

Strategy and Sustainability at HSE: Managing a Utilities Company in Times of the *Energiewende*

- Rüdiger Hahn and
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Abstract

The case introduces the situation of HSE, a mid-sized German utilities company and leading provider of green energy in the year 2014. The German energy industry used to be very traditional with low levels of innovation. This changed with a major deregulation of the market in 1998, which subsequently led to a severe market shake-up. Established players encountered significant challenges and new players saw chances to enter the market. After the deregulation, HSE successfully transitioned from a regional energy provider operating in a secure and regulated monopoly to a successful nationwide player investing in green energy production. Thus, the company seemed well suited to adapt to the next major disruption in the market: the *Energiewende*. This term describes Germany's transition to a sustainable energy system. The German government introduced several regulatory measures to boost green energy; however, details of these regulations changed frequently so that it was difficult for companies to predict future developments and also HSE suffered from these uncertainties. The case describes this situation, the company's many efforts in sustainability, its situation as a leading provider of green energy and the strategic and operational challenges it faces in terms of regulation, market demand, product differentiation and strategic choice.

Exploring Business Models: A Case Study of the Commercialization of a Mobile Health Unit

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Abstract

The case study examines how commercial value for new ideas is created through business model design. More specifically, the study is concerned with the commercialization process of a 'dental care on wheels' prototype called Suupirssi, which was originally manufactured for teaching and training purposes. It was later considered that mobile dental care services, and perhaps other types of mobile health care services, could have a wider business potential in both domestic and global markets. The case study elaborates on the process of designing and testing multiple business models that could be used either separately or simultaneously.

Zero-B: Introducing Green Innovation in Water Purifiers

- Vinod Kumar and
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Abstract

In 2012, with the release of 48th annual report for 2011–2012, titled 'Save Today, Secure Tomorrow', Ion Exchange (India) Limited introduced two new water purifiers for its domestic customers based on green innovation. Despite being the oldest company in water business, it is not making profits in domestic segment. Therefore, the company is searching for success through green innovations. Hence, the concern here is whether these innovative green purifiers may change the fate of the company or not.

Accelerating Corporate Transformation in Emerging Markets: The Case of FirstBank

- Ifedapo Adeleye

Abstract

The aim of this article is to investigate how an established firm in a dynamic market was able to successfully execute a corporate renewal programme in a hypercompetitive business environment. The study seeks to understand how market incumbents can transform themselves and outcompete younger, seemingly more entrepreneurial players.

A longitudinal case study approach was used, following the extensive data collection in several periods between 2005 and 2013. Within this period, over 10 company visits were done to gain a first-hand knowledge of the transformation programme and to interview several senior executives and other stakeholders across the firm. In addition, relevant information from archival data and reports was collected during this period. Accelerated transformation requires taking calculated risks, redesigning the organization to align with the market, and making substantial investments in people.

The study is limited to the transformation strategies adopted by a single company, FirstBank. While some of the lessons from this study can be applied to banks and other firms in transitional markets, certain factors idiosyncratic to the firm may make the universal adoption of their approach impossible.

Many transformation initiatives tend to focus narrowly on technical, information technology (IT) issues, and leave out the so-called 'soft issues'. From this case, transformation best works when process and structural transformation is complemented by radical changes in organization design and talent management systems.

Actions of Two Entrepreneurs in Growth-oriented Business Development

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Abstract

This article considers the balance between entrepreneurial and strategic actions in business development. Entrepreneurial action focuses on creating new business opportunities, and strategic action focuses on developing effective everyday business actions related to a firm's existing business opportunity. The article employs a longitudinal multiple case study of business development of two growth-oriented Finnish information and communications technology (ICT) entrepreneurs from the perspective of strategic entrepreneurship (SE). Our findings show that when our case entrepreneurs focus more on emphasizing the effectiveness of existing business opportunity exploitation, they are more likely to follow this kind of logic in the context of an established firm but they are less likely to follow it in the context of a start-up. While it is difficult to specify the optimal mix, the balance between entrepreneurial and strategic actions, entrepreneurs need to devote enough energy to opportunity-seeking actions to ensure a firm's future viability, and they must simultaneously engage in sufficient advantage-seeking actions to ensure the firm's current viability.

Ogniroth Studios: Transforming Ideas into Innovation

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- Md. Anwar Sadat Shimul,
- and S S M Sadrul Huda

Abstract

The Ogniroth Studios has been an overwhelming experience in understanding how animation firms operate in Bangladesh, especially about their major promotional and marketing strategies, overall attitude and behaviour of the advertising industry towards animation and video effects (VFX). Ogniroth Studios is one of the leading VFX-based firms in Bangladeshi advertising industry that offers animation and VFX services to different clients. Since its inception, it has been dedicatedly exploring innovation and delivering outstanding and quality works. The advertising agencies that operate in Bangladesh are not equipped with in-house VFX facilities, and therefore they primarily rely on external firms, such as, Ogniroth Studios. Although such industry has a very short history in Bangladesh, over the past four years of operation Ogniroth Studios has successfully managed to offer outstanding works and thus satisfying the clients by being competitive to the global market. The founders of Ogniroth Studios believe in promoting innovation; thus, they do not restrict the boundary of imagination. Marketing activities and branding of Ogniroth Studios play a vital role to its achieving sustainability.

A New Strategic Direction at HTC Corporation

- P.R. Bhatt

Abstract

HTC has incurred losses for 27 consecutive months with declining revenue from NT\$ 289 billion (US\$ 9.7 billion) in 2012 to NT\$ 203.4 billion (US\$ 6.8 billion) in 2013, a decrease of 29.6 per cent compared to 2012. Its market share fell below 2 per cent in 2013. As a result, Chairman Cher Wang stepped in to monitor marketing and customer services. She wanted to make HTC a thought leader. As a measure to reverse the decline, she embarked on more 'purposeful' marketing, including the launching of a 'Power to Give' app and focused on design and craftsmanship rather than specific features. HTC introduced innovative HTC One Android line of products. Cher Wang has made a decision to go for a dual strategy of making high- and low-end hardware to cater the demand of both high- and low-end customers.

MGA Entertainment, Consumer Entertainment Products Company: Marketing Strategies for 'Bratz'

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Abstract

Toy industry in the US is product driven and full of challenges. This case presents an overview of the California-based Micro Games of America (MGA) Entertainment, which is a consumer entertainment products company, engaged in innovative lines of proprietary and licensed products including toys and games, dolls, consumer electronics, home decor, stationery and sporting goods. It had more than 200 licences. In 2001, MGA launched a fashion doll called 'Bratz', and it sold 150 million Bratz dolls all over the world. Bratz line surpassed the legendary brand 'Barbie'—Mattel, Inc.'s flagship brand—in a short span of time through many innovative marketing strategies and different product placement, roll-outs, tie-ins and other promotional tactics, despite facing many challenges, such as, fast-changing demographics, shorter product life cycle (PLC) and negative perceptions about brand. This case can be used to address two issues: first, structural change drivers and trends that shaped the toy industry in developed economies and, second, how to develop effective marketing strategies for product with shorter PLC in highly product-driven market?

BUMI Plc: Case of Contrasting Governance Cultures?

- Malla Praveen Bhasa

Abstract

For an inquisitive student of corporate governance, the BUMI Plc case offers an extraordinary insight into the nuances of contrasting corporate governance cultures and their associated problems. The marriage of the East–West governance models and its subsequent failure has brought to the fore the vulnerability of the Anglo-Saxonic corporate governance model in the face of entrenched relationships characterizing Eastern governance structures.

Western investor Nat Rothschild joins hands with the Bakries of Indonesia to build a mining behemoth. Despite the Bakries' supposed lack of governance integrity, Nat allies with them with the confidence that the demands of Anglo-Saxonic corporate governance model would play a great leveller in ironing out any mis-governance-related issues. Whether he was too confident of the Western model of governance, or on his own competence as a successful investor, or whether he failed to grasp and appreciate other models of governance is a matter of debate. Suffice it to say that Nat sensed a huge business potential in Indonesia, and despite a contrasting governance model followed by Indonesian businessmen, he partnered with them in the hope that at the end the Anglo-Saxonic governance model would prevail and maximize shareholder value. Was he proven right or whether he misjudged his partner's governance model forms the basis of this case. The case does not argue for or against any governance model. Instead it draws the student's attention to the existence of different governance models and their interplay in a unified setting.

Role of NGOs in Promoting Micro Health Insurance: A Study with Reference to 'Sampoorna Suraksha' Health Insurance Scheme by SKDRDP, Mangalore (India)

- Vishal Pinto

Abstract

The insurance sector has penetrated towards many of the high-income individuals and families but was unable to reach to those poor who do not have the capacity to purchase these insurance products. Thus, it has created a huge gap between the rich and the poor. Micro health insurance is a new phenomenon in the Indian insurance sector which is specifically designed for the poor. This insurance programme is very essential for the individuals to protect them from various uncertainties and risk. The insurance is normally a product designed for the convenience of the middle- and higher-income groups of people. The lower segments of the people are alienated from taking the insurance policies as the prices of the policies are too high and unaffordable for them. Microfinancial institutions and non-governmental organizations (NGOs) that work with urban and rural poor felt the need for the security of these people. Thus, many such institutions have come forward to offer insurance facilities to the poor. They have kept policy prices low and the premium was priced according to their level of income. The Shri Kshetra Dharmasthala Rural Development Programme (SKDRDP) is one such institution which has focused on medical and hospitalization costs of the poor people. Accordingly, they designed a favourable micro health insurance product named as 'Sampoorna Suraksha' health insurance scheme. The scheme was introduced in the year 2004 and has witnessed tremendous progress over the years.

In this article, we have analyzed the concept of micro-insurance, its development in India, its delivery models etc. We have also evaluated the 'Sampoorna Suraksha' scheme of SKDRDP and the progress of the insurance scheme in terms of enrolment, claim settlement, premium collection etc. The main objective of this article is to analyze the role of NGOs towards micro health insurance. In order to make an appropriate study, we have used exploratory and descriptive research methodology by taking the SKDRDP as a unit of the case study.

Crafting Organizational Culture: ‘Getting the Boss to Work for You’

- Basil K.C. Chen and
- Michael R. Manning

Abstract

This case study explores the organizational culture of a privately held company, Service Express, Inc. (SEI), headquartered in Grand Rapids, Michigan, USA, providing customers with onsite data maintenance service for mission-critical servers. As of January 2013, it had 250 employees located in 24 regional offices in the Midwest and Southeast, generating revenues of around \$50 million. SEI's vision is to help its employees achieve their personal, professional and financial goals. The company takes the position that culture drives performance; in particular, the case details how SEI crafts its culture for a superior organizational performance; it explores various aspects (e.g., service-centric focus, servant leadership) that drive this organization's culture. It draws reader's attention to the notion that organizational performance (including profit) is a lagging indicator, while organizational culture is the leading indicator of organizational success.