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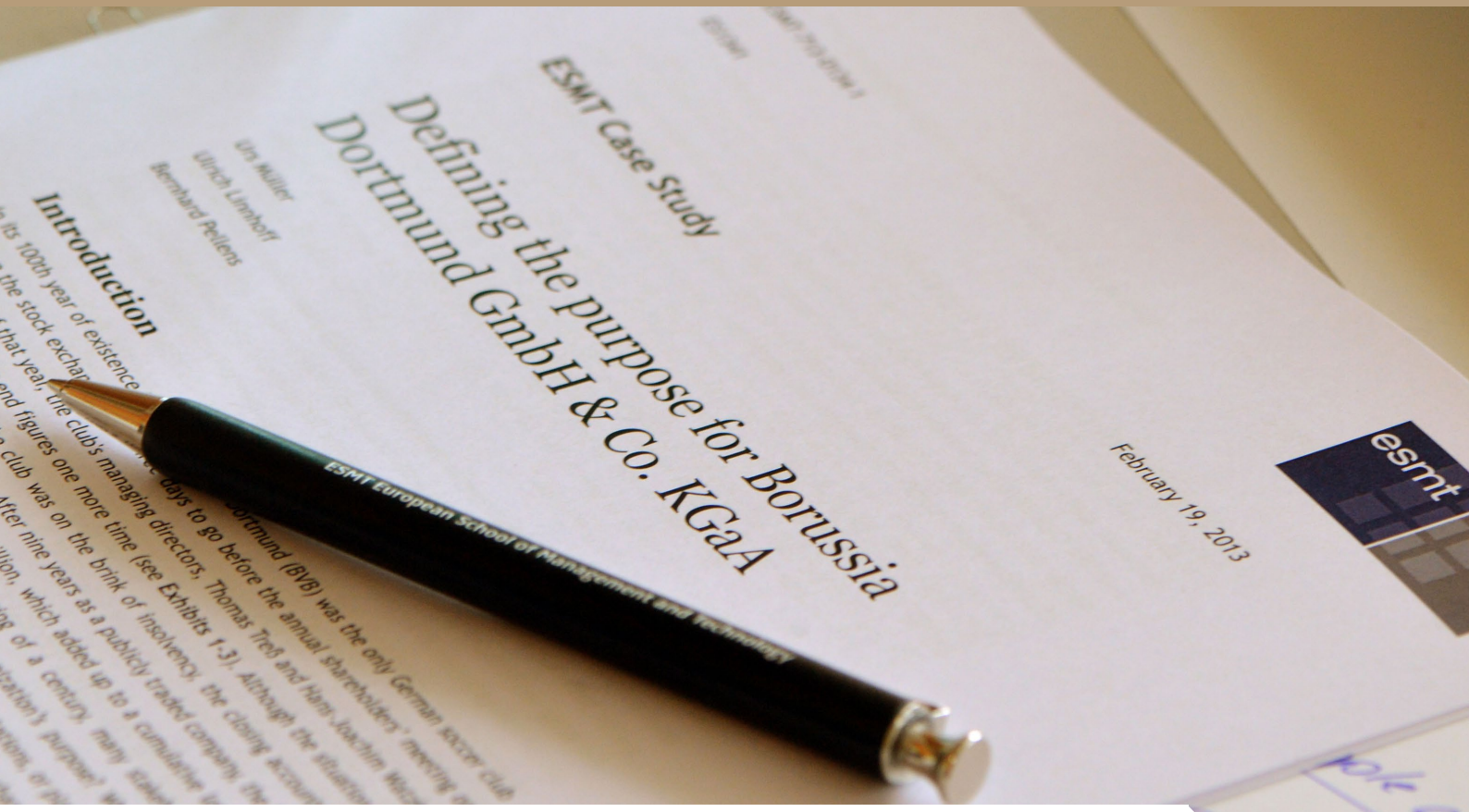

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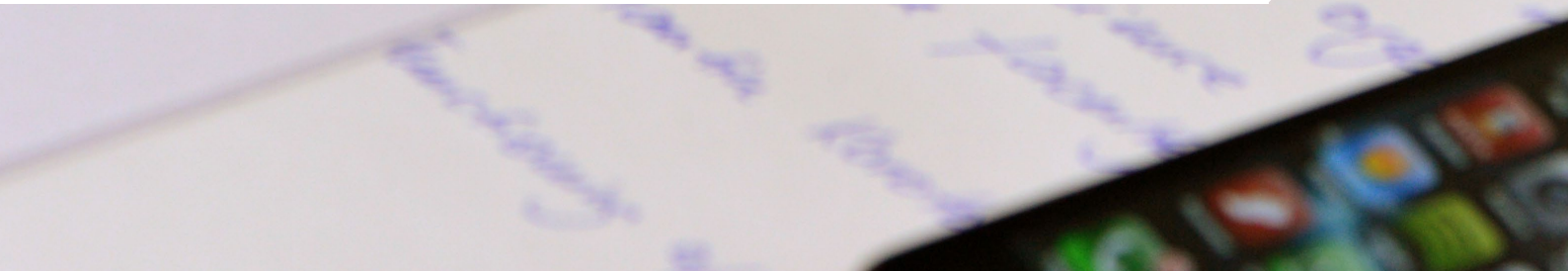

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STRATEGY & GENERAL MANAGEMENT

A new assignment for Jim Robertson

Ulf Schäfer

Jim Robertson was on his way to London on January 6, 2003, to start his new assignment. At the age of 33, he was to be the new player in the London management team of Wisant, a technology-consulting firm that 13 years after its foundation already looked back on a lively yet bumpy history. This former New Economy star was now fighting for survival in a market that had changed dramatically between 2000 and 2002. Wisant's CEO James Watson had sent Jim to London to realign the managerial system of the UK subsidiary, which had experienced a significant drop in revenue over the previous 12 months.

ESMT–309–0098–1

TN

A350 XWB: Airbus' answer to Boeing's Dreamliner

Francis Bidault and Bülent Gögdün

The case describes the strategic moves of Airbus in the twin-aisle-twin segment following Boeing's announcement of the launch of its 787 Dreamliner. Airbus's clients initially reacted negatively to the strategic response by criticizing the design. By the end of 2006, however, there were positive signs that the new design, the A350 XWB, would be able to find its market. The formal industrial launch had not yet been made and the A350 management office had been asked to prepare a series of proposals to the board of EADS regarding the next steps.

ESMT–310–0114–1

TN

Alana Robertson at Munchia

Nina Ann Walters and Konstantin Korotov

The case tells a story of young European female manager joining a startup operating in Southeast Asia and facing challenges in adjusting to the work and life in a new environment. The protagonist finds it difficult to cope with a work situation where self-imposed expectations of excellence are difficult to achieve and with a life situation where social support is missing. The case culminates in the protagonist's breakdown in an office meeting due to perceived failure to deliver on work tasks and to meet the expectations of the boss she respects and admires.

ESMT–418–0182–1

TN

Andreas Keller in China

Johannes Habel and Zheng Han

On the surface, this case study deals with a straightforward sales management issue: The protagonist, Andreas Keller, needs to increase the company's revenue to get the Chinese business unit out of the red. The case study can be taught in both executive education and degree courses. More specifically, the case study is ideally suited for international MBA students with some working experience and international career ambitions. It can be used in both the general management courses and specialized courses on sales, business development, or marketing.

ESMT–318–0179–1

TN VIDEO

Auchan in Syldavia: Formulating a strategy for the new subsidiary *

Francis Bidault and Geneviève Féraud

Michel Portal, an executive with Auchan in France, was appointed to head up a newly acquired subsidiary in the country of Syldavia. Auchan Syldavia is typical of a "taking charge" case where participants are expected to help Michel Portal, the new CEO, to develop a strategy for his assignment for a company that he is expected to turn-around in a relatively short time span.

ESMT–309–0091–1

TN

Award Winner CEEMAN 2009

Celtel Nigeria: Towards serving the rural poor (A–B) *

Martin Kupp and Jamie Anderson

This two-part case study explores Celtel Nigeria's innovative approach to serving the rural poor. The company experienced considerable success in serving Nigeria's cities, but it had taken time to shift its attention to serving poorer consumers in rural areas, a massive but under-tapped market. This shift from urban to rural markets was not easy, and although some 50 percent of Nigeria's population lived in rural regions, the challenges of reaching them sometimes seemed overwhelming.

ESMT–309–0096–1 Case A
ESMT–309–0097–1 Case B

TN TNS VIDEO

Award Winner EFMD 2008

TN Teaching Note TNS Teaching Note Supplement * Bestseller/Price Winner

China's largest investment in Germany: The strategic partnership between Weichai and KION

Olaf Plötner and Shirish Pandit

The case study describes a transaction made in 2012 that marked the largest foreign investment by a Chinese company in Europe: the part acquisition of KION by Weichai, a subsidiary of the Shandong Heavy Industry Group (SHIG) from China. While the German KION Group focused its forklift business primarily on Europe, SHIG's operations for the development, production, and marketing of machinery and commercial vehicles were centered on the Chinese market. Both companies wanted to boost their sales and establish a stronger international profile. On the Chinese side, this undertaking had political backing. This case study offers insight into the financial, strategic, and political interests of the partners involved, the potential synergies, and related opportunities of Chinese/European partnerships.

ESMT–314–0147–1

TN

CNH global construction equipment: Building a global player through acquisitions, joint ventures and alliances (A–B)

Piero Morosini, H. Huber, D. Khandpur, and S. Linguri

Fiat's construction equipment (CE) business was extremely weak during the 1990s and it considered divesting the entire division. With very little US market share, no heavy excavators, and no hydraulics technology, Fiat's CE business appeared dismal. Ten years later, CNH Global had become one of the world's leading CE manufacturers, with nearly US$4 billion in annual revenues and a complete CE product portfolio, ranking first in light and medium CE, and third in heavy excavators. It had achieved growth through a series of global acquisitions, JVs, and alliances on a global scale.

ESMT–305–0039–1 Case A
ESMT–305–0040–1 Case B

Damien Hirst and the contemporary art market

Martin Kupp, Jörg Reckhenrich, and Jamie Anderson

The case provides an overview of Hirst's career as an artist and the circumstances that supported his success. The case study enables students to develop a good understanding of the elements of a strategic innovation, and how an individual (or organization) can shake up an established industry merely by framing and answering the fundamental questions "Who is the customer," "What do I offer this customer," and "How do I create value for the customer – and ultimately myself" differently.

ESMT–310–0105–1

TN

Dealing with low-cost competition in the airline industry (A–C): The case of Lufthansa

Urs Müller and Francis Bidault

In 2002 the management team of Deutsche Lufthansa AG was considering the upcoming threat from low-cost airlines in the context of an increasingly complex and competitive strategic environment. Finally the decision was taken to respond to the innovation by opening an own low-cost carrier, Germanwings in late 2002. But over time the business model of Germanwings was modified repeatedly. The case series covers * Lufthansa's considerations regarding various options to respond to the competitive challenges brought up by the emerging low-cost airlines such as easyJet or Ryanair in 2002 (Case A), * the foundation of Germanwings in late 2002 and some early successes until 2005 (Case B), and * some more recent changes in the Germanwings business model in the following five years until end of 2010 (Case C).

ESMT–315–0165–1 Case A
ESMT–315–0166–1 Case B
ESMT–315–0167–1 Case C

TN TNS

Deutsche Telekom in transforming telecom markets

Christoph Burger

The case leverages the telecommunications industry as an example for the development of infrastructural industries (utilities, railways, aviation) after liberalization. It describes the years when Kai-Uwe Ricke was Deutsche Telekom's CEO. By doing so, it provides students with the opportunity to analyze the need to adjust the company model to a changing competitive environment and the role of leadership in times of transition.

ESMT–309–0093–1

TN

Easymobile: Disruption in the mobile market

Jamie Anderson and Sandra Vandermerwe

By early 2004, one of the fastest growing mobile virtual network operators (MVNO) in the world was Telmore, a Danish service provider. It had led a massive decline in mobile prices, with charges for voice calls dropping 54 percent in 2003 alone. The rapid growth of Telmore had not gone unnoticed by the chairman of easyGroup, Stelios Haji-Ioannou. On observing developments in Denmark, Stelios was certain that a no-frills business model could radically transform the UK and continental European mobile industry.

ESMT–304–0007–1

TN TNS

Ebola: The onset of a deadly outbreak

Francis de Véricourt

The case depicts the first few weeks of the 2014 Ebola outbreak in West Africa and describes how two organizations, the World Health Organization and Doctors Without Borders, assessed the seriousness of the outbreak. Both organizations have expertise and experience in containing epidemics, and past Ebola outbreaks in particular. These organizations nonetheless reached radically opposite conclusions. The case explores the possible reasons for these differences in predicting the outbreak's evolution.

ESMT–317–0177–1 TN

Global Express

Francis de Véricourt

This case considers the CEO of a logistic company trying to form her own opinion about whether global warming is a real concern or simply a hoax. The case consists of two contradictory reports reviewing the existing evidences for global warming, from two scientific experts holding opposite views on the subject. The case addresses one of the most fundamental problems of knowledge: How can organizations and leaders understand what cannot be fully observed?

ESMT–616–0173–1 TN

Global product development strategy at Bosch: Selecting a development site for the new low-cost ABS platform ✻

Martin Kupp

The case is set in February 2008. Stefan Tammler, head of the chassis systems control division (CC) of Robert Bosch GmbH (Bosch), has to make a decision about the location for the development of the new anti-lock braking system (ABS) for the low-price vehicle segment (LPV). The case begins with a short introduction outlining the situation. It gives a detailed background on Bosch, especially the chassis systems control division. The main part of the case focuses on the global product development strategy, highlighting in particular the two development sites in Suzhou, China, and Yokohama, Japan. Furthermore, the Chinese car market is described in detail, with special emphasis on the LPV segment. The case concludes with Stefan Tammler having to decide where to develop the new ABS system for the LPV segment.

ESMT–312–0130–1 TN

Greta Braun and the Infotech board

Derek F. Abell

Greta Braun, a well-respected German professor of management, joined the board of Infotech as one of only two non-executive directors. The first board meeting was a surprise since a €5 million acquisition decision was passed without any significant questioning or debate. After the board meeting Braun questioned the board chairman about board functioning and procedures. The upshot was that she, as a newcomer and relative outsider, was asked to prepare her thoughts on these issues for the next board meeting.

ESMT–309–0089–1 TN

Hurricane Gudrun: Unleashing crisis power (A–C)

Erik Schlie

The case illustrates key concepts about crisis management within the energy sector in Sweden. It portrays the events and actions following a massive hurricane (called "Gudrun") which devastated southern Sweden in January 2005, causing a major power outage among 258,000 of Sydkraft's customers. The initial impact of the storm was about 10 times more powerful than the standard major-disruption scenario. What seemed to start out as an operational crisis due to damages to the company's network infrastructure gradually escalated into a fully-fledged corporate crisis.

ESMT–306–0076–1 Case A
ESMT–309–0077–1 Case B
ESMT–309–0078–1 Case C
TN

Landau Media

Christoph Burger and James G. Clawson

The case describes the management practices and leadership principles of a media monitoring company. The company was founded in 1997 with the objective to become a leader in the German media monitoring market. In 2012, the company had achieved the goal the three founders had envisaged. They had acquired a dedicated group of employees, a tightly knit, family-like unit, which Landau called a "community of values." These values were the basis of his leadership style, emphasizing participation, continuity, transparency, a continuous improvement to raise product quality, customer, and family orientation. The company governance structure, and facilities all reflected this core philosophy as well. During the past years a new set of challenges – namely, change of media usage triggered by iPhones and iPads, social media, and do-it-yourself media monitoring software - were threatening the company's success and Lothar Landau was concerned whether his creation was prepared for the next 15 years.

ESMT–313–0135–1 TN

Madonna: Strategy in action

Jamie Anderson and Martin Kupp

The case explores the theme of strategy by examining the career of Madonna, the world's highest earning female entertainer and one of the best-known women on the planet. Strategy is not a specific plan or set of detailed instructions, but rather a guiding theme that

provides coherence and focus to the actions and decisions of an individual or an organization. The case identifies the contribution that strategy can make to successful performance, both for individuals and for organizations.

ESMT–306–0059–1

TN

MLP AG
MLP AG (abridged)

Jamie Anderson and Martin Kupp

The case provides an overview of the retail financial services industry in Germany at the end of 2003 and looks at how MLP AG, an innovative financial services firm, developed its position in the market through customer focus. Provided data will enable the students to develop a thorough understanding of the structure and drivers of this industry. The innovative MLP business model and strategy and the firm's underlying business activities which created a differentiated position are studied.

ESMT–305–0030–1
ESMT–305–0031–1 Case abridged

TN

Mobile operators in 2010: The smartphone challenge (A–B)

Francis Bidault and Ghim Meng Low

The case describes the situation of mobile telephone network operators (MNOs) in 2010 facing a fast increase in the traffic over their third generation (3G) networks (UMTS) following the growing adoption of so-called "smartphones." Smartphones had capabilities similar to laptop computers in addition to the normal functions of a cellular telephone. Subscribers could download music, videos, application software (apps), and upload large files. There were growing concerns among MNOs that some content distributors, and especially Apple with its iTunes and App Store, were capturing a large share of the customer value while not carrying the huge cost of the network. Was there any way for them to regain a share of the content distribution?

ESMT–312–0127–1 Case A
ESMT–312–0128–1 Case B

TN

Nord Stream and the Danish fishermen

Christoph Burger and Lars-Hendrik Röller

The case describes the situation of Dirk von Ameln, the permitting director of Nord Stream, in his negotiation efforts to obtain the national permits for the construction of the Nord Stream pipeline. In order to procure the Danish construction permit, Dirk had to reach an agreement with the Danish fishermen, who were fearful of a negative impact on their trade from the construction and operation of the pipeline. This case serves to understand the steps in preparing negotiations; the difference between distributive and integrative negotiations; and the process of negotiations in European cross-border infrastructure projects. The case may also be used to analyze different approaches to negotiations and their implication for current negotiation strategies.

ESMT–311–0120–1
ESMT–311–0120–4 Supplements

TN TNS VIDEO

Options for growth: The case of Haier (A–B)

Franziska Frank

The cases focus on how Zhang Ruimin, CEO of the Qingdao refrigerator factory, managed to turn around a nearly bankrupt factory which produced bad quality refrigerators into one of the world's largest white goods producers. With a series of rigorous steps, Ruimin succeeded in improving the quality of the refrigerators by putting the right incentives and processes into place. In addition, he expanded the product range into other areas of the white goods sector, and last but not least, moved aggressively into foreign markets with inroads into the largest and most competitive markets of America and Europe.

ESMT–310–0115–1 Case A
ESMT–310–0116–1 Case B

TN TNS

Privatization of telecommunications in Peru (A–E)

Piero Morosini and Manuel Burneo

In 1991, a small task force of government officials in Peru began laying the groundwork for the sale of a controlling 35 percent stake in the country's telecommunications duopoly. The telecom privatization was part of a larger program launched by president Alberto Fujimori, which aimed to turn Peru's many state-owned enterprises over to the private sector. Although the industry was not the first to be privatized under the Fujimori initiative, it would be by far the biggest. Eight international telecommunications consortia qualified to take part in the bidding process. The winning consortium would face the challenge of being a major economic influence in the country.

ESMT–305–0041–1 Case A
ESMT–305–0042–1 Case B
ESMT–305–0043–1 Case C
ESMT–305–0044–1 Case D
ESMT–305–0045–1 Case E

Renault-Nissan: The paradoxical alliance

Piero Morosini

In late March 1999, Renault announced that it had bought a 36.6 percent stake in Nissan for US$5.4 billion to form an alliance between the two companies. With no experience in running a global operation, and still recovering from a failed attempt to merge with Volvo in 1995, Renault seemed an unlikely candidate to take on Nissan which was verging on bankruptcy. The press and industry analysts were nearly unanimous in their disapproval of the alliance. One observer called it "a marriage of desperation for both parties." By March 2004, Renault's investment was worth US$18.4 billion and regarded as a successful model by all involved.

ESMT–305–0047–1

TN

Shanghai Zhenhua Heavy Industries Co., Ltd (ZPMC)

Olaf Plötner, Peter Utzig, Xuyi Wang, and Qing Zhang

The case study shows the development of Chinese technology company ZPMC, which entered the container crane market in 1992 and, in the space of 15 years, achieved a global market share of over 70 percent. The case gives insights into the strategic decisions that led to ZPMC's competitors being pushed aside in a market previously dominated by Western providers. It also clearly illustrates the risks and limitations facing companies that are strongly focused on growth.

ESMT–314–0148–1

TN

Siemens CerberusEco in China: Introducing low-frills products in a high-quality company

Martin Kupp, Olaf Plötner, and Carsten Liesener

The case is set in November 2007. Matthias Rebellius, head of the business unit fire safety and security products at Siemens, has to make a decision about the China strategy for the fire systems unit. Siemens had a very strong position globally in fire systems. Particularly in developed markets, in the so-called M1 segments, the company was often number one or two. However, worldwide and especially in China, the so-called M2 and M3 markets were growing, but in these areas Siemens was not very well positioned.

ESMT–311-0123–1

TN

Telmore: Disruption in the Danish market (A–B)

Jamie Anderson

The case analyzes the Danish telecommunications sector and the dilemma TDC Mobile International, Denmark's largest incumbent mobile network operator, faced. The company had to decide how to respond to Telmore, a Danish service provider that at the end of 2003 was one of the fastest growing mobile virtual network operators in the world.

ESMT–304–0016–1 Case A
ESMT–304–0019–1 Case B

TN TNS

The global telecommunications industry (2002)

Piero Morosini and Manuel Burneo

This background note is to accompany the case Privatization of telecommunications in Peru (A-E). The global telecommunications industry was worth US$1 trillion by 2000. The explosive growth of wireless, mobile, and data transmission products, services and technologies throughout the 1990s had completely changed the industry dynamics. This note looks at the historical background of the industry, the reforms in the 1990s aimed at increased private sector participation and competition, as wellas greater regulation.

ESMT–305–0046–5

Tijuana hyperborder plant: An investment opportunity?

Jens Weinmann and Christoph Burger

The case describes the first quantitative steps in the evaluation of an investment opportunity. It follows the representative of a German utility during his enquiries regarding the project of an independent power plant (IPP) in Mexico. The case familiarizes students with the most common tools of quantitative decision-making and sharpens their awareness as to the advantages and pitfalls of these tools.

ESMT–310–0106–1

TN TNS

Virgin Mobile UK

Jamie Anderson and Martin Kupp

This case provides a discussion of how Virgin Mobile, an innovative virtual mobile network operator, has developed a rare position in the UK market through unique positioning and a strong business system fit. The first section of the case discussion focuses on the innovative Virgin Mobile's business model and the firm's underlying business activities that provided a differentiated positioning in the UK mobile telecommunications sector up until the middle of 2005. The second section explores how Virgin Mobile was able to achieve sustainable competitive advantage over the period from 1999 to 2005. It describes how the firm's competitive advantage was eroded by changes in regulation and a shift in the competitive environment.

ESMT–309–0094–1

TN

Zopa.com *

Jamie Anderson and Martin Kupp

Zopa is a peer-to-peer (P2P) online brokerage that couples British residents who want to lend with those who want to borrow. The company represents a new business model in the retail financial services industry as Zopa is not technically a bank but a platform. This updated case study provides an overview of how the idea for Zopa was born and how the company improved their disruptive business model over the years. The case will help students to develop a good understanding of the elements of value innovation and how a new business model can shake up an established industry structure and its key players. The focus is on the concept of value innovation and sustainable competitive advantage. This updated version fosters the discussion about the concept of the "tipping point."

ESMT–306–0065–1

TN TNS VIDEO

case centre
Best-Selling Case 2008/2009

Zopa.com: From a hot idea to an established market player? *

Jamie Anderson, Martin Kupp, Michael Raith

Launched in early 2005, Zopa is a peer-to-peer online brokerage that couples British residents who want to lend with those who want to borrow. The company represents a new business model in the retail financial services industry, and since Zopa is not technically a bank and does not lend money itself, the capital requirements to run the business are relatively small. Compared to a traditional full service bank Zopa concentrates on only a few steps of the value chain. This case study provides an overview of how Zopa, a value innovator, has developed a unique position in the market through an innovative business model. This case enables students to develop a good understanding of the elements of a value innovation and how technologies have the potential to shake up an established industry structure and its key players. Students also get to discuss the sustainability of competitive advantage in a business in which network effects play an important role. Finally, the case can be used to address the topic of how incumbent firms should respond to innovative new business models.

ESMT–314–0154–1

TN

VIDEO

HUMAN RESOURCES MANAGEMENT/ ORGANIZATIONAL BEHAVIOR

A critical orchestra: Giving and receiving feedback

Ulf Schäfer and Vera Heyes

This video case documents scenes from a workshop of the Critical Orchestra, an ensemble consisting of very experienced musicians who came together once a year for very special rehearsal sessions. The musicians, from world-class ensembles such as the Berlin Philharmonic, Staatskapelle Berlin, and Gewandhausorchester Leipzig, worked with the world's leading conductors, such as Karajan, Bernstein, Kleiber, Abbado, Rattle, and Barenboim. In this workshop they were, however, led by relatively inexperienced conductors in their late twenties or early thirties. These young conductors were given the chance to rehearse selected pieces with the orchestra and receive the feedback of experienced musicians.

ESMT–410–0103–3 Video case

TN VIDEO

Aharai: Leading in front of the lines

Jan U. Hagen

The case serves as an illustration of organizational behavior when it comes to the issue of silence in organizations. It describes a critical leadership situation that requires speaking up against the orders of a superior in a hierarchical structure – in this case, the armed forces. When the protagonist, a young Israeli officer leading a special-forces platoon, receives an order that would put his platoon in extreme danger, he has to make a decision. Given the setting of an army unit governed by command and control, the initial case discussion is likely to focus on typical leadership issues, such as motivation and followership. However, the more interesting aspect concerns the dual roles that leaders typically have to fulfill, that is, they may be both leaders and followers. The protagonist of the case is a captain who receives an order from a major that will have consequences for the captain's platoon. The core issue is the decision to reject the order in question. Participants will discuss why speaking up is an issue in organizations and usually does not occur. It also allows to look at situations in high-risk organizations that allow open communication.

ESMT–413–0141–1

TN

Anna Frisch at Aesch AG: Initiating lateral change ✻

Urs Müller and Ulf Schäfer

Anna Frisch had tried to initiate change at Aesch AG, a large global provider of medical devices for the healthcare industry. As a marketing director, she had identified major shifts in German healthcare which demanded that Aesch changed its ways of approaching customers. Instead of targeting the specific needs of doctors in hospitals, Aesch should address the new decision makers: the CEOs, CFOs, or CIOs of hospitals, who followed a different buying logic.

ESMT–410-0012–1

TN VIDEO

A peer coaching demonstration

Konstantin Korotov, Ulf Schäfer, Bianca Schmitz

The 12-minute video demonstrates a peer coaching conversation between John (a peer coachee) and Petra (a peer coach). John and Petra first met in the same Executive MBA program, the current coaching conversation takes place at an Alumni meeting several years after graduation. The conversation serves as a vivid demonstration of the practice of peer coaching and can be used as a supplement to the introduction of the principles of peer coaching for a managerial audience.

ESMT–414–0155–3 Video case

TN VIDEO

Applying the principles of branding to build personal brands

Francine Espinoza Petersen

In this note you will find a summary and an overview of the principles of branding, as well as an illustration of application of these principles to build personal brands. We will review the principles of branding, apply these concepts, and generate a tangible and useful outcome – your personal brand plan.

ESMT–414–0146–6

Barenboim: Adaptive leadership (A–D)

Ulf Schäfer and Konstantin Korotov

The four-part case illustrates key concepts and lessons about leading adaptive change in the context of extra-musical initiatives of the conductor and pianist Daniel Barenboim. The case illustrates the resistance to change, the role of stakeholders, management of conflicts, and the psychological challenges of leading unpopular change.

ESMT–410–0107–1 Case A
ESMT–410–0108–1 Case B
ESMT–410–0109–1 Case C
ESMT–410–0110–3 Video case

TN VIDEO

Do you really think we are so stupid? A letter to the CEO of Deutsche Telekom (A–C) ✻

Konstantin Korotov, Ulf Schäfer, and Urs Müller

This three-part case illustrates key concepts and lessons about leading adaptive change in the context of turning around Deutsche Telekom. It portrays some of the efforts undertaken by Deutsche Telekom under the leadership of René Obermann after his ascent to the CEO position. It shows the challenges associated with resistance to adaptive change, management of expectations, and the psychological challenges of leading necessary, but unpopular change efforts under the conditions of pressure from organizational stakeholders.

ESMT–409–0100–1 Cwase A
ESMT–409–0101–1 Case B
ESMT–409–0102–1 Case C

TN

Dr. Semmelweis at Vienna General Hospital

Ulf Schäfer

The case provides an example of an individual who meets harsh criticism, personal attacks, and broad resistance despite clear evidence that what he is proposing is right and could save the lives of thousands of human beings. The case recounts the story of Dr. Philip Semmelweis, a pioneer in medical antiseptic procedures who is today known as "the savior of mothers." In 1847, Semmelweis discovered that the practice of hand disinfection in obstetrical clinics can effectively eliminate the outbreak of puerperal fever ("childbed fever"), a condition that killed up to 30 percent of mothers and babies in maternity clinics at the time of the case.

ESMT–416–0168–1

TN

Leadership styles *

Konstantin Korotov

The six vignettes present situations that call for the application of one of the six leadership styles: coercive, pacesetting, authoritative, affiliative, democratic, and coaching. The vignettes, each demonstrating a correct, incorrect, or possible use of a particular style, can be used in class for the purpose of developing students' leadership style, diagnostic skills, as a group discussion material, or as test material for post-class examination. Each of the vignettes is a generalized experience story based on examples shared by participants in executive education programs run over the course of the author's eight years of teaching the leadership styles model as presented by Goleman (2000).

ESMT–413–0140–1

TN

Leadership under high pressure

Jan U. Hagen

When managers are confronted with a corporate crisis, they have to operate under conditions that differ fundamentally from those experienced during normal management processes. They may have to work with specialized teams and understand their priorities and decision making processes, without giving up their own responsibilities. The following case simulation confronts participants with an escalating crisis situation in an unfamiliar environment and requires a series of team decisions to be taken under time pressure. The case is based on real experiences of the German Air Force during its ISAF mission in Afghanistan. The participants are divided into groups of four, each group being responsible for a large military transport aircraft and its mission. Within the groups, each participant assumes the role of a specified flight crew member. Each participant receives individual instructions on their roles and duties as well as background information on the other crew members. Based on this information, the teams must prepare and execute their flight missions. The main objective of the simulation is to highlight the challenges of sharing information within a team and of decision making under time pressure in an unfamiliar environment.

ESMT–418–0178–1

TN TNS

Mr. KLM (A–C)

Ulf Schäfer, Jan U. Hagen, and Christoph Burger

The three-part case recounts the story of the world's deadliest plane accident: the crash of two Boeing 747 aircraft at Tenerife in 1977. It describes both the actual events leading up to the disaster and the main character, KLM captain Jacob van Zanten. It illustrates the paradigm of a rational man who, in an unusual situation, seemed to have forgotten his principles of rationality and made decisions best understood in the light of intuitive, biased, and irrational decision making.

ESMT–411–0117–1 Case A
ESMT–411–0118–1 Case B
ESMT–411–0119–1 Case C

TN

Orpheus Chamber Orchestra

Bülent Gögdün and Ulf Schäfer

The video case presents the Orpheus Chamber Orchestra, a world-renowned orchestra that works without a conductor. The musicians are responsible for jointly developing the interpretation of a piece of music. Each of them is asked to contribute to this process. The orchestra members are rotated frequently so that everybody is a soloist or section leader at times. The case shows how the orchestra operated during workshops with executives from the corporate world.

ESMT–410–0111–3 Video case

TN VIDEO

Peer coaching in leadership development programs

Konstantin Korotov

Peer coaching in executive education programs is a developmental approach that uses a number of principles from executive coaching practice and research. To these belong the work and life experiences of fellow participants in helping other members of the class clarify their goals, assess their current situation, and understand the forces that help or hinder goal achievement. The coachees discuss available options, identify support mechanisms, and commit to actions with the help of an action plan.

ESMT–406–0060–6 Technical note

Personal career workout for executives

Konstantin Korotov

The personal career workout for executives is a courseware developed to help instructors, executive coaches, and consultants to discuss topics related to careers and career management with experienced course participants and coaching clients. This courseware was developed to introduce the topic of careers and career management to adult audiences and to help program participants engage in reflection and/or discussions related to their own careers.

ESMT–409–0092–1

TN

Pina Bausch: Leadership as collective genius

Katharina Lange

The case starts in 1973 when Pina Bausch stood at the turning point of her professional career, namely, the transition from being a celebrated dancer to becoming a choreographer. Reflecting on what made Pina Bausch's career as a dancer exceptional, the case describes her leadership and working style during her years as the artistic director at Tanztheater Wuppertal. Bausch became famous for both her creative productivity and her way of leading people.

ESMT–412–0132–1

TN

Preparation for 360-degree feedback in leadership development programs and executive coaching

Konstantin Korotov

This technical note explains to participants going through the process of a 360-degree assessment the rationale behind multirater feedback instruments. It outlines the main principles and the process of the exercise, offers guidance on preparation for the assessment and selection of respondents, suggests ways to solicit input from the respondents, and outlines possible methods for using the feedback results in the context of a leadership development program.

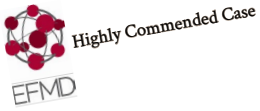
ESMT–406–0058–6 Technical note

Suicides at France Télécom *

Ulf Schäfer and Konstantin Korotov

The case deals with a dramatic series of suicides at France Télécom. 23 FT employees took their lives. Many of the deceased had left notes blaming work-related stress or management decisions as the reasons for their extreme actions. The French government found it necessary to intervene and demand FT's management to indicate to the workforce and society that they were taking the situation seriously. The case describes the history of FT, the change initiatives following the deregulation of the European telecommunications industry, and the development of the attention of the French nation and international public toward the company in the aftermath of the suicides and suicide attempts. It closes citing the response of the government, the company, the unions, psychologists, and stock analysts.

ESMT–414–0149–1



TN

Taking charge: Jürgen Klinsmann and the German national soccer team

Christoph Burger and Ulf Schäfer

During the two years in which coach Jürgen Klinsmann prepared the national soccer team for the World Cup, Germany experienced a soccer revolution. Klinsmann brought a team that had hit rock-bottom back to a world-class level. The soccer team's appearance on and off the field galvanized the Germans and contributed significantly to the World Cup's amazing success: all its games were sold out, the mood was euphoric in the stadiums, and new images of a friendly, open Germany circulated around the world.

ESMT–408–0088–1

TN

Taking charge: Jürgen Klinsmann at FC Bayern Munich

Christoph Burger and Ulf Schäfer

The case opens with a brief overview of the successful past of the soccer club FC Bayern. It introduces the major members of its leadership team, gives an insight into their aspirations for the European Champions League, and illustrates the club's indispensable demand for short-term success.

ESMT–409–0099–1

TN

Talent management at BestCar Bank

Bülent Gögdün

This case describes the challenges faced at BestCar Bank with respect to talent management and leadership development in a difficult business environment of low-growth markets and organizational changes. BestCar Bank is an automotive financial services provider, part of one of Germany's most premium car manufacturers. To make the organization lean and efficient, management attention shifted to re-engineering initiatives. BestCar Bank faced increasing difficulties in retaining and developing talent.

ESMT–411–0125–1

TN

Team France: Chronicle of a disaster foretold

Ulf Schäfer and Francis Bidault

The case recounts the development of the French national soccer team between 2004 when Raymond Domenech became head coach and concentrates on the devastating performances on and off the field by Team France during the World Soccer Cup in 2010. Its main focus is Domenech, but the case also looks at the soccer players and their roles and behaviors regarding Domenech and the French Football Federation. In addition, this case shows the development of the public perception of Domenech, his team, and his work.

ESMT–411–0124–1

TN

Turn the ship around! (A–B)

Jan U. Hagen and L. David Marquet

The two-part case study describes two attempts to empower the crews of two nuclear submarines of the US Navy. The case highlights the challenges as well as the weaknesses and strengths of the empowering process. While not against the operational principle of command and control on board a submarine, empowerment is in contrast to the traditional leadership doctrine of the US Navy which relies on the leader-follower principle. The case is based on the personal account

of co-author L. David Marquet, Captain, US Navy (Ret.) and former commander of the USS Santa Fe. He authored the bestselling book Turn the Ship Around! that provides a more detailed account of the events described in the A and B cases.

ESMT–317–0175–1 Case A
ESMT–317–0176–1 Case B

TN

United Airlines 173 and 232

Jan U. Hagen

The cases are used to introduce the concept of collective responsibility and leadership in team situations by applying the concept of crew resource management. By drawing parallels between aircrews and corporate environments, challenges in leadership teams can be discussed. Both cases describe the interaction of airline crews who are confronted with a dangerous problem that they have to solve.

ESMT–308–0086–1 Case 232
ESMT–308–0087–1 Case 173

TN

MARKETING

ESMT's pitch to EAD Systems (A–B)

Urs Müller and Johannes Habel

Around 6:00 p.m. on May 31, 2007, Urs Müller and Christoph Burger from ESMT European School of Management and Technology were getting prepared for the presentation. In about an hour they would present their proposal for an executive education program to the CEO of Energie aus Deutschland Systems (EAD Systems) and two of his senior HR managers. Sitting in the lobby of a hotel in western Germany next to the main entrance of the EAD Systems headquarters, Urs recalled the pitching process by scrolling through his notes. ESMT's pitch to EAD Systems" describes the efforts of ESMT European School of Management and Technology to acquire EAD Systems as a client for an executive education program. The case study comprises two parts, A and B, which allow comprehensively reviewing sales management in a professional services firm.

ESMT–515–0163–1 Case A
ESMT–515–0164–1 Case B

TN

HTMa (home therapy management): Implementing a customer growth opportunity

Sandra Vandermerwe

After three years in business, HTMa, a German enterprise run by entrepreneur Andreas Rudolph, had achieved an increase of 80 percent in growth with profits up to 300 percent. The case concentrates on how a customer focused strategy and implementation led to this success. The enterprise created a new way of managing post-operative health for patients. The case shows the various challenges associated with this new venture and the initiatives taken to get the final payoff.

ESMT–505–0035–1

TN

Smart Communications Inc. (A–B) *

Jamie Anderson and Arun Khan

The case series explores Smart Telecommunication Inc's innovative approach to serving low-income customers in the Philippines. It introduces a framework for developing strategies to serve low-income customers in developing countries. Furthermore, this case provides an overview of the mobile phone market in the Philippines in early 2003. The question for this company was whether to serve the massive but still untapped pool of low-income consumers, or focus on pursuing market development opportunities to increase revenues from existing customers.

ESMT–505–0032–1 Case A
ESMT–505–0033–1 Case B

Award Winner EFMD 2006

TN TNS VIDEO

Tchibo Ideas: Leveraging the creativity of customers *

Francine Espinoza, Luc Wathieu, Sven Petersen

In 2008, the German coffee and consumer goods corporation Tchibo launched Tchibo Ideas, an Internet platform where customers could share their product/design ideas with the company. The tension in the case emerged from the uncertainty regarding Tchibo's intentions with Tchibo Ideas. While some people perceived this move as a genuine attempt to establish closer interaction with customers, others saw it simply as a marketing gimmick. The case describes the challenges and benefits that Tchibo Ideas encountered to foster a discussion on the value of a co-creation strategy.

ESMT–512–0126–1

TN

The kitchen purchase: Briefing for buyers: Mr and Mrs Stulle / Briefing for sellers: Mr and Mrs Hase

Johannes Habel

"The kitchen purchase" is a simulation of bargaining over the price of a fitted kitchen. The case study consists of a briefing for the sellers (the Hase family) and a briefing for the buyers (the Stulle family). On the basis of these briefings the course participants negotiate individually or in teams of two. The case study has been kept simple so that the negotiations can be conducted with very little preparation time needed. At the same time the case study presents a few "stumbling blocks" and permits a profound discussion on the distributive and integrative conduct of negotiations, handling bargaining power, and the ethics of bargaining. The case study is therefore especially well-suited for course participants with intermediate to advanced negotiating experience.

ESMT–515–0160–1
ESMT–515–0161–1

TN

Voith Paper: Transforming sales costs into consulting revenue

Olaf Plötner

Voith Paper, one of the two largest international suppliers of premium, technically complex machines for paper production, had to improve its profitability. This also affected Mr. Kohl, senior sales executive of the product division with the highest turnover. He, however, did not want to save the necessary millions through cost or personnel reduction. Instead, he planned to sell the consulting services of his sales engineers and thus meet the financial target.

ESMT–509–0095–1

TN VIDEO

Waltraud Ziervogel at Konnopke's Imbiss: Reinventing a Berlin icon *

Urs Müller and Veit Etzold

The case describes a critical incident which had fundamental consequences for a small but very successful family business: At the beginning of 2010, Konnopke's Imbiss was considered to be one of the most famous snack bars in Berlin, maybe even the most famous. As a family-owned business it was especially famous for the legendary "currywurst", a Berlin invention which consisted of a sausage fried in hot oil and served with ketchup, chili sauce, curry-powder, and french fries. Konnopke's had become a Berlin fast food icon, winning critical acclaim in almost all major Berlin travel guides. But at the same time, the snack bar no longer seemed to fit to its environment, which had changed from a working class district to a posh neighborhood.

ESMT–512–0126–1

TN TNS

PRODUCT & OPERATIONS MANAGEMENT

British Airways: A journey in procurement transformation

Jamie Anderson and Marc Day

The case examines the journey that British Airways (BA) embarked upon between 1999 and 2004 when changing the structure of procurement to meet the demands of an increasingly competitive marketplace. Since 1999, the procurement team at BA had been significantly downsized while the nature of their work changed, partly driven by the implementation of a sourcing methodology.

ESMT–606–0062–1

TN TNS

Sitting pretty: Customer-driven innovation at Faurecia car seating *

Alessio Castello and Francis Bidault

The case presents the situation faced by Faurecia in terms of strategic direction and operations management in the highly competitive environment of car seating. In a consolidating market in which survival is based on cost containment and performance excellence, Faurecia, the third-largest car seat supplier worldwide, decided to launch an ambitious program to promote innovation and optimize the new product development process.

ESMT–606–0057–1

TN TNS VIDEO

ETHICS & SOCIAL RESPONSIBILITY

Axel Springer and the quest for the boundaries of corporate responsibility *

Anna Hofmann, Urs Müller, CB Bhattacharya

The case deals with the quest for boundaries of corporates' social and environmental responsibility. It poses the question where the responsibility of a company might start or end in a given context and once the company has been able to assess the extent to which it holds itself responsible, what action it ought to take in this regard. In the case of Axel Springer the question is focused on the aspect how much responsibility the company might have for its supply chain: how far and how deep down the supply chain does or should responsibility of a corporation reach? On what facts does this responsibility depend? Axel Springer AG serves as good example as it wonders about the scope of their responsibility: After making the strategic decision to move into the field of digital news and media, the company wonders about their responsibility for digital devices, in particular with respect to conflict minerals that are extracted for the production and use of such electronic devices under highly problematic conditions.

ESMT–714–0143–1
ESMT–715–0156–1 (Case abridged)

TN VIDEO

Capital banking: Bankgesellschaft Berlin

Jan U. Hagen

The case describes the events that led to the near-collapse of Bankgesellschaft Berlin and the subsequent restructuring that was completed in July 2007. The state-owned bank was saved from failure by a capital injection of €1.8 billion and a guarantee to cover the losses of up to €21.7 billion provided by the state of Berlin. These measures almost bankrupted Berlin and had wide-ranging political consequences. The case highlights the problems of the German banking system, which is dominated by publicly-owned savings banks.

ESMT–708–0084–1

TN

Corruption in Russia: IKEA's expansion to the East (A–D)

Urs Müller

This four-part case series can be used to discuss business ethics, compliance/governance, integrity management, reacting to and preparing against corruption in the context of internationalization and allows to also briefly touching upon the issue of Corporate Social Responsibility (CSR). Case (A) describes a challenge IKEA was facing, while trying to enter Russia in 2000. The subsequent cases (B), (C), and (D) describe IKEA's creative response to the challenges described in case (A), and then report about new challenges with alleged corruption within IKEA and in the legal environment, and finally raise the question whether IKEA can be considered to have a social responsibility to fight corruption on a societal level in order to build the platform for its own operation in Russia.

ESMT–716–0169–1 Case A
ESMT–716–0170–1 Case B
ESMT–716–0171–1 Case C
ESMT–716–0172–1 Case D

TN

Defining the purpose for Borussia Dortmund GmbH & Co. KGaA *

Urs Müller, Ulrich Linnhoff, and Bernhard Pellens

In its 100th year of existence in 2009, Borussia Dortmund (BVB) was the only German soccer club listed on the stock exchange. Although the situation had improved since 2005 when the club was on the brink of insolvency, the closing accounts once again showed a negative net income. The BVB had to report its fifth loss, this time for €5.9 million, which added up to a cumulative loss of more than €145 million. Many stakeholders were concerned about the way forward. What was the organization's purpose? What was more important, finally making a profit and meeting shareholders' expectations, or playing for the fans and the club's honor? What could the BVB offer to their shareholders, who had seen the value of their shares drop from €11 at the IPO to less than €1 in November 2009?

ESMT–713–0134–1

TN TNS VIDEO

Deutsche Bahn AG: The heartless train conductor

Ulf Schäfer and Urs Müller

Ulrich Homburg must have had an unpleasant déjà-vu experience on January 28, 2010 when hearing of headlines in Germany's leading tabloid Bild about "Schaffnerin Herzlos", the "heartless train conductor". The board member of Germany's national railway company, Deutsche Bahn AG (DB), and head of its passenger transportation division was confronted with media reports about a minor girl who had been thrown off the train just the night before by a DB train conductor. The incident happened on what turned out to be the coldest night of the winter, in one of the most deserted provincial train stations in the German state of Brandenburg. The girl was traveling without a valid train ticket. This incident was not the first of its kind. In the fall of 2008, Bahn employees had also forced several children and youths off of trains. The train company had subsequently given service personnel very clear instructions: Under no circumstances shall minors be asked to leave the train. Now, Homburg had to ask himself if further action was necessary.

ESMT–715–0162–1
ESMT–715–0162–1R
ESMT–715–0162–1D

TN

George Martin

Derek F. Abell

The case describes 38-year-old George Martin, who had second thoughts about the possible "toxic" effects of video games – the main business of the division where he was the CFO. His worries focused on violent video games in particular and the widespread concern that they were easily accessible to children of all ages, some of whom may be influenced by what they saw. Apparently, George was to be offered an opportunity to take over as general manager of the division and needed to make a decision as to the stance he wanted to take.

ESMT–709–0090–1

TN

George on the horns of a career dilemma Mario puzzles about China Kati is dealt a downsizing card

Derek F. Abell

The three cases (George, Mario, Kati) can be taught separately or together. They are devoted to questions of responsible leadership. The cases treat four dilemmas respectively: an ethical dilemma (George); dilemmas concerning personal career goals versus family/spouse goals, and economic versus environmental goals (Mario); and finally a dilemma concerning downsizing and employment (Kati).

ESMT–706–0017–1 Case George
ESMT–706–0066–1 Case Mario
ESMT–706–0018–1 Case Kati

TN

Good health: Making medicine work for a sustainable future

Francisco Székely and M. Knirsch

The case examines the sustainable development project at Good Health, the name of a research-based international pharmaceutical company. The project was developed in 2003 and showed how to increase the integration of sustainability principles within business units and how to respond to the company's commitment to transform the company into a sustainable enterprise contributing to a sound, future-oriented society.

ESMT–705–0036–1

TN

Motors for Munchao *

Mark A. Young and Urs Müller

The case describes the joint venture negotiation between Mr. Hartmut Holgebretsen, vice president of sales at Euroland Motors, in the English-speaking country of Norland, and Mr. Wu Chang, deputy president at Munchao Motors Import (MMI) in Munchao. The negotiation takes place after the agreement on an initial letter of intent. However, MMI wanted to reopen a few issues before signing a final contract on the import of gas and diesel engines. The case combines three levels of discussion: a) business issues, b) cross-cultural issues, and c) ethical issues (especially "dirty" negotiation tricks, intellectual property rights, confidential information, and corruption).

ESMT–711–0122–1
ESMT–711–0122–4
Case supplements

TN TNS

Norman Nicholls at Seattle Management Consulting

Urs Müller

On October 26, 2004, Norman Nicholls – partner of the consulting company "Seattle Management Consultants" in London (UK) – received a phone call from Jesper Lind, board member of Telco-Equipment-Experts. Jesper told Norman: "If you don't change your recommendation on the outsourcing job you are doing for Damotel, our business relationship might suffer in the future."

ESMT–711–0121–1

TN

Vodafone in Egypt: National crises and their implications for multinational corporations (A–B) *

Urs Müller and Shirish Pandit

On Thursday January 27, 2011, hundreds of thousands of protesters in Egypt were vociferously demanding an end to the 30-year rule of President Hosni Mubarak. The communication and connectivity through social media had acted as a key catalyst in enabling the protesters to coordinate their actions. Mubarak's government decided to strike hard at the lifeline of this virtual medium. It ordered the three main voice and data communications providers in Egypt – Vodafone, Mobinil, and Etisalat – to suspend services in selected areas. Later, the government would also instruct these communications providers to broadcast propaganda text messages to all their subscribers. When Hatem Dowidar, CEO of Vodafone Egypt, heard about the government's order, he was about to take a crucial decision. He knew that the situation in Egypt was being observed closely from all over the world. Dowidar also realized that the course of action he opted for would have consequences not just for Vodafone Egypt, but also for the parent Vodafone Group. He contemplated the possible consequences, well aware that any decision he took would invariably evoke strong reactions.

ESMT–714–0144–1 Case A
ESMT–714–0145–1 Case B

TN

Who's responsible for the drawbridge drama?

Urs Müller and Ulf Schäfer

The "Drawbridge" is the short story of a baroness who, despite orders by her husband not to leave the castle, pays a servant so that she can leave the castle to visit a lover overnight. On her way back to the castle, she is killed by a madman after she unsuccessfully tried to get help from her lover, a boatman, and a friend. The half-page story has been circulating for more than three decades and is widely used for educational purposes throughout the world. Even though it is a classic, it has not been used as a case study in the context of management and leadership classes. It is available as a text version or comic strip.

ESMT–710–0104–1
ESMT–710–0104–4 Case supplements

TN TNS

ECONOMICS, POLITICS & BUSINESS

An old bank in a new country: Restructuring Nile Commercial Bank of South Sudan *

Veit Etzold

The "Restructuring Nile Commercial Bank" case study documents the efforts of the equity investor African Development Corporation (ADC) and the African investment Loita Group to acquire shares in Nile Commercial Bank (NCB) of South Sudan in the summer of 2011. The case focuses on ADC's CEO, Dirk Harbecke, and his negotiations with the central bank. In summer 2011, ADC was an US$80 million private equity fund, investing in banking and insurance services in sub-Saharan Africa. It is based in Mauritius. The case discusses whether or not ADC and Loita should invest in NCB when considering risk, return, and ethics as well as how a debt- or equity investment should be structured.

ESMT–212–0131–1

TN TNS

ENTREPRENEURSHIP

B&C crossing borders in Russia (A–C)

Katharina Lange

The three part case discusses managing the dilemma of compliance versus entrepreneurial decisions ("intrapreneurship") in a large corporation and decision-making processes in mature markets (here: US HQ) vs. emerging markets (here: Russia). The case concerns a medical devices company and the life sciences industry; however, market mechanisms are applicable to other industries as well. In Case A, two experienced Russian managers face a tempting business opportunity: founding a professional education center for healthcare personnel in one of the most prosperous regions of Central Asia seems to offer win-win situations for all stakeholders involved. Case B aims at strengthening the student's capabilities for thinking about alternatives and developing the tenacity to pursue entrepreneurial ideas. The case closes in the third section by asking "Was it worth it?"

ESMT–813–0136–1 Case A
ESMT–813–0137–1 Case B
ESMT–813–0138–1 Case C

TN TNS

Danica Purg: Entrepreneurial leadership in shaping leadership development (A–D)

Derek F. Abell

This case series deals with an executive education institution and its entrepreneurial-minded leader on the 25th anniversary of the institution. Central to developing a strategy for the future is a decision about leadership capacities that need to be developed for the school's participants, and what kind of education will be needed. The central figure of the case believes strongly in parallels between arts and management and in innovative experiences which inspire leadership. How far to go with these relative to the usual "boiler-plate" of leadership teaching is major feature of these cases. The A case takes the perspective of the school's president. The B case takes the multiple perspectives of eight contrasting stakeholders. The C case takes the perspective of the Board. The D case brings the participant up to date on what actually happened.

ESMT–814–0150–1 Case A
ESMT–814–0151–1 Case B
ESMT–814–0152–1 Case C
ESMT–814–0153–1 Case D

TN

Gazi: The past, present and future of an international albanian entrepreneur (A–C)

Derek F. Abell

Case A, the subject of this particular teaching note, traces Gazi's personal and business journey, and contains ample material to evaluate Gazi as a person, as an entrepreneur, and as a leader. Ostensibly, the case issue is the degree to which Gazi should now scale up from the approx. €10 million of current revenues, but this issue is best set aside until the B case discussion. In fact, the B case includes substantial bottom-up information from each of Gazi's key managers allowing this scale-up question to be tackled from both top-down and bottom-up perspectives. The A case raises much more the question what does it take to be a successful and exemplary entrepreneur, and how, when, and from where such capacities are acquired. The case lends itself not only to a detailed discussion of Gazi's entrepreneurial capacities and their origins, but also prompts participants to ask themselves to which degree they themselves exhibit such capacities, and whether they can and should embark on an entrepreneurial career.

ESMT–815–0157–1 Case A
ESMT–815–0158–1 Case B
ESMT–815–0159–1 Case C

TN TNS

Medneo: Radiology as a service

Martin Kupp and Katharina Lange

In July 2010, André Glardon, who is the regional sales director of a major health care products provider in Spain, returns from an unpleasant customer visit. The head of administration to the Hospital de Gandía, one of his important customers, just delayed the order of two MRIs, making it almost impossible for André to reach his personal annual sales targets. External factors such as the health care reforms, the exploding costs of the health care system, a shift in the buying behavior of hospitals and increased economic pressures on hospitals, might be causing a fundamental shift in the industry. Through the implementation of new business models that address these issues. André and two friends developed a business idea and were wondering whether they should push this idea within their company or leave their company and launch the business on their own.

ESMT–812–0133–1

TN VIDEO

Team Wikispeed: Developing hardware the software way

Martin Kupp, Linus Dahlander, and Eric Morrow

In 2008 Joe Justice saw the announcement for the Progressive Insurance X Prize - a $10 million prize aimed at the (im)possibility to build a 100 miles per gallon (mpg) car to road-legal safety specifications. Through social networking tools like Facebook and WordPress bloggers who shared his interest learned about his project. Some of these people joined Joe in his endeavor to tackle the challenge. Only three months later, Wikispeed had been formed. It counted 44 members in four countries, and had a functioning prototype which was entered in the X Prize competition. In 2010 they came in 10th in the mainstream class, outrunning more than one hundred other cars from well-funded companies and universities around the world. Following the press reaction to the success of team Wikispeed in 2011 they were invited to showcase their concept car at the Detroit auto show, the largest motor show in the world. Their car, the SGT01, was put on display in Cobo Hall right next to Ford and Chevrolet. Wikispeed was contacted by more than a hundred people who were interested in joining the team as well as in ordering the prototype. By 2013, more than five hundred people had joined team Wikispeed. They had also sold nine prototypes. The immediate issue of the case study is the decision whether the team should use a pair of existing axles, cut and weld them together to the right length for the next iteration of their prototype or develop their own pair of axles from scratch. More fundamentally, this case study looks at the way team Wikispeed used tools from the world of software development like modularity, which they call object-oriented architecture, scrum, and extreme manufacturing (XM) to organize their innovation efforts.

ESMT–813–0139–1

case centre Best-Selling Case 2017

TN

The Rare Find (A–D)

Derek F. Abell

During the last two weeks of December 2005, the four founding partners of the Rare Find, based in Cape Town, South Africa, were all on the road following up business ideas. Nearly all of these ideas had resulted from a well-placed magazine article in one of the South Africa's leading real estate publications several months earlier. The Christmas break had provided some badly needed time for the four partners to check some of their initial assumptions and conclusions about how to realize the lifestyle portfolio opportunity. While still committed to the basic directions set earlier, they had nevertheless agreed to check the financial implications of some key alternatives. In early January 2006, the four partners knew that if any changes were made in the approach they had been taking in the months before Christmas, they would also have to make some changes in the December draft of their marketing brochure. The conversations the four partners had in early January about the lifestyle portfolio project had highlighted the essence of the trade-offs between potential benefits and rewards to fractional owners, financial investors, if there were to be any, and themselves.

ESMT–809–0053–1 Case A
ESMT–809–0054–1 Case B
ESMT–809–0055–1 Case C
ESMT–809–0056–1 Case D

TN

KNOWLEDGE, INFORMATION & COMMS SYSTEMS

DeepMind's AlphaGo: The age of the machine?

Francis de Véricourt

In March 2016, Google machine AlphaGo won against Lee Sedol, arguably the best human Go player of the last decades. This was the first time a Go grandmaster succumbed to a machine. Go was arguably the most complex board game ever invented, and to play the game, Go grandmasters exploited exceptional levels of intuition built through years of practice. Yet, AlphaGo's victory over human intuition was total.

ESMT–918–0180–1

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