

## BEST SELLING CASES

Case collection update – January 2006

### PHILIPS CHINA: TOWARDS ONE PHILIPS PROGRAM

<b>ECCH</b>	
<b>Reference No.</b>	404-042-1
<b>Author</b>	Mobley, William H ; Fernandez, Juan A ; Fang, Kate
<b>Setting</b>	China; Electronics; 2003
<b>Topic</b>	Human resource management ; Change management ; Organisational culture ; Organisational design and structure
<b>Pub. Year</b>	2004
<b>Length</b>	23 page(s)
<b>Source</b>	FIELD
<b>Abstract</b>	Philips global headquarters wanted implemented from top down a 'Towards One Philips' program, aimed to create synergy and co-ordination among all Philips units around the world. Pratt Tsu, Vice-President Human Resource of Philips China, was responsible for implementing the program in China. Pratt needed to ensure buy-in from Philips employees of the newly defined organizational culture, to align different product divisions in this matrix organization. He was also responsible for the redefinition of the human resources (HR) role in Philips China: shared service centers, business HR and functional HR. Faced with the challenges of talent building, employee motivation and competition in local labor market, Pratt had to figure out what kind of solutions he should put forward to address those issues.

### BP FUJIAN LTD (B)

<b>ECCH</b>	
<b>Reference No.</b>	502-040-1
<b>Teaching Note</b>	502-040-8 (5 pages)
<b>Author</b>	Burgers, Willem ; Zhu, Maggie
<b>Setting</b>	China; Energy; \$39 million; 1997-1998
<b>Topic</b>	Marketing concept ; Market analysis ; Market segmentation ; Product differentiation ; Distribution management ; Strategic marketing ; China ; International marketing

**Pub. Year** 2002  
**Length** 11 page(s)  
**Source** FIELD  
**Abstract** This is the second of a three-case series (502-039-1 to 502-041-1). On 1 April 1997 BP Fujian Ltd, a joint venture between British Petroleum and the Fuzhou Municipal Coal Gas Company, opens for business in Fuzhou (the capital of Fujian province) with its LPG filling and distribution operation. Demand is brisk and dealers are signed up to distribute bottled gas throughout Fuzhou and its surrounding counties. But soon the dealers start filling BP bottles not with BP gas but with cheaper, lower quality gas from alternative sources. Losses mount and the company must decide to either close down or radically redesign its business model. The case illustrates a variety of concepts and issues, including: (1) the strategic implications of defining a product by the needs which it satisfies; (2) the use of market segmentation as a strategic weapon; (3) the application of Michael Porter's five forces model; and (4) the design and management of a distribution network.

#### **EMERSON ELECTRIC (SUZHOU) CO, LTD (A)**

**ECCH Reference No.** 402-031-1  
**Author** Fernandez, Juan A ; Chen, George  
**Setting** Suzhou, China; Manufacturing; Large; 2002  
**Topic** Cross-cultural conflict, management ; Change management ; Career succession ; Team management  
**Pub. Year** 2002  
**Length** 25 page(s)  
**Source** FIELD  
**Abstract** This is the first of a two-case series (402-031-1 and 402-032-1). This case deals with the problems of communication between the American and Chinese management of the operation of the multinational company in Suzhou (China). The general manager from Taiwan resigns after one year in the position, leaving the new general manager with the difficult task of regaining the control of the organization. He must create a culture of trust and open communication among its members.

#### **EMERSON ELECTRIC (SUZHOU) CO, LTD (B)**

**ECCH Reference No.** 402-032-1  
**Author** Fernandez, Juan A ; Chen, George  
**Setting** Suzhou, China; Manufacturing; Large; 2002  
**Topic** Cross-cultural conflict, management ; Change management ; Career succession ; Team management  
**Pub. Year** 2002

**Length** 11 page(s)  
**Source** FIELD  
**Abstract** This is the second of a two-case series (402-031-1 and 402-032-1). This case is the continuation of case (A). It describes the actions taken by the new general manager of Emerson Suzhou after one year in the position. The new GM has to face many problems of communication and misunderstanding among the American and Chinese managers. The new GM takes the necessary actions in order to improve the communication and trust among his people.

#### **BP FUJIAN LTD (A)**

**ECCH Reference No.** 502-039-1  
**Teaching Note** 502-039-8 (3 pages)  
**Author** Burgers, Willem ; Zhu, Maggie  
**Setting** China; Energy; \$21 billion; 1990-1997  
**Topic** Market entry ; China ; Public policy ; Regulation ; Negotiation ; Asia ; International marketing  
**Pub. Year** 2002  
**Length** 4 page(s)  
**Source** FIELD  
**Abstract** This is the first of a three-case series (502-039-1 to 502-041-1). This short case offers students an opportunity to draw their own conclusions about market entry into China and the regulatory and policy-making processes in China. Students should consider the potential implications of these processes for the viability of a project. The case reflects the optimism and excitement engendered by the excellent achievement, against all odds, of government approval for the proposed venture. Case (B) brings students back to earth where actual operations must generate real profits. Students should realize that a license to operate is not a license to make money. From the identification of the opportunity to start-up the operation, a very long time of seven years had passed and BP managers in charge of negotiating the project may have become more focused on approval than on the eventual success of the venture.

#### **BP FUJIAN LTD (C)**

**ECCH Reference No.** 502-041-1  
**Teaching Note** 502-041-8 (3 pages)  
**Author** Burgers, Willem ; Zhu, Maggie  
**Setting** China; Energy; \$35 million; 1998-2000  
**Topic** Services management ; Distribution ; Turnaround strategy ; China business environment ; Asian business environment ; International marketing ; Strategic marketing

**Pub. Year** 2002  
**Length** 12 page(s)  
**Source** FIELD  
**Abstract** This is the third of a three-case series (502-039-1 to 502-041-1). On 1 April 1997 BP Fujian Ltd, a joint venture between British Petroleum and the Fuzhou Municipal Coal Gas Company, opens for business in Fuzhou (the capital of Fujian province) with its LPG filling and distribution operation. Unfortunately, the company runs into major trouble when most of its distributors start selling cheap gas from sources other than BP Fujian. There is a possibility even that the joint venture will be shut down. This case describes how the joint venture saves itself by successfully taking over the distribution of its products. Nevertheless, new problems arise.

### **COSMETIC SURGERY IN CHINA: THE MARKET FOR LASER RESURFACING**

**ECCH Reference No.** 504-043-1  
**Teaching Note** 504-043-8 (6 pages)  
**Author** Burgers, Willem P ; Chen, Junsong  
**Setting** China; Cosmetic surgery; Medium; 2004  
**Topic** Marketing ; Marketing research ; China ; Consumer study  
**Pub. Year** 2004  
**Length** 7 page(s)  
**Source** LIBRARY  
**Abstract** The case is about a Korean businessman who conducts market research in Shanghai before he builds a cosmetic surgery clinic there. However, the case is not designed to direct students to understand China's cosmetic surgery market, but to learn how to analyze the data collected in a market survey. Therefore, this case is suitable for a marketing research course, or for a general marketing course. This case is deliberately kept sufficiently simple to direct students' attention to the use of research findings, not to the intricacies of research design and execution. The case is well suited for a homework assignment.

### **BEIJING WEIHAO ALUMINUM (GROUP) CO, LTD**

**ECCH Reference No.** 303-026-1  
**Teaching Note** 303-026-8 (4 pages)  
**Author** Liu, Shengjun  
**Setting** Beijing, China; Aluminum; 486 employees; 2002  
**Topic** Diversification ; Private enterprise ; Delegation ; Types of entrepreneurs ; SOE syndrome ; Individual management ; Collective management  
**Pub. Year** 2003  
**Length** 11 page(s)

**Source** FIELD

**Abstract** Zhang resigned from a SOE (state-owned company) in 1992 and set up Nanchen Aluminum Ltd in 1995. Through a combination of joint ventures and outsourcing, Nanchen Aluminum utilized external resources to expand its business. After a series of acquisitions, Zhang successfully established Beijing Weihao Aluminum Group, which had assets of 400 million yuan. At present, Weihao Group was planning to initiate two projects with a total investment of nearly 200 million yuan. Besides Weihao Group, Nanchen Aluminum also invested in three joint ventures: Tianhong Food Ltd, Tianhong Agriculture Ltd and Nanchen Information Technology Ltd. However, the rapid expansion imposes a great challenge on Zhang's management ability. Meanwhile, the so-called SOE syndrome appeared with the eclipse of enterprising stimulus, because most employees had been employed by SOEs before joining Weihao Group. This case was designed to illustrate the management challenges of fast growth and diversification, especially in a Chinese private enterprise context.