



Case Studies – Assignment Questions

HS 2017

Cola Wars Group A1/A2

1. Please analyze the soft drink industry (historically). What has made the industry so profitable? How has the competition between Coke and Pepsi affected the industry's profits?
2. Recommend James Quincey, the CEO of Coke, a strategy on sustaining their profits in the wake of flattening demand due to growing health awareness, growing popularity of non-CSDs, plastic ban and tax on sugar-sweetened beverages.

Cola Wars Group B1/B2

1. Please analyse and contrast the economics of the concentrate business to that of the bottling business. What factor may impact on the profitability of both?
2. Predict the direction of rivalry between Coke and Pepsi in 2017. As new-age consumers begin to ditch sugary soda, is bottled water the new battle ground for the rivalry? Why or Why not? Will Dasani and Aquafina rivalry look the same as cola wars discussed in the case?

Tesla A1/A2

1. Please analyze the key elements of Tesla Motor's strategy. What difficulties did it have to overcome? Please contrast the difference to Nissan's strategy and reason which one was better.
2. Toyota (as an incumbent in automobile industry) is looking at mass-producing (1m?) long-range electric vehicles (EVs) that would hit the market in 2020. Please make a recommendation to Jim Lentz (Toyota CEO) based on your study. Should Toyota follow Tesla's footsteps or drive the market into a different direction?

Tesla B1/B2

1. Please examine how a change in technological characteristic created deep impact on automobile industry and drive changes in it's industry structure (with respect to Tesla) with emphasis on the core competencies and core technologies that allowed to create this new market.
2. Analyze the electric car market for 2017. How do you expect the electric car industry to evolve in next 10 years? Should BMW expect Tesla to grow into a strong direct competitor? How should BMW react? Please give a recommendation to BMW's CEO Harald Krueger based on your analysis.

Emirates Airline A1/A2

1. Emirates' has delivered solid growth and financial performance in a very short period of time. How has the company accomplished this? Please explain the role of location of Dubai in Emirates' success.
2. Examine Emirates' resource portfolio in 2017. What strategically relevant resources does it possess? What additional resources will it need to grow further? Where is Emirates' business model vulnerable? Please make a recommendation to the managers of Emirates' on how to sustain the growth they have achieved so far.

Emirates Airline B1/B2

1. Please analyze the strenghts and weaknesses of Emirates' Dubai-based hub-and-spoke model as a source of competitive advantage.
2. With reduced regional passanger traffic, regional safety concerns, fierce competition from the likes of Qatar Airways and Etihad and weak economic growth elsewhere, is Emirates Airline Growth Story at an end? Please advise Emirate's CEO on mitigating these problems.

Nivea A1/A2

1. Please compare and contrast Biel's approach from traditional market research. What are the characteristics of products where internet-based research can successfully be integrated into traditional product development.
2. Please formulate a future growth strategy for Nivea. Should Nivea focus more on market penetration in the existing market or new product development defining new market?

Nivea B1/B2

1. What is your evaluation of Biel's methodology? What are your biggest concerns about this approach? If you were in Biel's position, how would you integrate crowds into the innovation process? Is this approach also possible for infrastructure oriented market like Telcom?
2. After the open innovation success story of Nivea, Beiersdorf wants to apply the strategy of co-creating with consumers to other products. For which other products is it suitable? Please make a recommendation what part of their product portfolio they should develop in an open innovation approach.