

Case Title	Chapter Number	Chapter Title	Case Description
Nokia: Re-Connecting People	1	Marketing in the Modern Firm	This case explores how, through the implementation of the marketing concept, Nokia, the Finish Telecommunications company, has evolved from its humble beginnings in wood pulp to being a leading global brand. This rise has not been without its problems and Nokia's downturn in 2003/2004 serves to illustrate that a brand no matter how powerful, can afford to lose sight of the marketplace, in an increasingly competitive business environment.
Ekornes: Developing a "Stressless" Marketing plan	2	Marketing Planning	Ekornes is one of Scandinavia's largest furniture manufacturers. The company has achieved international success and notoriety through its "stressless" range of high quality, distinctive leather recliners. This case addresses the marketing strategy Ekornes is pursuing to realise its vision of becoming a leading brand name supplier of home furniture in domestic and international markets.
Volvo: How should Volvo evolve with the changing market?	3	Marketing Environment	Volvo, the iconic Swedish car manufacturer, acquired by the Ford Motor company in 1999, is in trouble. The company's product orientation has left them struggling to cope with changes in their marketing environment. This case identifies the micro and macro forces that are affecting Volvo and the steps it has taken to reverse its fortunes and ensure its long-term survival.
Bang & Olufsen: Getting your Bang for your Buck.	4	Consumer Behaviour	This case explores how Bang & Olufsen, the Danish electronics manufacturer, has reversed its declining fortunes through its focus on the luxury niche market for entertainment solutions. The marketing strategies employed by the firm to protect its prestigious, international brand image and influence the purchasing behaviour of its highly discerning, super-rich customers are discussed in the case.
Morris Services	5	Organizational Buying Behaviour	This fictional case explores the experience of an IT illiterate couple, attempting to purchase their first personal computer, for their small cleaning services business. The case clearly illustrates that an in-depth understanding of organisational buyer behaviour is a prerequisite for the supplying organisation's success.
Corporate reputation on the line: Cadbury's salmonella	6	Marketing Ethics and CSR	Cadbury Schweppes has built its reputation on having strong ethical credentials. However in 2006 its reputation as a good corporate citizen came under fire for its

scare			failure to take immediate action and report Salmonella trace found in its products to the Food Standards Authority. This case details the controversial incident and closely examines the reputational impact of the company's delayed response.
Carbery: Developing new products in a mature market	7	Marketing Research	Carbery is an Irish company that produces valued-added cheeses and food ingredients. It made a strategic decision to reduce its dependence on commodity products and to diversify into valued-added products. This case addresses the use of qualitative research in aiding this decision and the challenges Carbery faces in the development of new products in a mature food category.
McCarthy and Stone: Britain's Leading Retirement Builder	8	Marketing Segmentation & Positioning	McCarthy & Stone is a construction company that has specialised in the construction of purpose built private retirement housing for over 25 years. This case highlights how effective implementation of a segmentation, targeting and positioning strategy can allow an organisation to differentiate itself from competitors and deter competitive entry into the market. It also highlights the attractiveness of the grey market, which has long been ignored by marketers in favour of the youth market.
Branding of Kilkenny	9	Managing Products: Branding	3Sixty Marketing, a full-service marketing agency, began the process of developing a new cohesive brand identity for Kilkenny, an attractive tourist town in the south-east of Ireland, in 1998. This case traces the phases in building a new brand identity for Kilkenny. It also illustrates the complexity of developing and maintaining a cohesive brand image for a location, particularly given the many stakeholders involved.
Gucci, Louis Vuitton, & Vertu – Marketing Lessons from some of the World's Most Exclusive Brands.	9	Managing Products: Branding	The role of experiential marketing in gaining increasing attention in the creation of successful brands. This case profiles three luxury brand companies; Gucci, Louis Vuitton, and Vertu, and their efforts to provide memorable customer experiences build around their products through their unique product image and features, their outstanding service, their exclusive retail environment, their pricing strategy, their selective channels of distribution and their distinct packaging. It also highlights the challenges facing luxury brand companies in maintaining the exclusivity of their brand, which are at risk of being adopted by unintended markets.

Growing Pains at Unilever	10	Managing Products: Product life cycle etc	Unilever is an international manufacturer of home, personal care and food products. This case explores Unilever's recent portfolio planning efforts, which have seen the divestment of twelve hundred brands to achieve its current number of four hundred, and the addition of new brands to Unilever's portfolio. The case also considers organisational restructuring at Unilever in an effort to boost recent poor sales and profit performance.
Absolut Vodka: Different Vodka for Different Folks.	11	Developing New Products	Absolut Vodka is an international premier vodka brand icon. This case describes the marketing growth strategy being pursued by Absolut Vodka in the context of a highly competitive maturing market. This pursuit of growth has seen Absolut launch several brand extensions. The question is can these brand extensions co-exist with the core brand, into the future, and will they contribute to its future success? The case also outlines the forces within the macro and micro environment which are affecting the drinks industry.
Netto, Lidl, Aldi: The Rise and Rise of the Limited Range Discounters	12	Pricing	Limited Range Discounters (LRDs), Aldi, Lidl and Netto are rapidly expanding throughout Europe with their formula of low prices and the offering of a limited assortment of products that satisfy customers' basic needs. This case profiles Aldi, Lidl and Netto and examines how they operate. Given the popularity of the LRD format the case raises the difficult dilemma facing both traditional retailers and branded suppliers – how do we compete? And how do we supply?
The Tracking of BT Advertising Campaigns	13	Advertising	A key question in any advertising strategy is how to evaluate whether an advertising campaign's objectives have been achieved. While some firms conduct a pre and post testing study, other firms are embracing continuous tracking, which has the advantage of allowing one to isolate effects of a specific marketing activity from underlying trends, thereby providing more insightful diagnostics. This case describes a major tracking study conducted by TNS, the largest custom marketing research agency in the world, and how it has been used successfully with British Telecom.
Kompass Ireland: Finding ways to improve salesforce	14	Personal Selling and SM	Kompass Ireland, a franchise of Kompass international, is a provider of business information to sales, marketing and purchasing sectors. Acquired by An Post, the

performance			Irish Postal Service, in 2002, Kompass are facing an evolving market with increasing competitive challenges. This case explores, in detail, the Kompass Ireland operation. It also addresses a ten-month sales and marketing plan adopted by Kompass to reverse its complacent sales culture, which had been impeding business growth.
Community Relations: Building Masts for 3G Phones	15	Direct Marketing	An organisation may adopt a symmetrical or asymmetrical approach to public relations. The growing adoption of ethical business practices, by organisations, has seen a shift towards the democratically attractive symmetrical model. This case discusses the positioning of mobile phone base stations, particularly those attached to masts, which has aroused controversy in some parts of the UK. The community consultation approach of Hutchison 3g is described.
The Final Days of Brand Beckham: Is there still life left in David Beckham brand?	16	Other Promotional Methods	The rise in media fragmentation and growing clutter in marketing communications has contributed to disillusionment with traditional advertising methods. Today firms are seeking alternatives, which have the power to cut through this clutter and communicate their brand's values. One such alternative is the use of celebrity endorsements. This case traces the rocky rise of the David Beckham brand who has been successfully used by companies to promote a countless array of products. While the use of a celebrity to endorse ones products may be extremely attractive to companies it also represents a number of risks, which are addressed in this case.
Avon and L'Oreal: Keep young and beautiful	17	Distribution	This case study compares Avon Cosmetics and L'Oreal in terms of their distribution methods. Avon distributes directly, and usually door-to-door: L'Oreal distributes its consumer products through pharmacies and supermarkets, and its professional products directly to hair salons and beauty therapists. Avon is by far the more successful of the two companies: since the cosmetics themselves are nothing special, and the company's promotional expenditure is miniscule, this is evidently due to their distribution method, which creates place utility for its customers.
The thin red line	18	Digital Marketing	Thin Red Line (TRL) is an up-market, shirt retailing company located on London's prestigious Savile Row. TRL's product is positioned as 'good quality shirts for

			affluent young people at affordable and competitive prices'. It began operating in the mid-1990s as a mail order business and later opened a retail outlet in London and expanded its product range. This case addresses the company's first move into developing an on-line presence and the dilemma the company now faces in deciding if and how it should use Internet and the Web to achieve radical change in its business model.
Stora Enso	19	Analysing Competition	StoraEnso is one of the leading integrated forestry firms in the world with 43,000 employees in 40 countries. The case study addresses how this multinational firm uses its ethics code as part of its marketing planning and positioning to gain a competitive advantage. The strategic planning efforts of StoraEnso are traced from first printed ideas to implementation and strategy design.
DSG International: Managing Multiple Brands in a Multi-Channel World	20	Competitive Strategy	DSG International Group is the largest electrical retailer in Europe operating under 16 different brands including Dixons, Currys and PC World. The firm has evolved into a powerful multi-brand, multi-channel retailer through an ambitious acquisitions programme. This case charts the rise of DSG and examines its competitive strategy. Will the group's strategy plan serve it well in coping with its challenging competitive landscape and changing customer needs?
Jambo Records	21	Marketing Implementation	Jambo Records is an independent record company, which after a difficult year in financial and market terms, is taking its first steps towards developing a formal marketing organisation, with the appointment of a Marketing Manager. The company, like many other "creative" businesses, has a very strong product orientation, and moving the company towards a marketing orientation is a considerable challenge. The case follows the new Marketing Manager, Laura Martell, through her first week in post, and illustrates some of the difficulties of trying to "market" marketing internally.
Use of Technology for teaching and learning at Coventry University	22	Marketing Services	Coventry University was one of the first higher education institutions in the UK to roll out a virtual learning environment (WebCT) across its entire campus. The cost was substantial, but the cost of not doing it was regarded as even higher. The case gives an example of an institution gaining first mover advantage by striving to

			improve its product offering. It is written deliberately in a scholarly style, to give the reader additional references to follow up as required.
British Airways World Cargo	23	International Marketing	British Airways (BA) is the world's largest international airline employing 60,000 people in over 100 countries. In 1999 BA decided to introduce a corporate 'Service Style' across the organisation. The Service Style specified attributes looked for by customers in service provision and suggested behaviours which employees would be encouraged to adopt in order to support the Service Style. This case examines the response to this initiative in one part of the organisation, British Airways World Cargo (BAWC). It illustrates the complexity of brand management in complex global organisations