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HBS Europe Research Center UPDATE JULY – AUGUST 2005

In this update: New publications on L'Oréal and *fortu*, ongoing research in TOM and A&C, ERC case trips to the UK, Sweden and Germany and case interviews in France, as well as a trip to Boston for the launch of a new Europe specific program.

NEWLY RELEASED CASES AND RESEARCH

Case: "L'Oréal and the Globalization of American Beauty"

Developed with Professor Geoffrey Jones, EM, and David Kiron, Global Research Group, the case examines L'Oreal's acquisition and globalization of several leading U.S. cosmetics brands such as Maybelline, Redken, and Kiehl's. The case explores the corporate strategy and marketing challenges facing consumer products firms as they globalize.

Case: "fortu"

Co-authored with Professors Michael Roberts and William Sahlman, EM, the case describes the financing, strategy, and growth decisions facing *fortu*, a young German battery company. The company is contemplating a facility in East Germany, where state subsidies make installation appealing. A sudden offer to license *fortu* technology for application in a very promising segment and the ensuing potential cash influx makes *fortu* examine alternative ways to build its first production plant.

SAMPLE RESEARCH IN PROGRESS

The ERC is currently working on several projects, such as:

- The testing of web-based collaboration tools at a British financial services company, for Professor Andrew McAfee, TOM.
- Real estate evaluation under the new international accounting standards (IAS) at a real estate company, for Professor Edward Riedl, A&C.

The ERC is also in the early stages of other projects, such as the implementation of customer information systems in France and Spain, for Professor Asís Martínez-Jerez, A&C.

VISITS INVOLVING THE CENTER

Research activities in July and August involved case site trips to the UK for interviews at a real estate firm with Professor Edward Riedl, A&C, to Sweden for interviews at a telecommunications company with Professor Das Narayandas, MKT, and to Germany for interviews at a retail group with Professor Zeynep Ton, TOM.

This bi-monthly update from the HBS Europe Research Center summarizes ongoing and future projects at the center. To stop receiving the update, contact dbeyersdorfer@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 Felix Oberholzer-Gee, STRAT, for work on an ongoing project.• Professor Gregory Miller, A&C, for case interviews at the European headquarters of multinational energy companies. |
| HBS Staff | <ul style="list-style-type: none">• Katie Martin, Associate Director MBA Recruiting Services, for Career Services related meetings at European companies (like Sanofi, Thomson, Nina Ricci, Danone), as well as a meeting with the ERC. |
| Other Visitors | <ul style="list-style-type: none">• Mr. Bedoret, controller at Suez, to talk about this industrial and services group. |

EVENTS

Visit on Campus for the launch of a new Europe-specific “Teach the Teachers”-program: the European Entrepreneurship Colloquium on Participant Centered Learning (EECPCL). The program gathered 45 participants from 21 European countries. Vincent held a session on “Case writing and Research at the HBS Europe Research Center”. He also met with several faculty members to discuss ongoing 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