

MARKETING

Case collection update – September 2006

BIG ACCOUNT MANAGEMENT OF DELL CHINA

ECCH 506-164-1

Reference No.

Teaching Note

Author Chen, Junsong; Zhou, Dongsheng

Setting China; IT (information technology); Large; 2005

Topic Big account management; Dell China; Sales management; Direct sales

Pub. Year 2006

Length 7 page(s)

Source FIELD

Abstract Dell set up its manufacturing centre in China in 1998, and started to promote the direct sales model officially. Before 1998, Dell mainly relied on the distributor and the sales increased slowly. After the adoption of the direct sales model, Dell has maintained a high growth speed. In 2004, the overall sales volume of Dell was ranked third in China, with a 9% market share, beaten only by Lenovo and Founder. Dell segmented the customer groups into three categories depending on their size and purchase capacity, which are: (1) the relationship customer; (2) the middle-sized customer; and (3) the small-sized and family customer. The first and second types of customers account for nearly 80% of Dell's revenue. The case presents Dell's sales work in China and the tool, RAD (retention, acquisition, development) model, it uses to manage the big account.

CHANGHONG BATTERY: A NEW VENTURE FOR THE TV GIANT IN CHINA (A)

ECCH 506-165-1

Reference No.

Teaching Note

Author Chen, Junsong; Hua Jingqing; Zhou, Dongsheng

Setting China; Battery; Large; 2005

Topic Changhong; Battery; Market entry strategy; Pricing; Retailing channel selection; China; Branding

Pub. Year 2006
Length 8 page(s)
Source FIELD
Abstract Changhong is one of the most recognised brands in China's home electronic appliance market. Particularly, it has been taking the leading position in the colour TV market since the mid 1990s. For many years, it has been known as the 'King of Colour TV'. In 1999, as part of its diversification strategy and also upon the request of local government, Changhong took over a battery enterprise. It is a small but new business for the giant company. The case presents the business expansion of Changhong battery in Shanghai, the largest metropolis in eastern China. The challenging situation for the company is that Changhong is a well-known brand, but Changhong battery is unheard of for most consumers. It means that the marketing manager of Changhong battery will have to carefully design the marketing mix to enhance the sales. The case will be suitable for students to discuss the market entry strategy. The information in the case will be particularly helpful for students to discuss the retailing channel selection and pricing.

ONE SMALL BUSINESS IN SHANGHAI (A)

ECCH Reference No. 506-101-1
Teaching Note 506-101-8 (3 pages)
Author Li, Jenny; Burgers, Willem
Setting 2005 Retailing Shanghai Small
Topic Marketing; China; Retailing; Shanghai
Pub. Year 2006
Length 5 page(s)
Source GENERAL EXPERIENCE
Abstract The retailing industry in Shanghai has expanded greatly in recent years. Seeing opportunity, many individuals start their own retailing business hoping for a reasonable return, or hoping perhaps to become the next Huang Guangyu. This case shows how a small business is built and the types of decisions a storeowner, or any business owner, must make. A vivid scenario is created for the students to think through and solve problems for the storeowner. Several decisions on pricing and marketing investments require calculations for their solution. An important point made by this case is that in a very competitive environment, creativity is not enough and neither is disciplined calculation. We need both.

SHANGHAI GOLDPARTNER BIOTECH COMPANY LTD (A): (2001 - FEBRUARY 2002)

ECCH Reference No. 505-022-1
Teaching Note 505-022-8 (5 pages)
Author Burgers, Willem ; Chen, Junsong ; Li, Jenny
Setting 2002-2005 Health care food, over-the-counter (OTC) drug, vitamin China Middle

Topic Vitamin market; Multi-vitamin; Health supplement; Healthcare food; Market entry; Market test; China

Pub. Year 2005

Length 6 page(s)

Source FIELD

Abstract This is the first of a four-case series (505-022-1 and 506-102-1 to 506-104-1). The outbreak of SARS in 2003 panicked many Chinese people. As an unexpected result, health products suddenly received much more interest than in years before. Among a variety of health products, multi-vitamins became especially popular, as it was said to be critical to enhance people's immunity, the key to prevent one from catching SARS disease. Goldpartner, a late-comer to the multi-vitamin market, became the market's sales leader in just two years through aggressive marketing. A four-case series were developed to present the evolution of the competition in China vitamin market and the marketing strategy that Goldpartner has adopted to fulfill its ambition to become the market leader. Case A (505-022-1) details Goldpartner's marketing preparation before it decided to enter the vitamin market where there were already several well-established foreign brands. The case encourages the students to understand key marketing issues involved when launching a new brand.

SHANGHAI GOLDPARTNER BIOTECH COMPANY LTD (B): (MARCH, 2002 - MARCH, 2003)

ECCH Reference No. 506-102-1

Teaching Note 505-022-8 (5 pages)

Author Chen, Junsong; Burgers, Willem

Setting 2002-2005 Health care food, over-the-counter (OTC) drug, vitamin China Middle

Topic Vitamin market; Multi-vitamin; Health supplement; Healthcare food; Market test; Advertising; Market segmentation; China

Pub. Year 2006

Length 8 page(s)

Source FEILD

Abstract This is the second of a four-case series (505-022-1 and 506-102-1 to 506-104-1). Goldpartner's first round of market test was not very successful, and the company decided to take another round after making some changes about the communication strategy. The marketing managers have carefully monitored the market reaction in the new test, but the sales were still growing slowly. However, Goldpartner could not afford to wait any longer, since one of its key competitors was going to launch the product nationwide. Starting from July 2002, Goldpartner initiated the national market. Under the heavy bombardment of advertising, Goldpartner was targeting three market segments, the children, women, and male adult markets. Sales had increased dramatically thereafter. However, after the Chinese New Year in 2003, the sales dropped sharply.

SHANGHAI GOLDPARTNER BIOTECH COMPANY LTD (C): (APRIL, 2003 - DECEMBER, 2003)

ECCH Reference No.	506-103-1
Teaching Note	505-022-8 (5 pages)
Author	Chen, Junsong; Burgers, Willem
Setting	2002-2005 Health care food, over-the-counter (OTC) drug, vitamin China Middle
Topic	Vitamin market; Multi-vitamin; Health supplement; Healthcare food; SARS (Severe Acute Respiratory Syndrome) crisis; Advertising; Market segmentation; Differentiation strategy; Branding strategy, China
Pub. Year	2006
Length	16 page(s)
Source	FIELD
Abstract	This is the third of a four-case series (505-022-1 and 506-102-1 to 506-104-1). Goldpartner was launched with a strong functional appeal. However, gradually, the brand was being positioned as a gift, which has led to considerable sales fluctuation. Sales dropped sharply after traditional Chinese festivals. Goldpartner realized the importance of functional appeal, but failed to take the advantage of SARS crisis, an opportunity to boost its sales. In order to create a unique selling point, Goldpartner started to attack several major vitamin brands by implicitly implying that these brands contain excessive copper and phosphorus. It has aroused much debate and protest from the competitors. As for the three market segments, initially Goldpartner hoped that the women market would be its focus; however, it turned out that major sales actually came from children and male adult market. Should Goldpartner give up the women market or consider a new brand for this market? These are all hard decisions. Case C will be helpful for students to discuss major marketing decisions including market segmentation and targeting, differentiation strategy, and branding strategy.

SHANGHAI GOLDPARTNER BIOTECH COMPANY LTD (D): (JANUARY, 2004 - MARCH, 2005)

ECCH Reference No.	506-104-1
Teaching Note	505-022-8 (5 pages)
Author	Chen, Junsong; Burgers, Willem
Setting	2002-2005 Health care food, over-the-counter (OTC) drug, vitamin China Middle
Topic	Vitamin market; Multi-vitamin; Health supplement; Healthcare food; Advertising; Pricing; Product positioning; Product concept; Governmental regulation; China
Pub. Year	2006
Length	13 page(s)
Source	FIELD

Abstract This is the fourth of a four-case series (505-022-1, and 506-102-1 to 506-104-1). At the end of 2003, Goldpartner was acquired by a Hong Kong listed company. In order to meet the profit requirement for the board, the company lowered the advertising budget. As a result, the sales in 2004 did not show any increase. Three years after Goldpartner was introduced in the market, it had achieved great success, but was also facing some problems and challenges. The price of Goldpartner is higher than its competitors; the taste of the children product is not desirable; the sales coverage in pharmaceutical channel is low; and consumer's knowledge about Goldpartner's function and benefit was not clear. Goldpartner was aware of some insufficiencies in the marketing work but found it hard to change. Since 2005, a number of new regulations have been issued by the Chinese government, which will certainly bring considerable impact on the healthcare product. Would Goldpartner be able to adjust its marketing strategy in the new environment and maintain its market position?

NAO BAI JIN

ECCH Reference No. 505-107-1

Teaching Note 505-107-8 (16 pages)

Author Chen Junsong; Price, Lydia

Setting 2000-2005 Health supplement China Large

Topic Branding; Advertising Strategy; Product Positioning; Soft Advertising; Soft Article; China; Health supplement; Melatonin; Healthcare food; Brain platinum

Pub. Year 2005

Length 14 page(s)

Source FIELD

Abstract Health supplement market has started to boom in China since 1980s. During the last two and a half decades, the health supplement market has experienced two ups and downs. Many famous brands come and go. It is a huge market with great potential but is also full of challenge. It is easy to enter the market and quick to grow the brand, however, it is difficult to sustain the brand for a long term. A brand named Nao Bai Jin (a melatonin product) has received much attention because of its quick and dramatic success as well as its unique marketing strategy. Mr. Shi Yuzhu, the founder of Nao Bai Jin, has innovatively adopted the soft advertising strategy, promoting the product through a series of soft advertorials that looked like scientific news reports. The soft advertising strategy turned out to be very effective in the early stage, and the sales of Nao Bai Jin hit 1.2 billion RMB in less than three years. However, the advertising campaign now showed signs of wear-out and annual sales dropped sharply. It was said in the industry that most brands would die within five years time. It has been the eighth year up to 2005 since Nao Bai Jin was marketed in China market. Will Nao Bai Jin continue to grow? Or is it the time for the company to consider cashing the brand?

This case presents the development of Nao Bai Jin, its use of different advertising strategies, its competition environment and its challenge. The case can be studied to

help students become aware of the evolvement of advertising strategy as the product grows. The case challenges students to determine an overall investment policy and associated branding/advertising strategy for an early market leader that now faces unstable market conditions and increasing competition.

CHINESE MEDIA MARKET: THE FINAL FRONTIER FOR THE GLOBAL MEDIA PLAYERS

ECCH Reference No.	505-068-1
Author	Lv, Kevin
Setting	2002 Media industry China
Topic	China; Media market; Market entry; Business environment
Pub. Year	2005
Length	13 page(s)
Source	LIBRARY
Abstract	With a huge customer group and an affluent society accompanied by decreasing illiteracy and increasing urbanisation, the Chinese media market is considered as a potential attractive frontier for the global media players to explore. However, the pioneers, who had already set foot in the Chinese media market, quickly found it difficult to develop their business due to the reluctance of government to open the media sector. Most of them had to adopt indirect approaches to become involved in the market. They were making efforts to lobby for a favourable business environment after China's World Trade Organisation accession. The case briefs the evolution and current status of the Chinese media market and provides a basic market background for global players to study.

GORDON CHINA CO LTD

ECCH Reference No.	505-035-1
Teaching Note	505-022-8 (4 pages)
Author	Lv, Kevin
Setting	2000; Oral care, toothbrush China
Topic	China; Market segment; Toothbrush market; Market strategy
Pub. Year	2005
Length	18 page(s)
Source	LIBRARY
Abstract	Gordon China was a joint venture of Gordon Co, Ltd. (Gordon), a world famous company in the oral care industry, and Evergreen Toothbrush Factory (Evergreen), the No1 toothbrush manufacturer in China. Mr Rick Smith, the protagonist of this case, was the marketing director of Gordon China. After taking his current post at Gordon China in May 1994, Rick made a series of marketing strategies to develop the Gordon brand in the Chinese market. Gordon China had experienced a

disappointing stage at the very beginning. Rick managed to reverse the situation by promptly adjusting the marketing strategies. Until 1999, Gordon China achieved great success in the Chinese toothbrush market. Then, Rick was pondering the next marketing strategy for Gordon China. He had to decide whether to adopt the 'upgrading' strategy, and what should be done if the strategy was launched.

MERCEDES BENZ AND WUHAN WILD ANIMAL PARK

ECCH Reference No.	504-127-1
Author	Chen, Junsong ; Price, Lydia J
Setting	China; Automobile; Large international company; 2000-2001
Topic	Communication; Crisis management; Auto industry; China; Medium management; Public Relations; Consumerism
Pub. Year	2004
Length	16 page(s)
Source	LIBRARY
Abstract	In the morning of December 25, 2001, many people in Wuhan, a large city in middle China, were so surprised to see a Mercedes SLK230 sports coupe being towed by a water buffalo in the street. In the next day, the car was wrecked by five strong men in Wuhan Wild Animal Park (WWAP), the owner of the car, making Mercedes publicly humiliated. After the negotiation between WWAP and Mercedes failed, WWAP threatened to smash another Mercedes car. Why has such a terrible incident happened? What makes the car owner resort to such an extreme solution? How will Mercedes handle this situation? Could Mercedes avoid this smashing incident happening again? No matter what Mercedes should do, the threat of the imminent car smashing meant that they would have to act fast. The case will be particularly useful in discussing the company's PR strategy and crisis management skills. The case could also help the foreign-investment company understand the complicated environment in China including the role of government, Chinese consumers, and Chinese culture.

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.

SHENZHEN NOVOPHALT ASPHALT HIGH TECHNOLOGY CO, LTD

ECCH Reference No.	503-132-1
Teaching Note	503-132-8 (6 pages)
Author	Burgers, Willem P ; Chen, Junsong ; Zhu, Maggie
Setting	China; Asphalt; Middle-sized; 2001
Topic	Industrial marketing ; Asphalt ; Novophalt ; China ; Decision making
Pub. Year	2003
Length	7 page(s)
Source	FIELD
Abstract	Shenzhen Novophalt Asphalt High Technology Company, Ltd (Novophalt) is an 85%-15% Sino-Austrian joint venture which produces Modified Asphalt (MA), a special high-tech asphalt designed to make roads last longer. However, despite the substantial advantages of MA, uncertainty continues on when and where exactly MA should be used, and its use is still limited in China. Now Novophalt has to develop a clear picture of different decision- makers involved in the purchase of MA and convince them of substantial benefits of its product. This case is suitable for an international business course or a marketing course, particularly a course on industrial marketing. The case can be studied to help students become aware of multiple influential factors and different parties involved in the industrial product purchase in China. Therefore students should understand different messages should be sent to different decision influencers in order to make effective communication. The teaching note was written by WP Burgers and J Chen.

FIRESTONE TIRES AND FORD EXPLORER SUV'S (A)

ECCH Reference No.	503-130-1
Teaching Note	503-130-8 (12 pages)
Author	Price, Lydia J ; Wu Sze-Wei, C (HKUST)
Setting	USA; Automotive; Over 500 employees; 2000
Topic	Crisis communications ; Public relations ; Ethics ; Marketing communications ; Product recall
Pub. Year	2003
Length	8 page(s)

Source LIBRARY

Abstract This is the first of a two-case series (503-130-1 and 503-131-1). This case describes events leading up to the decision by Bridgestone/Firestone Inc in August 2000 to recall 6.5 million automobile tires that were suspected of contributing to fatal accidents of the Ford Explorer SUV. The main theme is that of managing crisis communications but corporate ethics and social responsibility can also be discussed. Key issues are how and when to identify an emerging problem as a crisis, how to set up a response team and a communications plan, and how to enact a recall. The scenario is rich with possibilities for students to adopt conflicting views. Natural tensions exist between the government, the manufacturers and the consumers; the automaker and the tire maker; the tire maker's Japanese parent and its directly-affected US subsidiary; and the tire maker's legal counsel and its marketing team. The situation is complicated by the fact that the technical cause of the accidents is unclear. The case clearly illustrates the difficulty, as well as the necessity, of formulating decisive plans in an emotionally charged and rapidly evolving situation. The teaching note was written by LJ Price.

FIRESTONE TIRES AND FORD EXPLORER SUV'S (B)

ECCH Reference No. 503-131-1

Teaching Note 503-131-8 (10 pages)

Author Price, Lydia J ; Wu Sze-Wei, C (HKUST)

Setting USA; Automotive; Over 500 employees; 2000

Topic Crisis communications ; Public relations ; Ethics ; Marketing communications ; Product recall

Pub. Year 2003

Length 10 page(s)

Source LIBRARY

Abstract This is the second in a two-case series (503-130-1 and 503-131-1). This case is intended to equip students with a broad-based systems view of crisis planning and management. The (A) case describes events leading up to the decision by Bridgestone/Firestone Inc in August 2000 to recall 6.5 million tires that were suspected of contributing to fatal accidents of the Ford Explorer SUV. The (B) case describes the evolution of the recall plan as well as events surrounding a Congressional investigation into Ford and Firestone's handling of the safety issue. The (B) case is presented in four parts, each covering one or more weeks of the crisis chronology. If distributed and discussed one at a time, the vignettes offer a powerful illustration of how crises tend to escalate and spread to include organizations and systems outside the company's immediate control. Students have an opportunity to experience these dynamics and adjust their crisis response plans as each new phase unfolds. They also can test their ability to foresee future problems and propose actions to limit further damage. Finally, students can test their

understanding of the US legal system and its role in protecting consumers. The teaching note was written by LJ Price.

GREAT HAPPINESS CIGARETTE FACTORY

ECCH Reference No.	503-072-1
Teaching Note	503-072-8 (4 pages)
Author	Burgers, Willem ; Zhu, Maggie
Setting	China; Cigarette; \$250 million revenue; 1999
Topic	Brand strategy ; Market research ; Strategic marketing ; Corporate strategy
Pub. Year	2003
Length	14 page(s)
Source	FIELD
Abstract	A key lesson of this case concerns the importance of establishing a mission for the company to guide marketing decision-making. As well, there is much room for discussion about the nature of brands, the nature of competition between local and global brands, the role of government, and of course the ethics of the tobacco industry, working for the tobacco industry, or even teaching a case that involves the tobacco industry. The often chaotic and unruly Chinese business environment offers an interesting backdrop to the case. The teaching note was written by W Burgers.

BEIJING FOUR DIMENSIONS-JOHNSON SECURITY EQUIPMENT CO LTD (A)

ECCH Reference No.	503-073-1
Teaching Note	503-073-8 (5 pages)
Author	Liu, Shengjun
Setting	Beijing, China; Manufacturing; 180 employees; 2002
Topic	Cash-in-transit vehicles ; Market segment ; Joint venture ; Technology transplant ; Localise
Pub. Year	2003
Length	17 page(s)
Source	FIELD
Abstract	This is the first of a two case series (503-073-1 and 303-069-1). FD- Johnson was established as a joint venture by a Chinese private enterprise and a UK-based Cash-in-Transit (CIT) manufacturer in 1997. However, its ambition of becoming the leader in China came up against consecutive frustrations: nobody had interests in its non-armed CIT vehicles; even after refitting according to the Chinese realities, its vehicles still failed to enter the dominating bank market; though it was becoming a leader in the specialized escort market, it narrowly broke even. The impending purchasing tide and more fierce competition required that FD-Johnson must raise its market share to get away from the current embarrassing situation. This case can serve as a good example of the risk of simply transplanting a product which sells

well in another country. Besides, the case will be a power vehicle for studying a variety of issues including market segmentation, SWOT analysis, and Porter's Five Forces model.

BEIJING FOUR DIMENSIONS-JOHNSON SECURITY EQUIPMENT CO LTD (B)

ECCH Reference No.	303-069-1
Teaching Note	303-069-8 (4 pages)
Author	Liu, Shengjun
Setting	Beijing, China; Manufacturing; 180 employees; 2002
Topic	Delegation ; Trust ; Family business ; Management turnover ; Product quality
Pub. Year	2003
Length	9 page(s)
Source	FIELD
Abstract	This is the second of a two case series (503-073-1 and 303-069-1). Beijing FD-Johnson Security Equipment Co (FD-Johnson), a Sino-UK joint- venture, was suffering from outdated concepts and rough-and-tumble management. Though the board decided to implement the ISO 9001 system and MRP II system, these efforts ended in nothing due to the resistance of incumbent managers. After changing five general managers and seven sales directors, the staff's morale and internal management was negatively influenced. The chairman of the board established a transitional executive committee as a temporal management team in the special time for market expansion. However, how should he implement an effective organizational reform in the next step?

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 (B)

ECCH Reference No.	502-040-1
Teaching Note	502-040-8 (5 pages)
Author	Burgers, Willem ; Zhu, Maggie
Setting	China; Energy; \$39 million; 1997-1998
Topic	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.

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.

CYBERWAY COMPUTER COMMUNICATIONS CO LTD

ECCH Reference No. 500-021-1

Author Vanhonacker, Wilifred R. ; Wang, Ying ; Drelich, Maria ; Gallagher, Mikella
INSEAD/CEIBS, France-China

Setting China; E-business; 1997-1998

Topic E-commerce ; E-business

Pub. Year 2000

Length 10 page(s)

Source FIELD

Abstract This case describes a young start-up facing China's bubbling e-business environment. The teaching objective is to illustrate entrepreneurship in a regulated industry.

TONY ROMA'S IN SHANGHAI

ECCH Reference No. 599-026-1

Author Vanhonacker, Wilifred R ; Williams, Sarah
INSEAD/CEIBS, Fontainebleau-China

Setting China; Fast food; 1997-1998

Topic Fast food marketing

Pub. Year 1999

Length 13 page(s)

Source FIELD

Abstract This case study describes Tony Roma's entry into China. The teaching objectives include difficulties and challenges in managing a fast food restaurant in an emerging market. This case contains color exhibits.

SHANGHAI FAMOUS POPS

ECCH Reference No. 599-025-1

Author Vanhonacker, Wilifred R ; Garde, Pierre

INSEAD/CEIBS, Fontainebleau-China

Setting	China; Food; 1997-1998
Topic	Marketing ; Promotion ; Distribution ; Fast moving consumer goods (FMCG)
Pub. Year	1999
Length	19 page(s)
Source	FIELD
Abstract	This case study describes marketing lollypops in China. The teaching objectives include marketing challenges in an emerging market. This case contains colour exhibits.

MARY KAY CHINA: SHANGHAI MARKET ENTRY

ECCH	597-014-1
Reference No.	
Author	Schmitt, Bernd
Setting	Shanghai, China; Cosmetics; 1 year
Topic	Global strategy ; Developments in China/Shanghai ; The cosmetics market ; Distribution ; Research Chinese ; consumers ; Mary Kay consumer research
Pub. Year	1997
Length	17 page(s)
Source	FIELD
Abstract	This case focuses on the strategic and tactical aspects of designing a market entry strategy for a cosmetics company into the Shanghai market. Specific issues concerned are positioning the company in China, selecting target consumers, product and pricing decisions as well as distribution issues (direct sales versus department stores). The case provides aggregate market data as well as survey and focus-group data. A video 'Mary Kay China: An Interview with Cecilia Yang, Vice President, Sales and Marketing' (597-014-3) for debriefing the students on the outcomes of the case is available.