

**ecch European Case Awards winners 2009**  
*with brief abstracts of content\**

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Economics, Politics and Business Environment

**MAS Holdings: Strategic Corporate Social Responsibility in the Apparel Industry**

Jonathan Story and Noshua Watson, INSEAD, 2006  
Ref 206-026-1

In this field-researched case, MAS Holdings is a family-owned manufacturer of women's apparel, founded by three brothers who have built a US\$570 million business. Clients include the biggest brands in lingerie and sportswear. The textile industry makes up 50% of Sri Lankan exports, and these were coming under pressure as the US and the EU phased out quotas on exports, especially from China. The case is about using corporate social responsibility as a strategic tool in global competition.

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Entrepreneurship

**Marston Venture Management**

John Mullins and Julian Lloyd, London Business School, 2006  
Ref 806-015-1

In this field-researched case, Marston Venture Management operated as the venture capital arm of a leading European business school and managed a growing portfolio of seed and pre-seed investments. Four new proposals were now being evaluated, each operating in different sectors, at different stages of product and business development.

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Ethics and Social Responsibility

**Procter and Gamble PuR Purifier of Water™ (A): Developing the Product and Taking it to Market**

Margaret Hanson and Karen Powell, INSEAD, 2006  
Ref 706-057-1

Procter & Gamble's (P&G) PuR: Purifier of Water, a household water treatment sold in small sachets, was developed by P&G, in collaboration with the US Centers for Disease Control (CDC), and targeted 'bottom of the pyramid' (BOP) households, where water treatment facilities are often lacking. The case illustrates the challenges and opportunities that characterise partnerships between business and public sectors in the context of product development targeted at BOP markets.

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Finance, Accounting and Control (*sponsored by The ICFAI University*)

**Infinity Bank (A): Retail Branches and Customer Profitability**

Igor Vaysman, INSEAD, Stephen Smyth, Esfren Consulting, 2006  
Ref 106-016-1

A retail bank is considering a strategy to improve branch performance. Central to the strategy is a recent study of profitability of three retail products: current accounts, credit cards, and mortgages. A senior bank

manager evaluates the product-profitability-based strategy in light of recent statistics on major variations in profitability of customers.

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Human Resource Management / Organisational Behaviour

**Expatriation: An American Working in Japan: From the Perspective of the Expatriate, Headquarters and the Foreign Subsidiary**

Markus Pudelko, University of Edinburgh Business School, 2005

Ref 405-027-1

This case covers virtually every important aspect of expatriation, exploring it from the point of view of the expatriate, the management of headquarters and the management of the foreign subsidiary.

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Knowledge, Information and Communication Systems Management

**Internet Enabled Collaborative Store Ordering: Veropoulos Spar Retailer (A)**

Theodoros Evgeniou, INSEAD, George Doukidis and Katerina Pramataris, Athens University of Economics and Business, 2005

Ref 905-033-1

This field-researched case looks at Veropoulos Spar, a €770 million retailer in Greece and the Balkan region, which initiated the implementation of a new Internet-enabled collaborative ordering IT system with three major suppliers. Two years later the project failed. The case joins the chief executive officer evaluating a new proposal for re-starting the initiative.

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Marketing (*sponsored by The Chartered Institute of Marketing*)

**Red Bull: The Anti-Brand Brand**

Nirmalya Kumar, Nader Tavassoli and Sophie Linguri Coughlan, London Business School, 2005

Ref 505-098-1

Founded in Austria in 1984, Red Bull was credited with creating the energy drinks category. By 2004, it commanded a 70% market share, was sold in over 100 markets, and was the market leader in the USA and in twelve of thirteen West European markets where it was present, and found itself at a crossroads. Central to Red Bull's success was the use of word-of-mouth or 'buzz' marketing. As a mature brand, it needed to assess whether the time had come to transition to a more traditional marketing approach.

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Production and Operations Management

**Lufthansa Cargo AG: Capacity Reservation and Dynamic Pricing**

Arnd Huchzermeier and Rolf Hellermann, WHU Otto Beisheim School of Management, 2002

Ref 602-029-1

Lufthansa Cargo AG, the market leader of the world air cargo market, provides insights into the general structure of the air cargo business and provides an overview of competitive forces, including how the industry's thinking is moving towards a paradigm of flexible contract forms and dynamic pricing.

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Strategy and General Management

**Zara: Responsive, High Speed, Affordable Fashion**

Nirmalya Kumar and Sophie Linguri Coughlan, London Business School, 2005  
Ref 305-308-1

In 1975, the first Zara store was opened in La Coruna, Northwest Spain. By 2005, Zara's 723 stores had a selling area of 811,100 m<sup>2</sup> and occupied privileged locations in major cities in 56 countries. With sales of €3.8 billion in the financial year 2004, Zara had become Spain's best-known fashion brand and the flagship brand of €5.7 billion holding group Inditex. With plans to double the number of its stores by 2009, the rapid pace of growth was necessitating changes.

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Overall winner

**The Evolution of the Circus Industry (A)**

W Chan Kim, Renée Mauborgne, Ben M Bensaou and Matt Williamson, INSEAD, 2002  
Ref 302-057-1

This field researched case looks at Cirque du Soleil that very successfully entered a structurally unattractive circus industry. It was able to reinvent the industry and created a new market space by challenging the conventional assumptions about how to compete. It value innovated by shifting the buyer group from children (end-users of the traditional circus) to adults (purchasers of the traditional circus), drawing upon the distinctive strengths of other alternative industries, such as the theatre, Broadway shows and the opera, to offer a totally new set of utilities to more mature and higher spending customers. ecch European Case Awards Category Winner 2006.