

November 12, 2014

Dear Holland America Line Global Case Competitor,

The case being used in the 2014 Holland America Line Global Case Competition is ***The Munich Oktoberfest: From Local Tradition to Global Capitalism*** (Harvard Business School Case 9-714-439, revised October 2014).

In addition to the case, students are also encouraged to watch the youtube video “Munich’s Oktoberfest-Euromaxx,” Deutsche Welle, September 22, 2014.

Charge to students

You will play the role of outside consultants hired by the Oktoberfest Organizing Committee. The judges will play the role of committee members. Divide your presentation into two parts – background analysis and recommendations. Base your recommendations on your background analysis.

1. Conduct a Background Analysis – suggested questions to address:

- What is the Munich Oktoberfest “product”?
- Who are the “consumers” of this product?
- Who are the stakeholders – i.e., what groups benefit from Munich Oktoberfest?
- Why is Munich Oktoberfest successful? (Strategy professors like to phrase this as: What is the “secret sauce”?) You will find it useful to break this down into these sub-questions:
 - How does Munich Oktoberfest create value?
 - Who captures the value that is created?

[The topic of value creation versus value capture is addressed in many strategy textbooks. There are also numerous articles in the Harvard Business Review and similar publications.]

- Why does the Oktoberfest concept appeal to people from many countries?
- What factors make it attractive to globalize the festival? What factors make it difficult to capture value globally?

2. Develop Strategy Recommendations

Assume that you are in charge of developing a strategy to capture more value (increase the profitability) of Munich Oktoberfest. Present a strategy for each of the following alternatives. Identify the pros and cons of each.

- A. Replicate the festival abroad. If so, where? Describe what you would keep the same and what would you change.
- B. Keep the focus on Munich and try to make Munich Oktoberfest more profitable. Suggest some new ways to create value and generate profits.

Which of these two approaches do you recommend and why?

You have 10 minutes for your presentation, and the judges will ask you questions for 10 minutes after that. The judges will expect every team member to speak at some point during the presentation and/or Q&A period.

Please arrive at your designated presentation rooms 15 minutes before your transition time. This will ensure we remain on schedule.

Good luck!
The Global Business Center