



Introduction

The new edition of this casebook has been developed to accompany the fifth edition of the textbook *Contemporary Strategy Analysis*. A key feature of the casebook is its close integration with the concepts and techniques outlined in the textbook. All the cases, except one, have been specially written to link with a specific chapter of the textbook. (In some instances, the cases apply principles and techniques from more than one chapter.)

The main characteristics of the cases are:

- Most of the companies discussed in the cases are widely known. The fact that most students will have some familiarity with the companies featured means that the cases will be relatively accessible to students.
- Most of the cases are recent, referring to situations in 2003 and 2004. However, whether the case study relates to events in 2004 or (as in the case of EMI) the 1970s, the important challenge for the instructor is to focus the discussion on the events at the time of the case and to ignore the wisdom of hindsight.
- The cases have been designed for use at multiple teaching levels. The cases have been used at MBA, undergraduate, and executive levels. They will, of course, need to be taught differently according to the maturity and experience of the class. Nevertheless, experience shows that the cases work well with strategy courses at multiple levels.
- Most of the cases have a decision orientation: What strategy should the company follow? What actions should the CEO take next? Such a decision focus invigorates the class by placing students in the positions of senior managers. However, probably the most important learning comes from the understanding that students gain of the strategic circumstances of companies and the rationale for the strategies that they adopt.

- The aim in developing these cases has been to reconcile richness and brevity. By focusing the case around a limited number of issues, I have attempted to keep the cases down to less than 25 pages, including all tables and illustrations. Inevitably this places limits on the breadth and depth of information supplied and one of the questions frequently posed by students is: “Should we do additional research on the company?” My answer to this question is a resolute “No.” This will not be time well spent. Management students need to get used to fast cycle analysis and decision making under conditions of imperfect information.

The teaching notes provided here are the outcome of my own thinking about the cases and accumulated classroom experience. They are intended to provide guidance and suggestions, but with the realization that each instructor will teach the same case in an individual, personalized way.

The matching of textbook chapters to cases is as shown below.

Case	Chapter in <i>Contemporary Strategy Analysis</i>
1. Madonna	1. Introduction to Strategy
2. Laura Ashley Holdings plc: The Battle for Survival	2. Goals, Values and Performance
3. The US Airline Industry in 2004	3. Industry Analysis: The Fundamentals
4. Ford and the World Automobile industry	3. Industry Analysis: The Fundamentals
5. Wal-Mart Stores Inc., March 2004	4. Further Topics in Industry and Competitive Analysis
6. Eastman Kodak: Meeting the Digital Challenge	5. Analyzing Resources and Capabilities
7. Organizational Restructuring within the Royal Dutch/Shell Group	5. Analyzing Resources and Capabilities
8. Harley-Davidson, Inc., February 2004	6. Organization Structure and Management Systems
	7. The Nature and Sources of Competitive Advantage
	8. Cost Advantage
	9. Differentiation Advantage
9. Online Broking Strategies: Surviving the Downturn at Merrill Lynch, Charles Schwab, and E*Trade	10. Industry Evolution
10. EMI and the CT Scanner [A] and [B]	11. Technology-based Industries and the Management of Innovation
	10. Industry Evolution
	11. Technology-based Industries and the Management of Innovation
11. Rivalry in Video Games	11. Technology-based Industries and the Management of Innovation
12. Eni SpA: Building an International Energy Major	13. Vertical Integration and the Scope of the Firm
13. Birds Eye and the UK Frozen Food Industry	5. Analyzing Resources and Capabilities
14. Euro Disney: From Dream to Nightmare, 1987–94	12. Competitive Advantage in Mature Industries
15. Richard Branson and the Virgin Group of Companies in 2004	14. Global Strategies and the Multinational Corporation
16. General Electric: Life After Jack	15. Diversification Strategy
17. AES Corporation: Rewriting the Rules of Management	16. Managing the Multibusiness Corporation
	17. Current Trends in Strategic Management

To provide further guidance on linking the textbook chapters and cases within the context of a strategic management course, please refer to the *Guide for Instructors* that accompanies the new (5th) edition of *Contemporary Strategy Analysis*. This includes sample course outlines for MBA and undergraduate courses in strategic management.

Please refer also to the Blackwell web site for *Contemporary Strategy Analysis* (www.blackwellpublishing.com/grant). The web site is continuously updated with new and revised teaching materials – including new cases. These new cases will be made available as they are developed (some of them as preliminary versions).

I would appreciate any comments you have on the cases in the casebook and the teaching notes. I would also appreciate any suggestions that you have for future cases, including offers to contribute new examples.

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