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Bachelor-Seminar  
**Harvard Business Cases zum marktorientieren Management**  
(Prof. Dr. Mark Heitmann, SS 2023)

### **Ziel**

Ziel des Seminars ist die Erarbeitung ausgewählter Inhalte des marktorientierten Managements anhand praktischer Fallstudien. Dabei soll die Fähigkeit entwickelt werden, theoretische Ansätze auf den praktischen Anwendungsfall zu übertragen. Die Seminarteilnehmer werden in die Lage versetzt, relevante Sachverhalte aus einer Vielzahl von Informationen herauszulesen, die richtigen Fragen aufzuwerfen, erste Überlegungen kritisch zu reflektieren und die Entscheidungsfindung strukturiert vorzubereiten. Gleichzeitig sollen die rhetorischen Fähigkeiten gestärkt werden, um die eigenen Positionen in einer späteren praktischen Entscheidungssituation besser vertreten zu können.

### **Inhalt**

Die Seminarteilnehmer bearbeiten jeweils eine Fallstudie der Harvard Business School. Zu jeder Fallstudie liegen ein Fragenkatalog und Literaturhinweise vor, die die Durchführung einer Situationsanalyse und die Ableitung von strategischen Handlungsempfehlungen für das betreffende Unternehmen unterstützen. Die Überlegungen werden in Form einer Seminararbeit dargelegt. Wissenschaftliche Literatur soll in der Seminararbeit problemorientiert herangezogen werden. Eine vergleichende Literaturanalyse ist nicht erforderlich. Die eigenen Ergebnisse werden in Seminargruppen (2-3 Teilnehmer) diskutiert und zu einer gemeinsamen Präsentation zusammengeführt. Im Blockseminar selbst werden sämtliche Fallstudien vorgestellt, die Lösungsansätze reflektiert und die Übertragbarkeit der vorgestellten Konzepte auf die einzelnen Unternehmenssituationen diskutiert. Sämtliche Fallstudien und Literatur sind in Englisch gehalten. Das Seminar selbst, die Seminararbeiten und die Präsentation erfolgen in deutscher Sprache.

Folgende Fallstudien stehen zur Auswahl (**vorläufig- Änderungen möglich**):

### **Fallstudie 1: Uber: Changing The Way The World Moves**

In 2015, Uber is building what may be the largest point-to-point transportation network of its kind; it is literally changing the way the world moves. But unlike traditional transportation logistics companies like FedEx, Uber has an incredibly lightweight infrastructure: It owns no vehicles, employs no drivers, and pays no vehicle maintenance costs. Instead, its network relies on peer-to-peer coordination between drivers and passengers, enabled by sophisticated software and a clever reputation system. But despite its remarkable early success, Uber is an extremely polarizing company. Its business model is highly disruptive, and while disruptive innovation can be a good thing, it is also true that disruptive companies tend to break things. This is certainly true for Uber, and is one of the key tensions in the case: Uber's innovative business model is outpacing many of the laws regulating its industry, and while it is going to take the regulatory system some time to catch up, Uber doesn't appear to be willing to wait.

### **Fallstudie 2: Apple Pay**

On September 9, 2014, in front of a packed audience in Cupertino, CA, Tim Cook, the chief executive officer of Apple, announced the much anticipated launch of Apple Pay, "Our vision is to replace this [wallet] and we are going to start with payments." Cook then invited Eddy Cue, Apple's senior vice president of Internet Software and Services, to the stage to explain how Apple Pay would transform the mobile payments industry. He explained how Apple Pay would allow consumers to complete the check-out process within apps with a single touch, and without needing to repeatedly enter credit card information, the billing address, or shipping address. On October 20, 2014, U.S. consumers could start using Apple Pay in stores with their iPhone 6 or iPhone 6 Plus (and later Apple Watch) and within apps using iPhone 6, iPhone 6 Plus, iPad Air 2 and iPad mini 3. By March 2015, Apple Pay was accepted in 700,000 retail locations including Coca-Cola vending machines. "We are the fastest adopted mobile payment service by a long shot," noted Jennifer Bailey, vice president of Apple Pay. However, Cue and Bailey were aware that the landscape of mobile wallets and payment services was littered with failures. Reflecting on these challenges, Bailey wondered, "What should Apple do to continue the early momentum for the adoption and use of Apple Pay?"

### **Fallstudie 3: Mekanism: Engineering viral marketing**

The Mekanism case introduces students to a digital media production company specialized in creating viral marketing campaigns for advertising agencies and their clients (e.g., Microsoft, AXE, eBay, Toyota, etc.). Mekanism has grown tremendously from 2007 to 2010 in part due to the rise of viral marketing as a promising promotion tool for advertisers to reach and engage with consumers cheaply and quickly via word-of-mouth. Mekanism's president is contemplating expanding its services to other advertising content and media (e.g., television, print, online) in effect becoming a full-service ad agency. This case is intended to discuss whether Mekanism should 'evolve' into an ad agency or keep focused on producing and distributing viral marketing content.

### **Fallstudie 4: Cyworld: Creating and capturing value in a social network**

In May 2008, the new CEO of Cyworld, a social network company in Korea, had to decide how to create and capture value from his rapidly growing user base. Cyworld was founded in 1999 and in 2003 it was acquired by SK Telecom, a leading mobile service provider in Korea. By 2007, Cyworld had 21 million users and \$95 million revenue--\$65 million from paid

items (music, virtual gifts, etc.), \$15 million from mobile networking, and \$15 million from advertising. The new CEO had to decide which of these three revenue sources he should focus on in the future and how this choice would influence the target customers, the service offerings and the required capabilities.

### ***Fallstudie 5: Trader Joe's***

Based on a variety of metrics, Trader Joe's ranked as one of the most successful grocers in the United States in 2013. Experts estimated that the company had the highest sales per square foot of any major grocery chain, even significantly higher than top performer Whole Foods. In 2013, Trader Joe's faced several threats as larger chains such as Wal-Mart and Tesco had begun to open small-format stores that mimicked the Trader Joe's approach. In addition some analysts had begun to question whether Trader's Joe's was losing its authenticity and "quirky cool" as the firm had continued to grow and expand across the country. What should Trader Joe's do to ensure continued growth?

### ***Fallstudie 6: Red Lobster***

Red Lobster, a 40-year-old chain of seafood restaurants, has just completed some market research revealing an opportunity to shift their target customer segment. The chain is in the final stages of a 10-year plan of rejuvenation under CEO Kim Lopdrup. When he took over as CEO in 2004 the chain was closing restaurants and suffering declining same store sales and declining customer satisfaction. But in 2010, even in a recession, the fortunes of the chain are improving. A recently commissioned market research study has revealed, unexpectedly, that 25% of Red Lobster's customers are "experientials," people coming for a "good evening out" rather than Red Lobster's traditional core customer who came because of a craving for seafood. Should this news cause Lopdrup to do anything differently?

### ***Fallstudie 7: Burberry***

In 2003, Rose Marie Bravo, Burberry's CEO, is debating how to maintain the currency and cachet of the brand across its broad customer base, while entering new product categories and expanding distribution. In the past five years, the brand has become one of the hottest luxury brands in the world. But Bravo now faces a number of key decisions, including (1) which new product categories to enter, (2) how to deal with the appropriation of the brand by nontarget customers, and (3) how prominent the company's famed "check" pattern should be in its advertising and clothing. Includes color exhibits.

**Durchführung**

<b>Ansprechpartner/-in</b>	Julia Rosada ( <a href="mailto:julia.rosada@uni-hamburg.de">julia.rosada@uni-hamburg.de</a> ) bzw. Betreuer/-in der Seminararbeit
<b>Verwendbarkeit</b>	Das Bachelor-Seminar wird als Pflichtseminar im Schwerpunkt Marketing angerechnet (BA-MARKET 5)
<b>Umfang und Leistungspunkte</b>	2 SWS, 6 Leistungspunkte (Zur Erlangung der Leistungspunkte müssen die Prüfungsleistungen unabhängig voneinander bestanden werden)
<b>Sprache</b>	Deutsch (Fallstudien und Literatur: Englisch)
<b>Teilnahmevoraussetzungen</b>	Es müssen keine Prüfungsleistungen nachgewiesen werden. Eine ausgeprägte Teamorientierung ist erforderlich (Gruppenpräsentation, informeller Austausch während des Blockseminars). Verfügbarkeit an allen Seminarterminen. Planen Sie ausreichend Zeit für die Anfertigung der Seminararbeit und der Präsentation ein.
<b>Prüfungsleistungen</b>	Seminararbeit (50%) + Präsentation (35%) + Seminardiskussion (15%)
<b>Seminararbeit</b>	Eine Arbeit je Teilnehmer (10 – 15 Seiten). Bitte beachten Sie die Hinweise zum wissenschaftlichen Arbeiten des Lehrstuhls, wie sie auch für Abschlussarbeiten gelten ( <a href="https://www.bwl.uni-hamburg.de/ci/studium/abschlussarbeiten.html">https://www.bwl.uni-hamburg.de/ci/studium/abschlussarbeiten.html</a> ).
<b>Seminarpräsentation</b>	Gruppenpräsentation (2-4 Personen, ca. 15 Minuten pro Person)
<b>Termine</b> (Teilnahmepflicht bei Einführung und Blockseminar)	<b>Einführungsveranstaltung mit Bildung von Seminargruppen:</b> 03.02.2023, 18:00 – 20:00 <b>Blockseminar:</b> 21.04.2023, 16:00 – 20:00, 22.04.2023 & 23.04.2023 jeweils 9:00 - 18:00 (Raum 0005.1, Moorweidenstraße 18 oder virtuell) <b>Abgabe Hausarbeit:</b> 28.03.2023 (12 Uhr) <b>Abgabe Abstract &amp; Präsentation:</b> 11.04.2023 (12 Uhr)
<b>Anmeldung</b>	Über STiNE