



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 MARCH – APRIL 2005

In this update: New publications on JCDecaux and KAMCO, ongoing research in Technology & Operations Management and Strategy, ERC research trips to the UK and Spain, the ELC spring workshop and other events.

NEWLY RELEASED CASES AND RESEARCH

Case: "JCDecaux"

Written by Professor John Wells, STRAT, and co-authored by the ERC, the case describes how JCDecaux, the second largest global outdoor advertising company, became the world leader in street furniture advertising in a fast consolidating business environment. It places the students in the position of the two sons of the founder, who in late 2004 explore ways to continue the success of the 73% family-owned business.

Case: "KAMCO and the Cross-Border Securitization of Korean Non-Performing Loans"

Developed by the ERC with Professor George Chacko, FIN, the case covers how the Korea Asset Management Company (KAMCO) is considering a proposal from European bankers for cross-border securitization of Korean non-performing loans.

Research Project: "The Wine Industry"

The ERC supported Professor Pankaj Ghemawat's research work on the position of the French wine industry within the global wine market. The research will be used as an example in an upcoming book.

SAMPLE RESEARCH IN PROGRESS

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

- The implementation of innovative radio-frequency identification (RFID) technology at a German retailer for Professor Zeynep Ton, TOM.
- The globalization strategies of a leading European software company for Professor Tarun Khanna, STRAT, in cooperation with the California Research Center.

The ERC is also in the early stages of other projects, such as the repositioning of one of the world-leading suppliers in telecommunications by Professor Das Narayandas, MKT.

VISITS INVOLVING THE CENTER

Research activities in March and April involved several case site trips for Professor Chris Bartlett, GM, to the UK and Spain for a European global home furnishing company.

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

- HBS Faculty
- Professor Forest Reinhardt, BGIE, for the European Leadership Council (ELC) meeting as well as two visits at the ERC to catch up on our current projects.
 - Professor George Chacko, FIN, for work on ongoing case and research projects.
 - Professor Rosabeth Kanter, GM, for interviews at a French media and advertising conglomerate.

- HBS Staff
- Susan Hamilton, European External Relations, for the ELC and various other meetings.
 - Eileen Keohane, for the ELC meeting.
 - Ryan Raffaelli, a Research Associate, for his work with Professor Kanter.
- Other Visitors
- Michel Magnier, former Financial Director of the MEDEF, the French Business Confederation.
 - Meliné Caumon der Hagopian (ISMP '91) and owner of Participations Management Services who visited the Center with Susan Hamilton and met with the team.
 - Philippe Sereys de Rothschild (MBA 1991), CEO of Natexis Investissement and member of our ELC board who helped us with advise on one of our projects in progress.

EVENTS

Conference on “The Future of the French Grandes Ecoles: a necessary partnership with companies”: Vincent sat on a panel discussion with representatives from French academic institutions, companies and the press on the cooperation of academic institutions and businesses. The event was organized by the Alumni Clubs of several French Elite Schools like “Ecole des Mines” or “Ponts et Chaussées”.

European Leadership Council Meeting: The ELC gathered in Paris on March 15 for the annual Spring Workshop. Over 20 members were welcomed by Professor Forest Reinhardt. Marco Sipione (MBA '90) then talked about Location and Outsourcing Decisions, followed by Neil Rimer's (MBA '91) presentation on Technology Venture Capital in Europe, and Michael Zaoui's (MBA '83 and ELC Chairman) presentation on The Emergence of Hedge Funds as Major Players in Capital Markets. Sherry Coutu (MBA '93) updated the group on the upcoming Global Leadership Forum in June, and Vincent on the activities of the ERC over the last 6 months.

Meeting at LVMH: On April 6, Vincent met with Concetta Lanciaux, LVMH Advisor to the Chairman, Synergies, and President of LVMH Italy, to provide information about HBS and explore potential case leads.

Air France Reception: ERC also participated in the annual cocktail for Air France's partners and business clients.

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