution options. Learning Objective: To review the distribution options facing a multinational company considering entry into a new country market.</p>
<p>Avon Co.: E. Raymond Corey Product #: 590022 Length: 14p Teaching Note: 590023</p>	<p>A classic case revised in 1989. Avon engineers developed a new type of electric adjustable speed drive. Executives began to make long-range plans for production and marketing. Members of the sales department wondered what pricing recommendations they should make to management on the basis of estimates of market size at different price levels and Avon's market share. A rewritten version of an earlier case. Subjects Covered: Industrial markets; Machinery; Market share; Pricing strategy; Product design; Product introduction</p>
<p>Filene's Basement: David E. Bell; Dinny Starr Product #: 594018 Length: 24p Teaching Note: 594061</p>	<p>Filene's Basement is in the process of deciding where, and if, to locate two new stores in its new Chicago area of operations. The existing Chicago area stores have been performing well, however, management is concerned with over saturation of the market. At the time of the case, Filene's Basement has 49 stores in operation. Subjects Covered: Department stores; Location of industry; Real estate; Retailing; Sales forecasting</p>
<p>Chapter 8 Developing Product Strategy</p>	<p>Abstract</p>
<p>Monster.com: Jeffrey F. Rayport; Dickson L. Louie Product #: 801145 Length: 26p Teaching Note: 901036</p>	<p>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. Subjects Covered: Brands; Entrepreneurship; Internet</p>
<p>Abgenix and the XenoMouse: Robert J. Dolan Product #: 501061 Length: 14p Teaching Note: 503046</p>	<p>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. Learning Objective: To introduce the issue of deciding whether to define your product as access to a technology, a developing program for defining a product based on the technology, or a finished program and marketable product. Exposes students to product line planning in largely uncertain environments.</p>
<p>Net.Genesis, Inc.: Robert J. Dolan; Rajiv Lal; Perry L. Fagan Product #: 500009 Length: 18p Teaching Note: 501062</p>	<p>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. Learning Objective: To discuss marketing issues in a developing market.</p>
<p>Snapple: John Deighton Product #: 599126 Length: 17p Teaching Note: 500033</p>	<p>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.</p>

<p>Intel Corp.: Going into OverDrive: Anirudh Dhebar Product #: 593096 Length: 19p Teaching Note: 594020</p>	<p>Subjects Covered: Beverages; Brands; Distribution; Entrepreneurship; Market positioning; Marketing management; Strategic market planning</p> <p>In May 1992, Intel Corp., the leading supplier of microprocessors for IBM-compatible personal computers, announced the retail availability of OverDrive processors, a new line of performance upgrades for the Intel 486 series of microprocessors. The case chronicles the evolution of Intel microprocessors and math coprocessors. Next, it describes the genesis of the "speed-doubling" technique that is employed in the OverDrive Processor and it details the important implementation issues. The central questions are the following: How does a firm manage a product line in the context of rapid technological change? What are the consequences--for the end users, and hence the system and component manufacturers--of rapid product change? How does product upgradability help mitigate some of these consequences? How should Intel develop the OverDrive business? And how will this affect the company's mainline microprocessor business?</p> <p>Subjects Covered: Computer industry; High technology products; Product lines; Product management; Silicon Valley</p>
Chapter 9 New Products	Abstract
<p>Concept Testing (HBS background note): Robert J. Dolan Product #: 590063 Length: 9p</p>	<p>Describes concept testing products. Presents guidelines for effective design, execution, and interpretation of test procedures. Discusses limitations of these techniques and sets out the situations for which they are appropriate.</p> <p>Subjects Covered: Market analysis; Market research; Models; Product introduction; Sales forecasting</p>
<p>Aqualisa Quartz: Simply a Better Shower: Youngme Moon; Kerry Herman Product #: 502030 Length: 19p Teaching Note: 503058</p>	<p>Harry Rawlinson is managing director of Aqualisa, a major U.K. manufacturer of showers. He has just launched the most significant shower innovation in recent history: the Quartz shower. The shower provides significant improvements in terms of quality, cost, and ease of installation. In product testing, the Quartz shower received rave reviews from both consumers and plumbers alike. However, early sales of the Quartz have been disappointing. Rawlinson is now faced with some key decisions about whether to change his channel strategy, promotional strategy, and the overall positioning of the product in the context of his existing product line.</p> <p>Learning Objective: Designed to illustrate the challenges associated with bringing a new product to market. Allows for a rich discussion of customer behavior (including end consumers and installers). In addition, allows for a in-depth discussion of the positioning of a new product within the context of an existing product line and the use of multiple brands to manage products across their lifecycle.</p>
<p>Digital Angel: Youngme Moon; Kerry Herman Product #: 502021 Length: 20p</p>	<p>Digital Angel is considering the appropriate marketing plan for the launch of its new locator device. The device, a watch and pager worn in combination, provides GPS location information and monitors heart rate and body temperature via body sensors. Parents of young children and caregivers of Alzheimer's patients are the initial target markets for the device, but at least 26 potential markets have been identified for the product. Building a brand and generating positive word of mouth are central to the marketing plan decision. But the technology also raises concerns over privacy issues, and the benefits of the product are complex</p>

	<p>and challenging to communicate.</p> <p>Learning Objective: To illustrate the challenges associated with bringing a new, untested, high-risk product to the consumer market.</p>
<p>Palm Computing: The Pilot Organizer: Thomas J. Kosnik; Rajesh Atluru; Kevin Wasserstein Product #: 599040 Length: 20p</p>	<p>Palm Computing appears to be the first to have gotten it "right" in the PDA (personal digital assistant) market. Palm Computing has designed a radically new product which will appeal to certain market segments. However, it is unclear how Palm Computing will fare against industry giant, Microsoft.</p> <p>Subjects Covered: Competition; Computer industry; New product marketing; Standardization</p>
<p>KONE: The MonoSpace Launch in Germany: Das Narayandas; Gordon Swartz Product #: 501070 Length: 24p Teaching Note: 503068</p>	<p>Focuses on the launch of a new elevator product in Germany. In 1996, global construction slumps and low differentiation among competitive offerings has led to significant price competition and margin erosion in the elevator industry. In these circumstances, KONE, one of the global players in this industry, has developed the Monospace elevator product that uses revolutionary technologies. This new product is expected to have a significant impact on the current product lines of KONE and its competitors. The firm has test marketed the product in three European country markets to varying degrees of success. The firm is now planning to launch the new product in Germany, the largest country market in Europe and vital to KONE's overall success. With little room for error and the future of the firm at stake, KONE's German subsidiary needs to develop a detailed launch plan for Monospace in Germany.</p> <p>Subjects Covered: Business marketing; Europe; Germany; Marketing planning; Marketing strategy; New product marketing; Product management; Scandinavia</p>
<p>Pepcid AC (A): Racing to the OTC Market: Charles King; Alvin J. Silk; Ernst Berndt; Lisa R. Klein Product #: 500073 Length: 15p Teaching Note: 503107</p>	<p>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.</p> <p>Learning Objective: Allows exploration of first mover advantage, product positioning, market research, brand equity, new product development, and marketing strategy.</p>
<p>Vistakon: 1 Day Acuvue Disposable Contact Lenses: Alvin J. Silk; Bruce Isaacson; Marie Bell Product #: 596087 Length: 26p</p>	<p>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.</p> <p>Subjects Covered: Brands; Consumer goods; Market analysis; Marketing implementation; Marketing mixes; Marketing strategy; Product positioning</p>
<p>Colgate-Palmolive Company: The Precision Toothbrush: John A. Quelch; Nathalie Laidler Product #: 593064 Length: 24p Teaching Note: 595025</p>	<p>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.</p> <p>Subjects Covered: Consumer goods; New product marketing; Product positioning; Profitability analysis</p>
Chapter 10 Pricing Decisions	Abstract
<p>Online Music Distribution in a Post-Napster World: Youngme Moon</p>	<p>Provides a description of the rise and decline of Napster, the free Internet music-swapping service. Also describes second-generation peer-to-peer</p>

Product #: 502093 Length: 18p Teaching Note: 506058	services (e.g., Gnutella) as well as paid subscription services (e.g., MusicNet, pressplay). Learning Objective: Provides an opportunity to discuss pricing, product bundling, and promotion-related issues as they pertain to online music distribution.
The Medicines Co. : John Gourville Product #: 502006 Length: 18p	It is early 2001 and The Medicines Co. just received FDA approval to market Angiomax, a blood thinner to be used during angioplasties and heart procedures. It is intended to be a better alternative to Heparin, an 80-year old drug that costs less than \$10 per dose. The company believes it can sell Angiomax for a much higher price than Heparin--but how much more? Angiomax also represents the first of several drugs being developed under a rather unique business model. The company is in the business of "rescuing" drugs that other companies have given up on--i.e., they purchase or license the rights to drugs that other companies have halted development on, with the intent of completing the development process and bringing the drug to market. With the success of Angiomax, the company feels that this business model has been validated. Learning Objective: To provide an introduction to the risks and rewards of the biotech/pharmaceutical industry; to address the question of pricing a complex, uncertain technology; and to focus on the issue of how success with one product can and does change an initial business model.
Tweeter etc. : John Gourville; George Wu Product #: 597028 Length: 24p Teaching Note: 597082	In the early 1990s, Tweeter etc., a small regional retailer of higher-end audio and video equipment, faced increasing competitive pricing pressures from several large regional and national consumer electronics chains. In response, in 1993, they introduced "Automatic Price Protection" (APP) as the cornerstone of a strategy to restore price credibility in the minds of consumers. Under APP, Tweeter monitored local newspaper ads and automatically mailed a refund check to a consumer if an item purchased at Tweeter was advertised for a lower price by a competitor. Three years later, in 1996, Tweeter is questioning the impact of APP on their current competitive positioning. More importantly, with the pending entry of another major discount chain, Tweeter is forced to question how effective APP will be in a market increasingly dominated by large discount retailers. Learning Objective: Introduces the concept of price signaling in a retail environment, while demonstrating the multifaceted nature of product pricing.
Priceline.com: Name Your Own Price : Robert J. Dolan Product #: 500070 Length: 12p Teaching Note: 501046	Priceline.com shifts the setting of price from sellers to buyers. The company aspires to use its patented process of advertising units of demand at named prices to suppliers in many categories. This case focuses on its initial use in the airline industry. Learning Objective: For discussion of Internet impact on market organization and pricing.
Becton Dickinson & Company: Vacutainer Systems Division (Condensed) : Frank V. Cespedes; V. Kasturi Rangan Product #: 592037 Length: 17p Teaching Note: 595084	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). Subjects Covered: Distribution; Marketing implementation; Marketing management; Marketing organization; Medical supplies; Negotiations; Pricing; Sales management
American Airlines' Value Pricing	In April 1992, American Airlines launched "Value Pricing" -- a radical

<p>(A): Alvin J. Silk; Steven C. Michael Product #: 594001 Length: 24p B and C cases available</p>	<p>simplification of the complex pricing structure that had evolved over more than a decade following deregulation of the U.S. domestic airline industry. American expected that the new pricing structure would benefit consumers and restore profitability to both American and the industry as a whole. The critical issue raised is: Would American's bold initiative work? Learning Objective: Expose students to issues encountered in exercising price leadership to switch industry practice from a complex structure of differential prices and promotions to a simplified, everyday-low-pricing structure.</p>
Chapter 11 Advertising Decisions	Abstract
<p>yesmail.com: Luc Wathieu Product #: 500092 Length: 15p Teaching Note: 501028</p>	<p>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. Learning Objective: To understand trends in marketing communications with a focus on permission marketing and how to manage response rates. Also explores the future of marketing on the Internet.</p>
<p>Bronner Slosberg Humphrey: David E. Bell; Donald M. Leavitt Product #: 598136 Length: 22p Teaching Note: 598141</p>	<p>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. Subjects Covered: Advertising; Brands; Direct marketing; Growth management; Organizational change; Service management</p>
<p>Hunter Business Group: TeamTBA: Das Narayandas; Elizabeth Caputo Product #: 500030 Length: 16p Teaching Note: 502066</p>	<p>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. Subjects Covered: Business to business; Communication; Customer relations; Direct marketing; Marketing strategy; Service management</p>
<p>Heineken N.V.: Global Branding and Advertising: John A. Quelch Product #: 596015 Length: 13p Teaching Note: 598080</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 Covered: Advertising; Beverages; Brands; Consumer behavior; International marketing; Market segmentation</p>
<p>Cunard Line Ltd.: Managing Integrated Marketing Communications: Stephen A. Greyser; Robert F. Young Product #: 594046 Length: 25p Teaching Note: 595028</p>	<p>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.</p>

	<p>Learning Objective: To stimulate discussion of: 1) "push" vs. "pull" marketing communications in the setting of an expensive consumer service, and 2) the balance between corporate vs. individual "products" (i.e., ships) as the focus of marketing.</p>
<p>Cofidis: Luc Wathieu Product #: 501055 Length: 19p Teaching Note: 501084</p>	<p>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 Cofidis' product and value proposition; the evolving competitive context and cultural complexity of the European credit market; 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; the results of the strategy; and 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?</p> <p>Learning Objective: This case allows students to attempt to answer a myriad of questions. How do you treat a financial product from a marketing standpoint? What does marketing add to the generic consumer credit product? What are the determinants of consumer adoption for a new product? How do you combine product and communication strategies? What is the effect of sports sponsoring? How do you build a brand? How should your marketing strategy unfold over time and across borders to build and maintain a strong brand? Is marketing an acceptable activity or an attempt to fool people with products that they misinterpret? What is the role of freedom and control in a value proposition? How do all these soft marketing elements interact concretely to lead to a profit formula?</p>
Chapter 12 Promotions	Abstract
<p>Reynolds Metals Co.: Consumer Products Division: Samuel Chun Product #: 597045 Length: 13p Teaching Note: 597075</p>	<p>Reynolds Consumer Products Division must decide whether to discontinue its program of case allowances in favor of discretionary trade dollars targeted for market development.</p> <p>Subjects Covered: Consumer goods; Distribution channels; Sales promotions</p>
<p>Ford Motor Co.: Changing the Dealer Culture: J. Gregory Dees; Marc Boatwright Product #: 394073 Length: 22p</p>	<p>Confronted by increasing market emphasis on customer satisfaction coupled with the success of General Motors' Saturn Division with "no haggle" pricing, Ford Motor Co. examines the sales culture within its own dealers and considers how to implement policies that will change that culture.</p> <p>Subjects Covered: Automobiles; Ethics; Sales management; Sales promotions</p>
<p>Catalina Marketing Corp.: David E. Bell; Walter J. Salmon; Dinny Starr Product #: 594026 Length: 35p Teaching Note: 595093</p>	<p>Catalina Marketing is a very successful marketing service firm. Their current customers include major supermarket retailers and consumer products manufacturers nation-wide. Catalina provides a unique way for these clients to distribute coupons for their products via point-of-sale technology at the supermarket register. Catalina is currently trying to decide where and how to expand its operations.</p> <p>Learning Objective: To discuss the issues of effective supermarket advertising, new advertising and information gathering technology, and potential expansion options for Catalina.</p>
<p>Air Miles: John A. Quelch Michele</p>	<p>The chairman and CEO of a U.K.-based frequent buyer travel award</p>

Calpin Product #: 593102 Length: 32p Teaching Note: 598099	program is planning on launching in North America. Management must determine the marketing strategy to be used, specifically how the U.K. program should be altered, whether the U.S. and Canadian markets should use the same strategy, and whether grocery retailers or grocery manufacturers should be used as sponsors. Learning Objective: 1) to illustrate the importance of changing a company's marketing strategy based on new competitive and consumer dynamics; and 2) to develop students' skills in bringing a new service to market, from determining product-market fit to analyzing consumer responses about launch objectives and tactics.
Chapter 13 Channel Management	Abstract
Z Corp.: Joseph B. Lassiter III; Matthew C. Lieb Product #: 801210 Length: 20p	Tom Clay, president of Z Corp. and founder/CEO Marina Hatsopolous must decide between using a direct sales force or using a value-added reseller to begin selling the company's new 3-D printing prototype manufacturing system. Learning Objective: Shows the conflicts between cost, control, and effectiveness in choosing channels.
CVS: The Web Strategy: John Deighton, Anjali Shah Product #: 500008 Length: 16p Teaching Note: 501064	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. Subjects Covered: Distribution channels, Electronic commerce, Information age, Information technology, Internet, Manufacturing industry, Marketing management, Pharmaceuticals industry, Retailing, Sales & marketing.
MedSim: David J. Arnold, Dov Brachfeld Product #: 599020 Length: 22p	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. Learning Objective: To explore the challenges facing start-up businesses in global markets.
Arrow Electronics: Das Narayandas Product #: 598022 Length: 21p Teaching Note: 500111	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. Subjects Covered: Customer relations; Distribution; Electronic commerce; Electronics; Industrial markets; Internet; Marketing strategy; Product portfolio management
Goodyear: The Aquatred Launch (Condensed): Samuel Chun Product #: 500039 Length: 13p Teaching Note: 500044	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. Subjects Covered: Distribution channels; Distribution planning; Marketing implementation; Marketing management; Marketing strategy; New product marketing; Tire industry
MathSoft, Inc. (A): V. Kasturi Rangan; Gordon Swartz Product #: 593094 Length: 25p	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. Subjects Covered: Advertising; Communication strategy; Direct

	marketing; Distribution channels; Distribution planning; Industrial markets; Software
Chapter 14 Service and Direct Customer-Based Marketing	Abstract
First USA and Internet Marketing: Rajiv Lal; Amy H. Nelson Product #: 500043 Length: 20p	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. Learning Objective: Explores issues related to marketing on the Internet and the trade-offs involved in allocating resources in online vs. offline marketing options.
Xerox Corp.: The Customer Satisfaction Program: Melvyn A.J. Menezes; Jon D. Serbin Product #: 591055 Length: 23p Teaching Note: 593027	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? Subjects Covered: Corporate strategy; Customer relations; Customer service; Marketing strategy; Office equipment
Quest Foods Asia Pacific and the CRM Initiative: Allen J. Morrison; Donna Everatt Product #: 901M11 Length: 19p	Quest Foods International is one of the world's largest manufacturers of fragrances, flavors, and textures for the food, beverage, and consumer products industries. Quest Foods' regional vice president is in the process of implementing a business process reengineering project for the company. His current efforts focus on developing an information technology-based customer relationship management (CRM) system that he believes could give the company a sustainable competitive advantage with customers in the region and throughout the world. His ultimate goal is to bring Quest to the next phase of e-business. Despite high ambitions, his initiatives are making little headway. Internal opposition to change is significant and some key customers are growing concerned that Quest's CRM plans might miss the mark. Faced with considerable time and resource pressures, he is wondering how to set priorities and where to focus his energies. Subjects Covered: Asia; Business processes; Customer relations; Food; Information technology; International business; Reengineering
Hilton HHonors Worldwide: Loyalty Wars: John Deighton; Stowe Shoemaker Product #: 501010 Length: 18p Teaching Note: 501059	Hilton Hotels regards the frequent guest program as the industry's most important marketing tool, directing marketing efforts at the heavy user. What is Hilton to do then, when a competitor ups the ante? This case illustrates the economics of frequency marketing in industries with a very distinct "heavy half" to their customer base, and lets students debate what to do when Sheraton and Westin seemingly overdo a good thing. Learning Objective: Economics of loyalty marketing.
QVC, Inc.: Jeffrey F. Rayport; Dickson L. Louie Product #: 897050 Length: 32p Teaching Note: 901034	Illustrates the "Service Profit Chain" in action. QVC, whose initials stand for Quality, Value, and Convenience, demonstrates clearly how a strong customer focus can lead to establishing a strong franchise in the retail sector and a highly profitable business whose revenue has grown 14% per year for 1992-96--usually at the expense of the rival Home Shopping Network and through higher customer retention. Subjects Covered: Customer relations; Retailing; Service management
Tracmail: Paul W. Marshall; Carin-Isabel Knoop; Suma Raju Product #: 801037	Tracmail, an online customer service company based in India, is trying to handle support services (e-mail and chat) for companies worldwide. In its quest to break into global markets, Tracmail is contemplating a joint

Length: 29p Teaching Note: 801417	venture with a U.S. call center. Tracmail is also grappling with issues such as setting up a U.S. sales force (when the majority of the company's workforce is based in India) as well as convincing American companies to entrust their entire customer service department to a foreign company. Learning Objective: To illustrate a new start-up company in India.
Chapter 15 Financial Analysis	Abstract
Wilkerson Co. : Robert S. Kaplan Product #: 101092 Length: 4p Teaching Note: 104002	The president of Wilkerson, faced with declining profits, is struggling to understand why the company is encountering severe price competition on one product line while able to raise prices without competitive response on another product line. The controller proposes that the company develop an activity-based cost model to understand better the different demands that each product line makes on the organization's indirect and support resources. Students estimate the new cost model, which provides a radically different perspective on product line profitability. They can suggest actions, based on the new cost model, to improve the company's profitability. Learning Objective: Illustrates motivation and design for an activity-based cost system. A rewritten version of an earlier case.
Hollydazzle.com : Ratna Sarkar Product #: 100066 Length: 5p	Describes the underlying economics of a start-up Internet retailing company. Highlights the fact that costs in that setting have a component that varies with volume and thus seriously impacts profitability. Learning Objective: The unusual cost-volume-profit relationship at an e-tailer.
Measurement and Management at CitySoft : V.G. Narayanan; Sanjay T. Pothan Product #: 100056 Length: 21p	CitySoft is a very small software developer that is grappling with issues of cost measurement and management. Students must decide what reports should be generated and how to use these reports. Learning Objective: Introductory case for a course in cost and performance measurement.
Destin Brass Products Co. : William J. Bruns Jr. Product #: 190089 Length: 10p Teaching Note: 191029	Specialized manufacturer of brass valves, pumps, and flow controllers is troubled by competitive pricing in pumps and higher than expected margins for flow controllers. Managers suspect cost accounting and cost allocations to products may be to blame. Two volume-based systems are described and illustrated. Learning Objective: Students must develop activity-based costs for comparison and then decide which system is most useful to company managers.
Note on Low-Tech Marketing Math : Robert J. Dolan Product #: 599011 Length: 9p	Describes basic calculations useful in marketing analysis, break-even analysis, and price-volume relationships. Subjects Covered: Breakeven analysis; Market research; Marketing management; Price earnings ratio; Pricing; Quantitative analysis
Chapter 16 Marketing Metrics	Abstract
Customer Value Measurement at Nortel Networks--Optical Networks Division : Das Narayandas Product #: 501050 Length: 25p Teaching Note: 502069	Since 1995, Nortel Networks' Optical Networks (ON) division has been incorporating customer satisfaction and loyalty measures into its business practice to increase customer value. Over the years, key process owners in various parts of the organization have become accustomed to receiving such information in the format with which they are familiar. Recent initiatives by the Customer Value Measurement (CVM) team have shown

	<p>that the current methodology does not provide all the insights required to achieve the full potential of customer value measurement. The CVM team now needs to present Nortel's senior management with the optimal combination of the many choices for soliciting customer perceptions that would make the best use of the available resources, minimize the intrusion on customers' time, and add value for the business and customers alike?</p> <p>Learning Objective: To show how customer satisfaction and customer loyalty programs are implemented by firms to enhance customer value.</p>
<p>The Brita Products Co.: John Deighton Product #: 500024 Length: 18p Teaching Note: 501067</p>	<p>Describes a race for installed base, with increasing returns to scale and a delicate acquisition versus retention balance. Clorox's Brita skillfully exploits a tide of water safety concerns, growing a home water filtration business from inception to a 15% U.S. household penetration in ten years. The decision in the case arises as the period of increasing returns seems to be drawing to a close, and management must use its legacy, an installed base and a strong brand equity, to take the business forward into a less friendly environment. Students can model the relation between the primary demand for pitchers and the derived demand for filters to decide where they want to put future investments.</p> <p>Learning Objective: The economics of acquisition and retention, installed base marketing, and lifetime customer value calculation.</p>
<p>Wells Fargo Online Financial Services (A): Robert S. Kaplan; Nicole Tempest Product #: 198146 Length: 18p Teaching Note: 199058 B case available</p>	<p>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, but OFS management believed that its business could not be measured and evaluated on the basis of financial metrics alone. Includes 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.</p> <p>Learning Objective: Enables students to explore the role of the Balanced Scorecard measurement system in an entrepreneurial, rapidly growing, technology-intensive business.</p>