

## Cola Wars Continue: Coke and Pepsi in 2010

Examines the industry structure and competitive strategy of Coca-Cola and Pepsi over 100 years of rivalry. The most intense battles of the cola wars were fought over the USD74 billion CSD industry in the United States, where the average American consumes 46 gallons of CSD per year. In a 'carefully waged competitive struggle,' from 1975 to the mid-1990s, both Coke and Pepsi had achieved average annual growth of around 10%, as both US and worldwide CSD consumption consistently rose. However, starting in the late 1990s, US CSD consumption started to decline and new non-sparkling beverages become popular, threatening to alter the companies' brand, bottling, and pricing strategies. The case considers what has to be done for Coke and Pepsi to ensure sustainable growth and profitability. A rewritten version of an earlier case.

## Tesla Motors

In mid-2013, Tesla Motors was riding a wave of success: It had launched its first really mass-produced car - the model S - to rave reviews; had recently raised first-year production targets; and had started taking orders for its next car, the Model X. Tesla seemed to be on its way to defying the skeptics and becoming the first US company to enter the car industry with a mass-produced car since WWII and the first to successfully launch a fully electric car. Or was it not?

## EMIRATES AIRLINE: CONNECTING THE UNCONNECTED

Abstract: Narrates the story of Emirates, an airline founded in 1985 in Dubai that by 2013 was among the three largest commercial airlines in the world. The case emphasizes how Emirates capitalized on its location-a small city-state strategically located to reach 3/4 of the world population in a flight of less than eight hours-to build a fast-growing and profitable hub-based business model. The case details how Emirates' chooses new routes, technology, and equipment and manages its human resources, marketing and branding, and government relationships-together forming an internally consistent strategy that capitalizes on opportunities across geographic markets. Importantly, students are asked to evaluate if the airlines' strategy will be sustainable as Emirates faces technical and political challenges to expand and must compete with numerous new players from the Middle East.

## NIVEA

The case describes the efforts of Beiersdorf, a worldwide leader in the cosmetics and skin care industries, to generate and commercialize new R&D through open innovation using external crowds and 'netnographic' analysis. Beiersdorf, best known for its consumer brand Nivea, has a rigorous R&D process that has led to many successful product launches, but are there areas of customer need that are undervalued by the traditional process? A novel on-line customer analysis approach suggests untapped opportunities for innovation, but can the company justify a launch based on this new model of research?