**Marketing Management: A Strategic Decision-Making Approach, 8e**

**Chapter 1 The Marketing Management Process**

**Case: Notting Hill Notes**

Author(s): Bentinck, H; Famous, E

Publisher: London Business School

Publication Date: 2006

Reference: LBS-CS06-007

Abstract: In the summer of 2005 the Bentinck family was faced with a difficult choice: to follow an idea that Hazel had been mulling over since moving to the UK the preceding August, or save the funding to put towards outstanding school loans. To compound the difficulty of the decision, Hazel had recently found out that she was expecting, and was having doubts about spending the “baby’s money” on what could turn out to be a failed business venture. Based on the information that she collected so far, she was unsure if her idea would be a viable business opportunity, even though the total seed money required was £15,000.

**Case: Sendwine.com**Author(s): Eisenmann, Thomas; Ess, Charmaine; O’Hara, Ann

Publisher: Harvard Business School

Publication Date: 1999

Reference: 9-800-211  
Abstract: Sendwine.com, an online retailer of premium gifts of wine by the bottle, faced decisions about its growth strategy in mid-1999. Mike Lannon, president and founder, had established his company as a prominent player in an increasingly crowded field. But with success came a difficult choice: How should Sendwine.com spend the venture capital money it subsequently had attracted? Should the company consolidate its niche position in wine gift-giving? Or should it aggressively expand into new gift-giving categories under the "Send.com" name?.

**Chapters 2 The Marketing Implications of Corporate and Business Strategies**

**Case: BRAINLAB (A)**

Author(s): Mullins, J; Lloyd, J;

Publisher: London Business School

Publication Date: 2005

Reference: 805-056-1

Abstract: It was a warm summer day in 1999 at his favorite beer garden in Munich, and Stefan Vilsmeier had just returned to his native Bavaria from yet another trip to the United States. In less than ten years, Vilsmeier and his team had taken BrainLAB from a raw start-up in a one-room office to being courted by one of the leading medical technology companies in the world as an acquisition candidate. ‘Courted’ was not exactly the right word, however, as Medtronic, the proposed acquirer, had also sued BrainLAB for patent infringement and was aggressively competing with BrainLAB for market share. If Medtronic’s lawsuit were successful, BrainLAB might be put out of business. Even if BrainLAB could fend off the lawsuit from its deep-pocketed competitor, it still faced an uphill battle with Medtronic and others in the marketplace for its innovative image-guided surgery systems and other software-based medical technology advances that Vilsmeier believed could revolutionize medical practice. Since Vilsmeier himself owned more than 60 percent of BrainLAB’s shares, the decision about whether or not to sell to Medtronic ultimately fell on his shoulders. At an exorbitant price, Medtronic’s proposal was nothing to take lightly.

**Case:** Growth, Strategy, and Slotting at No Pudge! Foods, Inc.

Author(s): Robertson, Chris

Publisher: Harvard Business School

Publication Date: 2003

Reference: 9B03M033

Abstract: The health and fitness trend that started in the 1980s and became a staple of American lifestyle in the 1990s created numerous opportunities for new firms to introduce niche products. The founder of No Pudge! Brownies worked with a consultant to develop a fat-free brownie mix. She then designed a lean organization where production, distribution and Internet orders were all outsourced. Immediately she is faced with her 'Achilles heel', the slotting fees required by supermarkets to obtain shelf space. After two years of negotiating with supermarkets, an important grocery chain finally agrees to carry her product without any slotting fees. By 1997 sales totaled a meager $250,000. Aggressive lobbying with the National Food Distributors Association and a multi-pronged strategy for dealing with slotting eventually pushed sales above the $2 million mark. No Pudge! is at a major decision point. New growth opportunities, such as muffin mix and fast-food distribution of pre-made brownies are abundant. Slotting continues to be a source of frustration for the firm, and No Pudge! is now on the radar screen as a possible acquisition target by major food purveyors.

**Case: The Black & Decker Corp. (A): Power Tools Division**Author(s): Dolan, Robert J.

Publisher: Harvard Business School

Publication Date: 1995Revision Date**:** 2001

Reference: 9-595-057  
Abstract: Presents Black & Decker’s performance against a Japanese competitor and others in the power tools market. Black & Decker is anxious to regain its market share leadership in particular segments of the market. Teaching Purpose: Allows exploration of issues of brand equity, product positioning, and competitive strategy in the context of international competition., by Robert J. Dolan

**Case: Chocolates El Rey**

Author: [Deshpande](http://www.ecch.com/casesearch/results.cfm?qs3=Deshpande), R; [Herrero](http://www.ecch.com/casesearch/results.cfm?qs3=Herrero), G; [Garcia Cuellar](http://www.ecch.com/casesearch/results.cfm?qs3=Garcia%20Cuellar), R

Publisher: Harvard Business Publishing

Publication Date: 2008

Reference: 9-508-052

Abstract: In late November 2006, Jorge Redmond, CEO of Chocolates El Rey, called a meeting with senior management to discuss the company's growth strategy. A relatively small firm with sales of around $14 million, El Rey produced top quality chocolate made with single origin Venezuelan cocoa beans. The firm sold its chocolates in four different segments - food services, industry, retail and beverages - and exported 17% of its production, mostly to the United States, Europe, and Japan. El Rey needed to grow, but Redmond wondered how to achieve growth and how to market the 'El Rey' brand to its different target segments and international markets. With only 0.5% of the cocoa's world production, was it worth the effort to try and establish a country-of-origin image for Venezuelan chocolate? If so, how could El Rey go about it?

**Case: The American Express Card**

Author: [Labatt-Randle](http://www.ecch.com/casesearch/results.cfm?qs3=Labatt-Randle), J; [Quelch](http://www.ecch.com/casesearch/results.cfm?qs3=Quelch), J

Publisher: Harvard Business Publishing

Publication Date: 2008

Reference: 9-509-027

Abstract: Senior executives at American Express are reviewing the company's marketing strategy for charge and credit cards in the United States. A variety of growth options exist for students to consider including further penetration of existing markets and the opening of new markets. Historical background information in the case enables instructors to analyze the phases of American Express's card strategy over the past fifty years.

**Case: Bonny Doon Vineyards**

Author(s): Hillman AJ; Keim G; Glasgow K

Publisher: Richard Ivey

Publication Date: 2000

Reference: 9B00A018

Abstract: A small, founder-centered business, increasingly facing competitive imitation of their core activities, is at a crossroads. Expansion opportunities for the winery include branching into retail, expanding its offerings of wines made to their specifications in Europe, and expanding their direct sales network of end customers to include non-Bonny Doon wines.

**Case: Toyota Motor Corporation: Launching Prius**

Author(s): [Reinhardt](http://www.ecch.com/casesearch/results.cfm?qs3=Reinhardt), F; [Yao](http://www.ecch.com/casesearch/results.cfm?qs3=Yao), D; [Egawa](http://www.ecch.com/casesearch/results.cfm?qs3=Egawa), M

Publisher: Harvard Business School

Publication Date: 2006

Reference: 9-706-458

Abstract: In 1995, Hiroshi Okuda, President of Toyota Motor Corp, considers whether to push for a more aggressive launch of the Toyota Prius - an automobile that incorporates Toyota's new and technically advanced hybrid power train. This launch decision allows discussion of the importance of the Prius in Toyota's overall product strategy and explores issues ranging from market structure to competitive advantage and competitive dynamics.