Case Overview: Tetra Pak A&B

The two cases here focus on Tetra Pak’s Italy division in the context of Tetra Pak’s worldwide business. The Tetra Pak (A) case outlines the situation Tetra Pak Italy faced in 2000 with one of its most important customers, Pontero, the second largest dairy company in Italy. The end of that case finds Tetra Pak with “one more chance” to right relations with Pontero. The (B) case shows how Tetra Pak both recovered from its stumble and faced further challenges from Pontero. As a result of this and other customer problems, Tetra Pak’s corporate headquarters institutes a Customer Satisfaction Initiative (CSI) program. Tetra Pak Italy participates in the second round of that initiative and receives satisfaction scores management doesn’t like.

Discussion Questions

1. Should the CSI program be rolled out to all Tetra Pak market companies?
2. Assume the CSI program is rolled out. Suggest ideas on how to best do this.?

Notes/Tips

* Use the (A) case to understand Tetra Pak’s worldwide business and Tetra Pak Italy’s relations with Pontero.
* Use the (B) case to evaluate the customer satisfaction initiative.

Note the €50,000-70,000 cost for a survey (B case p. 5) is per crown jewel account.

* What business design (see Week 1) does Tetra Pak use to serve key accounts? How does CSI help manage this design?
* We will discuss Tetra Pak as a whole, but use the Tetra Pak Italy-Pontero relationship as a case example of how CSI can or cannot improve customer satisfaction for a Tetra Pak customer. Does the CSI program help Daniel Fortina understand how to move the Pontero relationship forward?
* Consider the culture and organization of Tetra Pak as part of addressing question 2.