

Durchführung von Fallstudien mit Unternehmen

VHB Arbeitstagung

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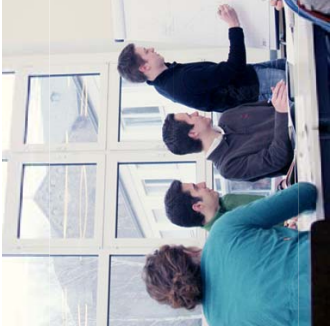
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Agenda

- Developing Case Studies with Corporations
- Using Case Studies in Executive Development Programs
- Discussion

Developing case studies with corporations



Developing case studies
with **student teams**



Developing case studies
with **corporate teams**

Developing cases with student teams as part of their curriculum – Case writing seminar

Overview case writing seminar

Who writes the case and teaching note?

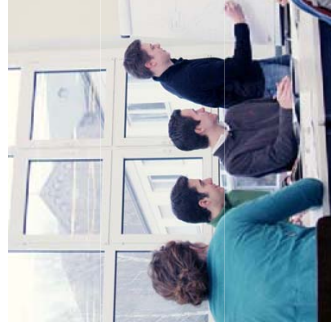
- Teams of 4-5 students, for grade and credit (preferably MSc or BSc in their last year)

What is the case about?

- Recent, real-life decision situation of a company

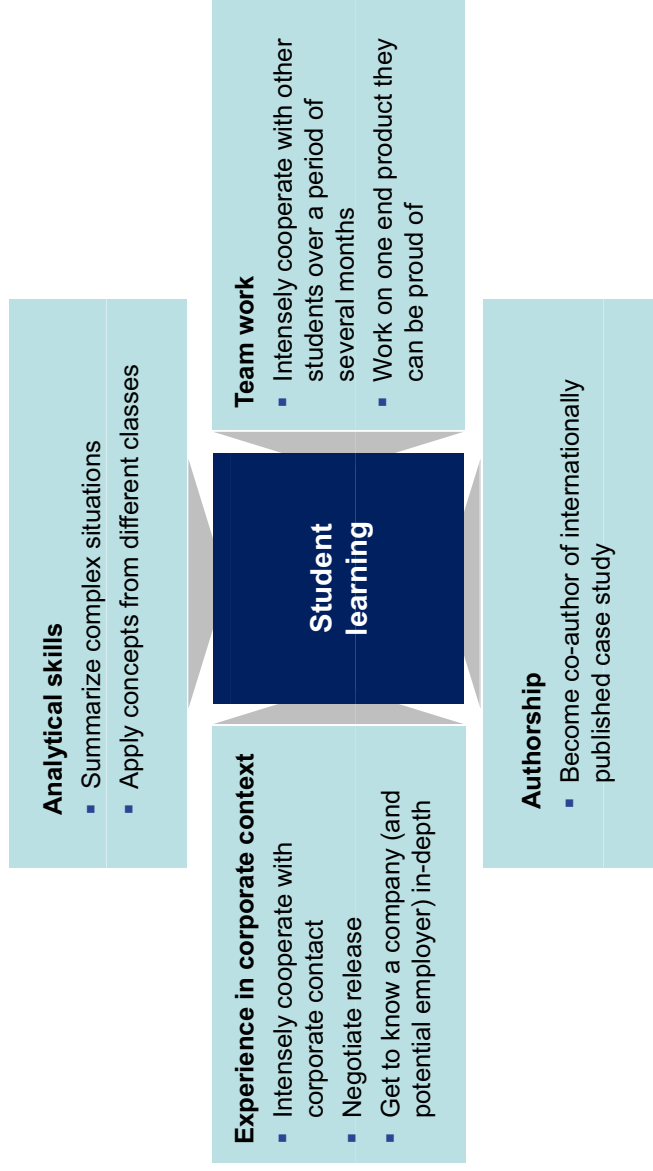
Where does the team get the information from?

- Sponsor at the company
- The company needs to agree with publication (“release”)



The Case Writing Seminar is a tough but rewarding experience for students

Teaching / learning objectives of the seminar



For corporations, the case writing seminar is a chance get in contact with interested students regarding employment

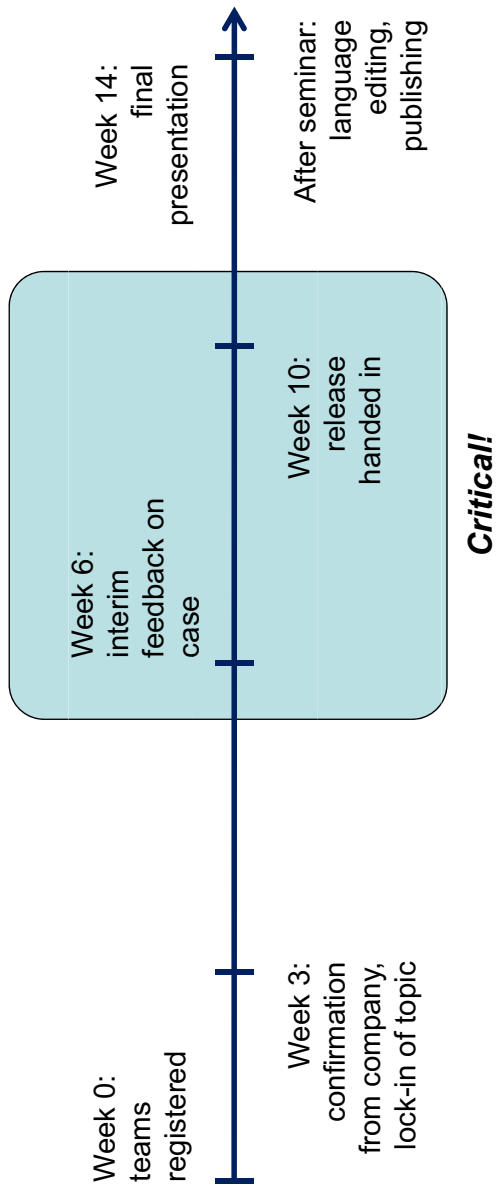
Corporate objectives for participating in case writing

Recruiting opportunity

- Students participating in the seminar are usually highly motivated and interested in the firm they write about
- Frequently, students who already did an internship with the firm keep in touch via the case study
- In several cases, firms hired students who wrote case studies about them

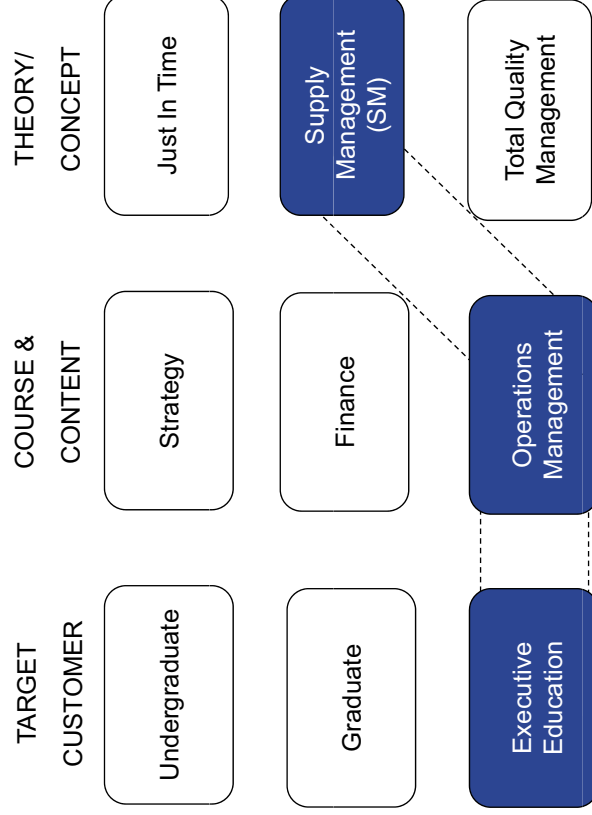
Typical seminar time line runs for 3-4 months; interim coaching and securing of release critical for successful case studies

Typical seminar schedule



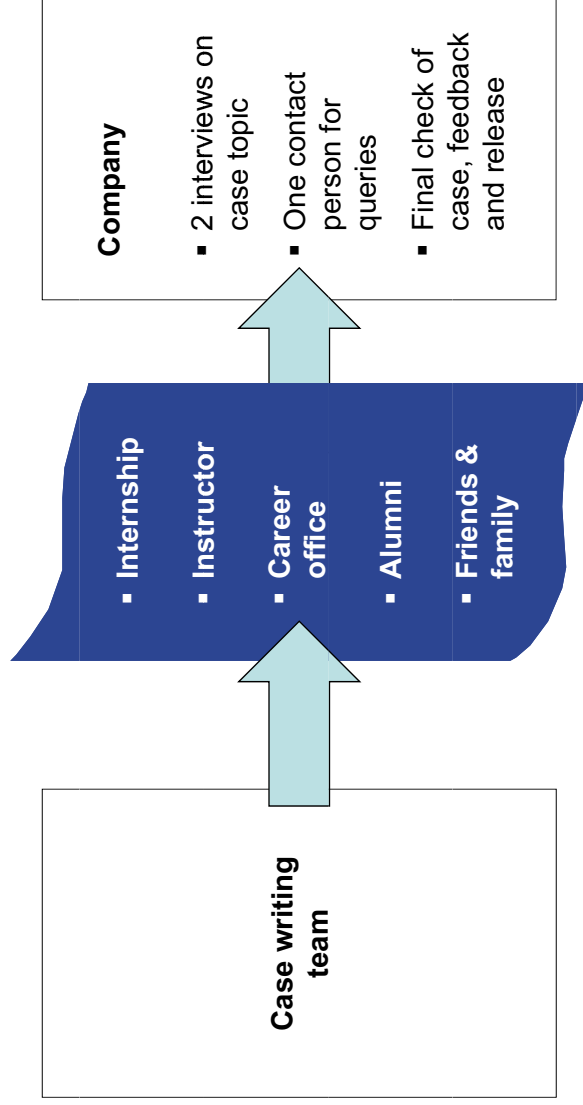
Case studies need to be tailored with regard to the target audience, the course content, and the specific concepts applied

Scoping of case topic



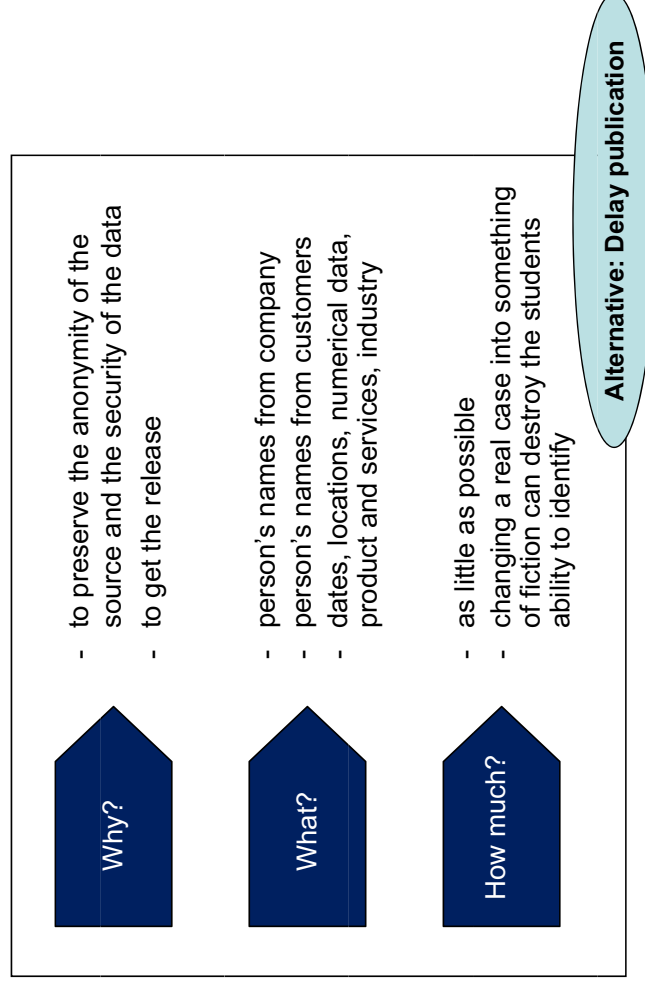
Companies can be approached in several ways to win them for the seminar

Ways to approach companies for participation



If confidentiality issues are encountered, case studies can be disguised or publication can be delayed

Disguising case studies



> 60 published cases - in cooperation with leading companies - were developed in the WHU Case Writing Seminar



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Cases are published at the European Case Clearing House (ECCH)
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- Case Teaching Workshop
- An Advanced Case Teaching Workshop

welcome to ecch

ecch is an independent, non-profit, membership based organisation dedicated to promoting the case method of learning. The ecch case collection of management case studies and journal article reprints is the largest in the world. It is a unique and accessible resource for business school and university teachers worldwide.

We use royalties from case studies to reimburse current student teams for their travel expenses to company interviews

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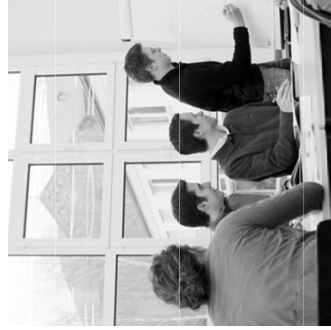
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Make or break: Lessons learned from the seminar

Success factors of Case Writing Seminar

- Intensive **interim-coaching** required to ensure quality of final case studies
- **Grading** not only on final version, but also on interim versions
- Close monitoring of **release process** (instructor calls company contact at half time), to prevent bad surprises at the end

Developing Case Studies in Cooperation with Corporations

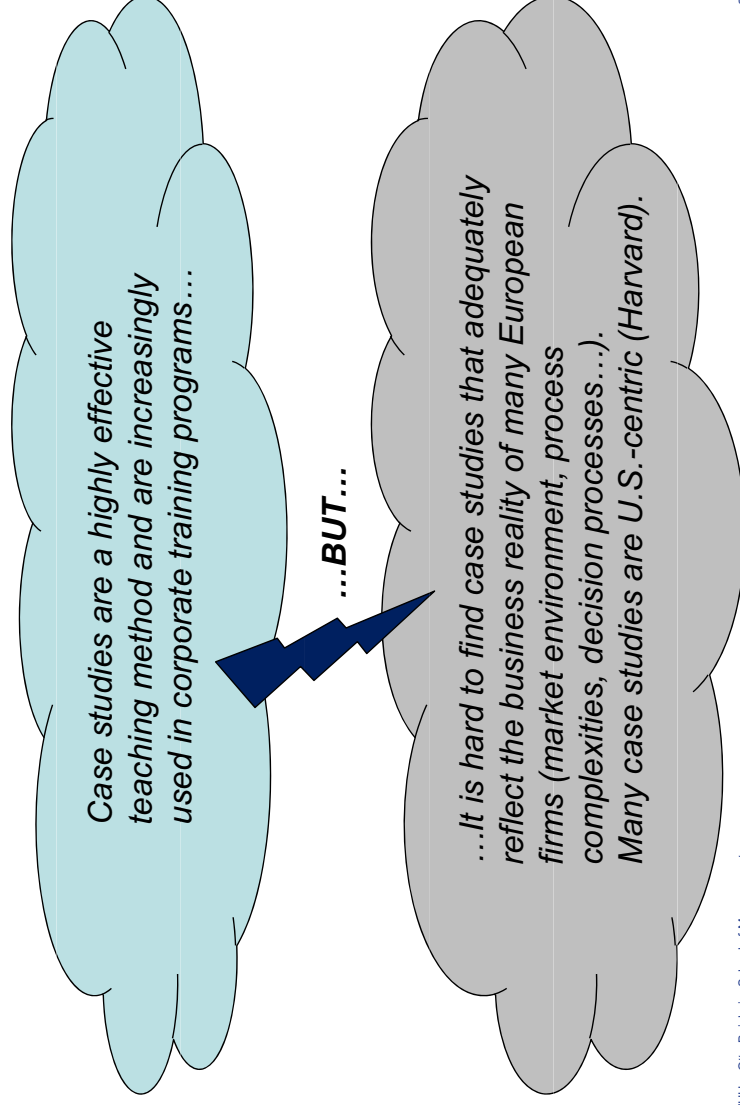


Developing case studies
with **student teams**



Developing case studies
with **corporate teams**

How the idea came about...



Developing case studies with corporate teams – Corporate case development program

Overview of corporate case development program

Who writes the case and teaching note?

- Cross-functional teams of ~4 high-potentials from one business unit
- Intensively coached by academic instructors

What is the case about?

- Highly relevant, current issue of the business unit

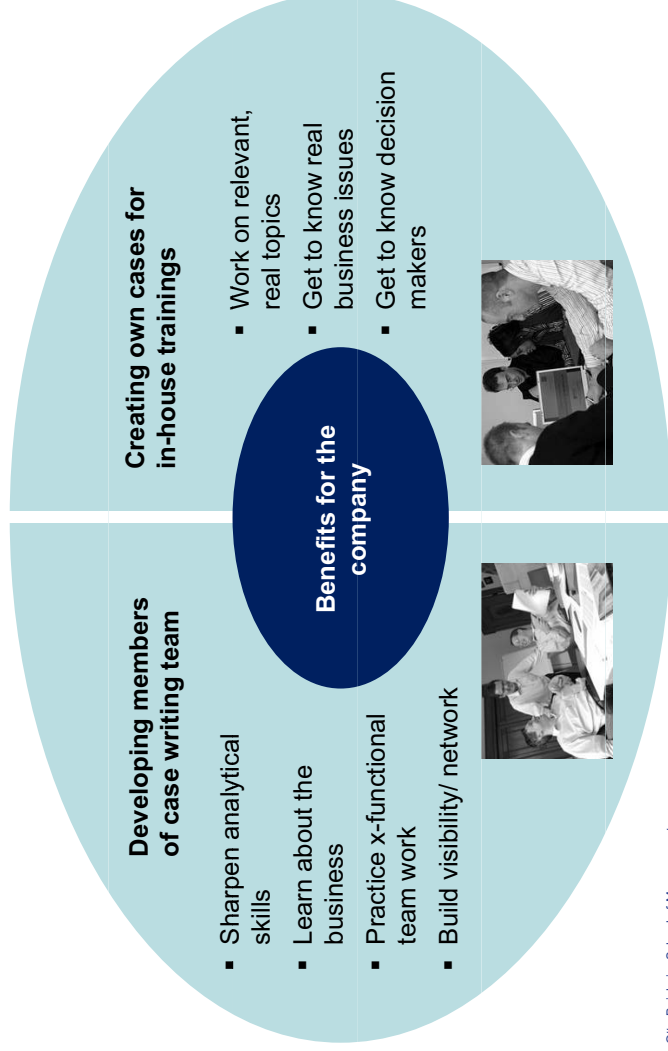
What is the governance for the case team?

- The team is “sponsored” by a senior top manager, who also appraises the end product



Case development is a good way to develop the participants and to create effective teaching material for in-house trainings

Why firms conduct in-house case development



For in-house trainings, own cases allow for a much more fruitful discussion and more intensive learning than standard cases

Using own case studies in in-house training

Cases can be used in:

- Trainee programs
- Executive development
- New hire trainings



Advantages of own cases in corporate training programs

- High identification of training participants with the business problem at hand
- Participants get to know current, relevant challenges in the business
- Participants thoroughly understand how management decisions are made in the firm
- The real decision maker (“Case Hero”) can join for the discussion; this can be very enriching for all sides

The corporate case development is an intensive 6 months program

Typical timeline of corporate case development

~ 6 months

Kick-off workshop

Various interim workshops

Final presentation

- Introduction to case studies
- Scoping of cases
- Teams work on their cases between workshops
- Workshops are used for feedback and adaptation
- Intensive conceptual coaching
- Sponsors appraise teams
- Teams get visibility in front of top management

Make or break: Lessons learned from corporate case development

Success factors of corporate case development

- **Ramp-up time** not to be underestimated: Corporate teams often don't know case studies well and need thorough explanation of what the goal of the exercise is
- **Intensive coaching** is required throughout the process, to guide participants conceptually and give them confidence
- **Release** of case studies for use outside the company (e.g., in university classes) is **often difficult**, because topics are usually very current and critical for the business

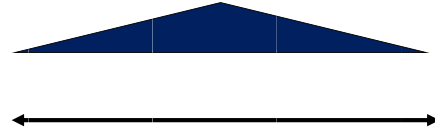
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Case studies have become the standard tool in business education, also in corporate programs

Application of case studies in business education

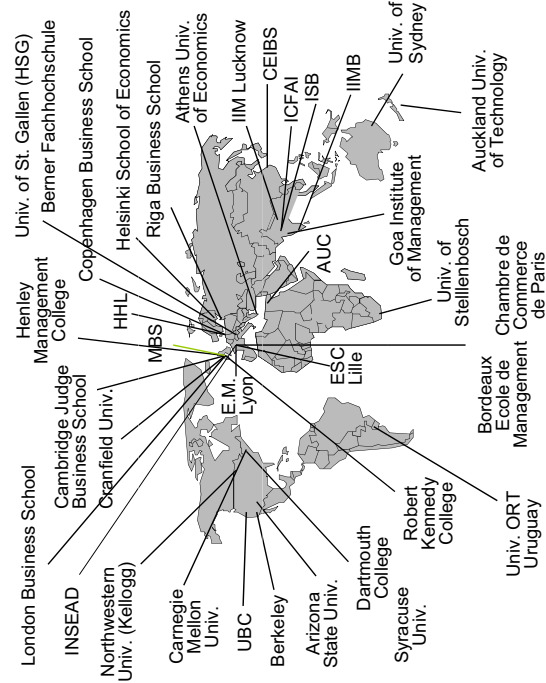


BSc



EMBA & Executive development

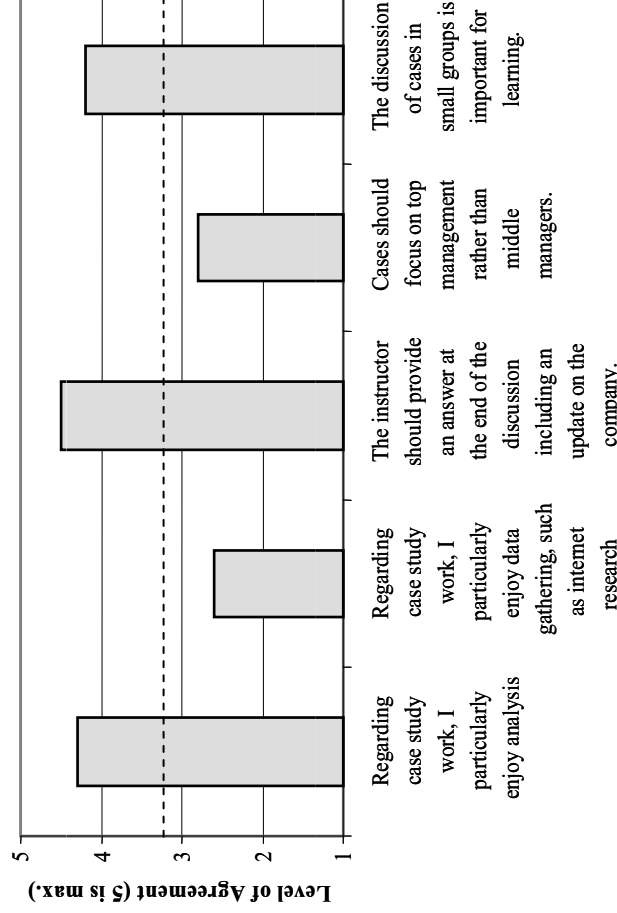
Institutions downloading WHU cases, 2009



Share of Asian and non-education customers growing

Survey amongst WHU Executive MBA students: Practitioners value case study work particularly for analysis and group experience

Experience with the case method – survey amongst WHU EMBA students



What makes a good case for executive development programs








Participants of executive development programs prefer cases that...

- ... are **current**.
- ... are related to their **own work and challenges**.
- ... are **analytically challenging**.
- ... deal with issues that are **urgent and important** to the case-organization.
- ... cases of **well-known** and respected organizations.
- ... cases including **interesting products or services**.
- ... cases which **allow for a vigorous classroom discussion**.




Top-sellers 2009 show the preference for renowned companies and current case topics

2009 top-sellers among WHU case studies

- Sony's entry into Second Life 
- BP Alternative Energy 
- Renault and the Dacia Logan  
- Henkel's Blue Ocean Strategy 
- Lufthansa Cargo: Dynamic Pricing 
- Kuehne + Nagel in China 

We observe two trends for cases in executive development: Growing discomfort with U.S. cases and need for integrated training

Trends in using case studies for executive development

<p>Growing discomfort with U.S.-based case studies</p> <ul style="list-style-type: none"> ▪ Harvard cases often focus on consumer-oriented companies; lack of B2B contexts ▪ This reflects the industry structure of U.S. vs. Europe ▪ (Perceived) relevance of U.S. cases amongst seminar participants often low 		<p>Methods and skill sets in addition to analytics</p> <ul style="list-style-type: none"> ▪ Classical case focus is on analytics and structuring ▪ Demand rises for complementary method training, e.g.: <ul style="list-style-type: none"> – How to conduct customer field interviews – How to effectively use frameworks in meetings
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Cases can be a platform for European business schools to increase international visibility

Implications for VHB and the German BWL community

1. Case development can be a way to **increase our international visibility** – and to complement the U.S.-centric perspective of Harvard with a European perspective
2. Cases are most **visible** when they are in English and published through **international platforms** such as ECCH
3. European and Asian business schools and companies are **eager to use European case studies** in their programs
4. Especially for corporate programs, European cases are often **more accepted**
5. Could **VHB support case development** at member institutions, e.g., through **grants for student travel** or a **case writing award**?

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