



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 (ERC) UPDATE MAY–AUGUST 2008

In this update: New publications on AREVA T&D and North Goes East; ongoing research in Accounting and Management, and in Technology, Operations and Management; ERC case interviews and field research in France, the United Kingdom, Germany and Italy; a seminar on Politics and Society held at the Center, and the Entrepreneurship Education Colloquium on Participant-Centered Learning (EECPCL) on campus.

NEWLY RELEASED CASES AND ARTICLES

Case: AREVA T&D

Co-authored with Professor Ananth Raman, TOM, the case explores the rapid and highly effective turnaround at AREVA's Transmission and Distribution (T&D) business by focusing on the division's operations. The division was struggling in 2004 when newly-appointed CEO Philippe Guillemot (MBA 1991) and his team improved performance substantially by focusing on four levers - industrial footprint realignment, competitive sourcing, process efficiency, and a competitive product offering. In 2008, the case challenges students to identify the best path forward. How can the progress achieved from 2004-2007 be sustained? AREVA T&D hopes to surpass ABB and Siemens in sales and profitability by focusing on superior product offerings, through "customer intimacy" e.g. involving customers in new product development, and developing a reputation for environmentally-friendly behavior. What is the role of operations management in this context?

Case: North Goes East

Co-authored with Professor Nicolas Retsinas, FIN, the case features two managing directors and co-founders of a real estate investment fund who need to decide which real estate investment to pursue as a first project. The fund's target region, Central and Eastern Europe, was changing rapidly and returns in some of the more developed areas started to resemble those generated in Western Europe. Yet, the two partners had identified several projects in different countries that promised to generate the fund's targeted Internal Rate of Return at or above 20% per year. They now had to determine which opportunity best matched the fund's investment profile and showed the highest economic promise.

SAMPLE RESEARCH IN PROGRESS

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

- A case on customer information in the luxury goods sector with Professor Asis Martinez-Jerez, A&M.
- A case on operations in the industrial sector with Professor Daniel Snow, TOM.
- A case on project management and service innovation in the automotive sector with Professor Stefan Thomke, TOM.

The ERC is also exploring a possible case on store operations and human resource management in the retail sector with Professor Zeynep Ton, TOM.

VISITS INVOLVING THE CENTER

Research activities in May through August involved case site interviews in France and the United Kingdom with a luxury goods company for a case with Professor Asis Martinez-Jerez, A&M; case site interviews in Germany with a company in the automotive sector for a case with Professor Stefan Thomke, TOM; and case site interviews in Italy with an industrial manufacturer for a case with Professor Daniel Snow, TOM.

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

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

- HBS Faculty
- Professor Gary Pisano, TOM, who came to discuss his projects in Europe.
 - Professor Andrei Hagi, STRAT, who came to follow up on a case study.
 - Professor Forest Reinhardt, BGIE, who came to discuss the ERC's activities.
 - Professor Gunnar Trumbull, BGIE, who organized a seminar on Politics and Society, hosted at the ERC.
 - Professor Daniel Snow, TOM, who came to discuss his projects with the ERC.
- HBS Staff
- Mary Ann O'Loughlin, Director of Corporate Relations and Market Development, and Deborah Hooper, Portfolio Director, Executive Education, who visited the Center on the occasion of the HBS Executive Education program on negotiation.
- Other Visitors
- Frank Dangeard, European Advisory Board member.
 - Marc Le Rouyer De La Fosse (PMD 1978).

EVENTS

Negotiation Program – “Changing the Game,” Paris, June. The welcoming dinner to this Executive Education program featured Professors Max Bazerman and Guhan Subramanian, NOM, who presented their latest research on “Negotiations, Auctions, and Wise Decisions in Competitive Contexts.” The event gathered 40 European HBS Executive Education alumni as well as the program attendees. On this occasion, Vincent Dessain presented the ERC's activities, and Mary Ann O'Loughlin and Deborah Hooper presented Executive Education programs.

Seminar on Politics and Society, Paris, June. Professor Gunnar Trumbull, BGIE, Global Scholar at the ERC, organized this event, which was hosted by the ERC. Participants included faculty members from the Harvard Kennedy School, Yale and UCLA.

Entrepreneurship Education Colloquium on Participant-Centered Learning (EECPCL) in Boston, July. The EECPCL is a an HBS “Teach-the-Teachers”-program on Entrepreneurship, launched for the first time in 2005 under the leadership of Professors Howard Stevenson and Michael Roberts, EM, and with the support of Bert Twaalfhoven (MBA 1954) and Karen Wilson (MBA 1991). The ERC cooperated in the organization of this fourth edition which gathered 79 participants from 32 countries. Vincent Dessain held a session on “The Europe Research Center and Relationship Building with Academia in Europe.”

COMMENTS?

We welcome all suggestions and comments. Please contact us:

- Vincent Dessain, Executive Director, vdessain@hbs.edu
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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&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