

Synopsis and guiding questions for cases

Business, Strategic Management



**ASSIGN
BUSTER**

Synopsis and guiding questions for cases Hereafter, you will find synopsis and write-up questions/assignments on each scheduled case in view of helping you to prepare class discussion. Even if cases are scheduled for specific themes, most of them address issues related to many themes. Those who present will try to integrate theories and frameworks already seen in previous themes to new cases and should consider questions suggested as start points of discussion and feel free to discuss the case on more issues than those covered by these questions. However, for the individual write-up, your discussion should be limited to the question on the case.

1. APPLE INC.: IPODS AND ITUNES Apple Computer, Inc. has enjoyed tremendous market success with its digital music initiative consisting of software (iTunes), hardware (iPods and Shuffles) and content (iTunes Music Store). This case focuses on the online music industry within the context of the overall music industry. Please conduct analysis of the external environment and identify opportunities and threats. What are the factors that facilitated the Apple's success? What are the driving forces in this industry?

2. STARBUCKS Starbucks is operating in the specialty coffee industry. Facing competition, the company needs to leverage its core competencies to take advantage of various opportunities and grow. Please carry out the analysis of the internal environment of this company and identify its strengths, weaknesses, and core competences.

3. Dell Inc. in 2009 Throughout the years, Dell INC. had built up a set of competitive advantages that seemed unassailable until the early 2000s. Since then, the company felt behind but it would like to come back in its leading position. Analyze the internal environment of this company and identify its strengths, weaknesses, and core competences.

Thereafter, identify means that the company missed to use to sustain its core competences and those that it should use to improve or develop core competences for a sustainable competitive advantage in the future.

4. HONG KONG'S OCEAN PARK: TAKING ON DISNEY (REVISED) Ocean Park was the only amusement park in Hong Kong until 2005 when Hong Kong Disney exploded onto the entertainment scene. This case outlines Ocean Park's history and its response to Disney's encroachment into its market. Identify business-level strategies used by Ocean Park to survive and suggest, if necessary, improvement for the future.

5. Yunnan Baiyao : Traditional medicine meets product/market diversification Yunnan Baiyao (YB) was a household brand in China for its unique traditional herbal medicine. In 2003, 3M initiated contact with YB Group to discuss potential cooperation opportunities. Since a few years, YB had been attempting to internationalize its products. On another hand, YB had also been considering another option; namely, whether to extend its brand to toothpaste and other healthcare products. Identify the corporate strategies currently used by YB and make the suggestions on the avenues available for the growth of this company. Given the situation of YB described in the case, what are the most recommendable corporate strategies? Why?

6. RAYOVAC CORPORATION: INTERNATIONAL GROWTH AND DIVERSIFICATION THROUGH ACQUISITIONS The Rayovac assumes that it can successfully manage diverse product categories across diverse geographic markets. Analyze this case, identify and assess its corporate strategies (especially those related to its internationalization), and finally, make recommendations for the future.

7. IMAX: LARGER THAN LIFE IMAX was involved in several aspects of the large-

format film business: production, distribution, theatre operations, system development and leasing. The case illustrates IMAX's use of its unique capabilities to pursue a focused differentiation strategy. IMAX was initially focused on large format films that were educational yet entertaining, and the theatres were located in institutions such as museums, aquariums and national parks. However, IMAX found that its growth and profitability were constrained by its niche strategy. In response, IMAX sought to grow by expanding into multiplexes. Additionally, IMAX expanded its film portfolio by converting Hollywood movies, such as Harry Potter and Superman, into the large film format. Identify the factors that led (pushed and facilitated) IMAX to change. What reactions could IMAX expect from the external environment? What actions could it undertake to prevent them?

8. JACQUES KEMP: TOWARDS PERFORMANCE EXCELLENCE The new chief executive officer (CEO) of ING Insurance Asia/Pacific, Jacques Kemp, wants to improve the regional operation of the company. ING Group is a global financial services company of Dutch origin, with more than 150 years of experience. As part of ING International, ING Insurance Asia/Pacific has responsibility for life insurance and asset/wealth management activities throughout the region. The portfolio consists of large businesses across six mature and semi-mature markets, including Australia/New-Zealand, Taiwan, Malaysia, Hong Kong, Japan, and Korea; smaller growth markets, including the Philippines and Singapore; as well as newly emerging life insurance markets, including China, India, Indonesia, and Thailand. The company is doing well but Kemp believes that important strategic and operational improvements are still possible. Would you, please, characterize the current structure of the

company and assess its fit with the strategies used? What improvements could you suggest, if any, in the area of the organizational structure? 9. Novo Nordisk and Clinical Trials in Emerging Economies Novo Nordisk, a Danish pharmaceuticals company that is operating globally, is aspiring to high standards of corporate social responsibility. A recent report alleges that multinational pharmaceutical companies routinely conduct trials in developing countries under alleged unethical conditions. The Nordisk's director reflects on how to respond to a request from a journalist for an interview. To help the Nordisk's director, can you draw ethical principles that should be required to carry out trials in, for example, Europe, North America, and at multiple sites around the world, including many emerging economies? Are you satisfied with numerous procedures currently implemented by the company to protect its various stakeholders? Why?