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HBS Europe Research Center UPDATE JULY – AUGUST 2004

In this update: New publications on Allianz and HSBC; completed research on international capital flows; ongoing research in Strategy and Organizational Behavior; a visit from one of our ELC members and a visit to Boston for the HBR - World Economic Forum Workshop.

NEWLY RELEASED CASES AND RESEARCH

Case series: "Allianz"

Developed by the ERC with Professors Joe Bower, GM, and Marc Bertoneche, FIN, this case series covers the strategic decision of global insurer Allianz to become an "Integrated Financial Solutions Provider" by acquiring Dresdner Bank. The case follows the development from late 2000 to summer 2003 through four different cases--and also includes ERC's first video case!

Case: "HSBC"

Three HBS research centers (ERC, LARC and APRC) and the Global Research Group collaborated on this case written by Professor Tarun Khanna, STRAT. HSBC in 2003 was perhaps the most global of all international banks. It's most recent purchase of US-based consumer finance company Household International focused attention on HSBC's commitment to operate locally but manage globally as well as the growing complexity of managing human capital.

Research Project: "International Capital Flows"

ERC supported Professor Rawi Abdelal, BGIE, in the preparation of his research at the Organization for Economic Co-Operation and Development (OECD), where he was examining how the OECD effectively implements peer pressure to ensure efficient international capital flows. The research will be used for his book on "Capital Rules: Norms, Institutions, and the International Monetary System".

SAMPLE RESEARCH IN PROGRESS

The ERC is currently working on a number of cases and projects, for instance on:

- The effects of state subsidization on film production in a European country for Professor Pankaj Ghemawat, STRAT.
- The decision of whether or not to move to a more centralized organization of a leading medical care company with Professor Joel Podolny, OB.
- The rise and fall of a high-profile CEO with Professor Rakesh Khurana, OB.

Furthermore, the ERC is in the early stages of other projects, such as the strategic positioning of a German company within the international gas industry for Professor John Wells, STRAT.

VISITS INVOLVING THE CENTER

Research activities in July and August involved case site trips to London for Professor Mihir Desai, FIN/EM, in the field of currency hedging; and in Paris for Professor Carl Kester, FIN, in the context of securitization financing.

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 at the center here in Paris:

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| HBS Faculty | <ul style="list-style-type: none"> • Professor George Chacko, FIN, for a case meeting and work on various cases in progress. • Professor Debora Spar, BGIE, who visited the Center to explore future projects with ERC. • Professor Peter Hecht, FIN, who stopped by to use the Center's facilities and discuss ongoing projects. |
| Other visitors | <ul style="list-style-type: none"> • Heiner Thorborg (ISMP12/1979), Founder and Owner of the Heiner Thorborg Executive Search firm and member of our European Leadership Council (ELC) advisory board, visited the Center for lunch. |

EVENTS

4th of July at the US Embassy in Paris

In July, ERC represented the School at the US Embassy Reception which was given to celebrate the American Independence day.

HBR Forum in Boston

In August, Vincent participated in the "Breakthrough Ideas for 2005" workshop which was jointly organized by the World Economic Forum and the Harvard Business Review. The workshop brought together a group of thought leaders--academics, research directors and corporate executives--to identify ideas most likely to shape business management and its practice in the near future.

COMMENTS?

We welcome all suggestions and comments. Please contact us:

- Vincent Dessain, Executive Director, vdessain@hbs.edu
- Daniela Beyersdorfer, Executive Assistant, dbeyersdorfer@hbs.edu
- Anders Sjöman, Research Associate, asjoman@hbs.edu
- Monika Stachowiak, Research Assistant, mstachowiak@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 European 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