



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 JULY–AUGUST 2006

In this update: new publications on Fritidsresor and BP; ongoing research in Business Government & the International Economy, Strategy and Accounting & Management; ERC case interviews in the United Kingdom and the EECPL program in Boston.

Also, please welcome our new Research Assistants: Ane Damgaard Jensen and Patrick Vachey.

NEWLY RELEASED CASES

Case: Fritidsresor Under Pressure (A): The First 10 Hours

Co-authored with Professor Joshua D. Margolis, OB. On December 26, 2004, when a tsunami hit Southeast Asia, the leadership team at Fritidsresor had to manage a devastating crisis affecting thousands of its customers and employees in Thailand. The Case documents the challenges the company faced in the first ten hours of the crisis. Amid the uncertainty of those first hours, the leadership team had to take a range of decisions to plan the company's response and manage business. The Case describes the chaotic environment of a crisis and puts students in the shoes of a range of managers, each having to take decisions on his/her own, while coordinating with one another to enable the company to respond effectively.

Case: IR at BP: Investor Relations and Information Reconnaissance?

Co-authored with Professor Gregory S. Miller, A&M, the Case focuses on BP's strategic use of information gathered by the Investor Relations department. BP's Investor Relations director launched a program to use information concerning external views of BP and the industry as part of the firm's planning and operational activities. This information is generated as part of their award winning investor relations program, and had previously been used only to enhance communications. The case allows a discussion on the relative merit of including this information in BP's planning and operations activities. It also provides "best practices" insights into Investor Relations.

SAMPLE RESEARCH IN PROGRESS

The ERC is currently working on several cases and research projects such as:

- A case on fiscal reforms in Slovakia, with Professor Laura Alfaro and Joseph C. Wilson Professor Rafael M. Di Tella, BGIE
- A case on the growth strategy of an independent newspaper with Tarun Khanna, Jorge Paulo Lemann Professor, STRAT.
- A case on financial communication in the banking sector in Iceland with Professor Gregory S. Miller, A&M.

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.

The ERC is also exploring a possible research project on the impact of incentives on employees in European companies with Professor Nava Ashraf, NOM.

VISITS INVOLVING THE CENTER

Research activities in July and August involved a case site trip for case interviews in the United Kingdom for Jorge Paulo Lemann Professor Tarun Khanna, STRAT.

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

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| HBS Faculty | <ul style="list-style-type: none"> • Professor Nava Ashraf, NOM, to discuss about her research project on incentives and ERC's involvement |
| HBS Staff | <ul style="list-style-type: none"> • Michael Shih-ta Chen, Executive Director, Asia Pacific Research Center, who visited the Center to learn more about its structure and activities and explore possible collaborations |

EVENTS

Visit on campus for the second edition of the European Entrepreneurship Colloquium on Participant Centered Learning (EECPCL) Program. The EECPL is an HBS “Teach the Teachers”-program on Entrepreneurship, launched for the first time in 2005. The ERC collaborated in the organization of this second edition. The program gathered around 60 participants from Europe. Vincent Dessain held a session on “Case Writing and Research at the HBS Europe Research Center”. On this occasion, Vincent also met with several faculty members to discuss ongoing research and case study projects, and pitch new European case leads. The trip also included meetings with several administrative staff members.

COMMENTS?

We welcome all suggestions and comments. Please contact us:

- Vincent Dessain, Executive Director, vdessain@hbs.edu
- Elena Corsi, Executive Assistant, ecorsi@hbs.edu
- Daniela Beyersdorfer, Research Associate, dbeyersdorfer@hbs.edu
- Ane Damgaard Jensen, Research Assistant, adamgaardjenses@hbs.edu
- Patrick Vachey, Research Assistant, pvachey@hbs.edu

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&M	Accounting and Management	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