



H A R V A R D | B U S I N E S S | S C H O O L

HBS Europe Research Center UPDATE JANUARY– FEBRUARY 2006

In this update: new publications on the companies Dresdner Kleinwort Wasserstein and Deutsche Börse; ongoing research in Organizational Behavior and Marketing; ERC case interviews in France, Italy and Germany; an HBS alumni event in Kitzbühel, Austria, and a follow-up to the European Entrepreneurship Colloquium in Frankfurt, Germany.

NEWLY RELEASED CASES

Case: Wikis at Dresdner Kleinwort Wasserstein (A, B, C):

Co-authored with Andrew P. McAfee, TOM. Dresdner Kleinwort Wasserstein (DrKW) contemplates using wikis as new collaborative tools for its staff. At its barest, a wiki is a Web site anybody visiting could edit without having to know HTML or Web-authoring tools. As a “social software” like chats and blogs (both already in use at DrKW), wikis facilitate collaboration. The case asks students to assess whether the company is prepared for this technological change.

Case: Deutsche Börse and the European Markets

Co-authored with Dwight Crane, FIN, the case focuses on Deutsche Börse’s proposition of an offer for the London Stock Exchange. Some shareholders opposed the acquisition, leading to the offer’s withdrawal and management replacements, including the CEO and the chairman. Written from the viewpoint of Deutsche Börse, it addresses a number of issues concerning corporate governance, the strategy followed, the offer and the reasons why it was withdrawn.

SAMPLE RESEARCH IN PROGRESS

The ERC is currently working on several projects such as:

- A research project, proposed by Professor Michel Anteby, OB, on the history of a leading European jet engine manufacturer and its relationship with an American partner, with a focus on nationalistic issues.
- A research project on the codes of conduct followed by multinationals companies, in cooperation with Professor Rohit Deshpande, MKT.

The ERC is also exploring possible cases on the new product development strategy of a Danish electronics manufacturer.

VISITS INVOLVING THE CENTER

Research activities in January and February involved case site trips to Italy and France for case interviews with Professors Gary Pisano, TOM, and John Deighton, MKT, a preliminary case site meeting in Germany for Professors Pai-Ling Yin and Andrei Hagiu, STRAT, and archives research for Professor Michel Anteby, OB.

This bi-monthly update from the HBS Europe Research Center summarizes ongoing and future projects at the center. To stop receiving the update, contact ecorsi@hbs.edu.

In addition, we were happy to see here in Paris:

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| HBS Faculty | <ul style="list-style-type: none"> • Professor Michel Anteby, OB, to discuss the research project on jet engine manufacturers. • Professor John A. Deighton, MKT, after case sites interviews in France, for case development. |
| HBS Staff | <ul style="list-style-type: none"> • Susan Hamilton, Senior Development Officer and Director of International Relations, for various meetings in Paris. |
| Other Visitors | <ul style="list-style-type: none"> • Karen Wilson (MBA 1991), founder of GV Partners, to discuss the next European Entrepreneurship Colloquium on Participant Centered Learning (EECPCL). • Sir Cyril J.H. Taylor (MBA 1961), Chairman at the American Institute for Foreign Study, and Professor Pierre Brunel, Director at la Sorbonne, to explore future projects and possible collaborations. • Daniel Lebégue, President at the Institut Français des Administrateurs. • Philippe Sereys de Rothschild (MBA 1991), CEO at Natexis Investissement and member of the ELC, to discuss topics related to the ELC meeting. |

EVENTS

European Entrepreneurship Colloquium on Participant Centered Learning (EECPCL)/European Foundation for Entrepreneurship Research (EFER) Meeting in Frankfurt. This one day event, organized by Bert Twaalfhoven (MBA 1954) and Karen Wilson (MBA 1991) gathered the EECPCL participants of last year. On this occasion, Vincent met with several of these European faculty members to discuss ongoing projects.

HBS Alumni winter retreat in Kitzbühel: The ERC participated in this three day event organized by the Alumni Club of Munich. On this occasion, Professor Forest L. Reinhardt, BGIE, led an animated discussion on the Allianz case followed by a presentation by Mr. Paul Achleitner, Chief Financial Officer of Allianz AG on 'What really happened'. Vincent Dessain presented an update on ERC's activities and projects.

COMMENTS?

We welcome all suggestions and comments. Please contact us:

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More information about the ERC: <http://www.hbs.edu/global/europe.html>

Best regards,

The staff of the HBS Europe Research Center

Mission of the HBS Europe Research Center:

The mission of the Europe Research Center is to support faculty in their research and case writing projects throughout Europe. In addition, the ERC builds relationships with European business and political leaders, educational institutions, and alumni.

HBS UNITS LEGEND:

A&C	Accounting and Control	MKT	Marketing
BGIE	Business, Government and the International Economy	NOM	Negotiation, Organizations & Markets
EM	Entrepreneurial Management	OB	Organizational Behavior
FIN	Finance	STRAT	Strategy
GM	General Management	TOM	Technology and Operations Management