

## WHU Cases in Chinese Version

Case collection update – April, 2005

### **XELIBRI: A SIEMENS MOBILE ADVENTURE**

<b>ECCH</b>	303-074-1
<b>Reference No.</b>	
<b>Teaching Note</b>	303-074-8 (19 pages)
<b>Author</b>	Kaufmann, L; Clemens, F; Hagen, H; Hedderich, F; Sassmann, H; (WHU - Otto Beisheim Graduate School of Management)
<b>Setting</b>	2003 Mobile communication device industry Germany Euros 84,016 million net sales, 426,000 employees
<b>Topic</b>	Marketing; Brand management and branding; Europe, Germany market entry; Innovation, entrepreneurship; Entrepreneurial management; International management and international business; General management and strategy; Product management and pricing; Choice of distribution channels; Fashion, telecommunication and mobile phone; Strategy implementation; Competition and competitive strategy; Industry analysis; New product category
<b>Pub. Year</b>	2003
<b>Length</b>	18 page(s)
<b>Source</b>	FIELD
<b>Abstract</b>	<p>This case study is situated in the mobile communication devices industry and presents the launch of a new mobile phone brand of Germany's Siemens AG, under the brand name "Xelibri" in 2002. Xelibri's objective was to develop a fashion-based value proposition in the mobile phone market. The story is centered on 34-year-old George Appling, President of Xelibri, who had been hired from McKinsey and Company to conceive a comprehensive strategy for creating a new product category in the saturated mobile phone market. At the time of the case, first steps to introduce this new product category have already been taken, while other issues, such as pricing, are open for discussion and shall be resolved by the students. To provide them with background information, the case study gives a description of the development of the mobile phone market and Siemens's position in it. It also gives an overview of the importance of Xelibri's performance for Siemens's mobile phone business and explains the initial steps to set up the new operation. The teaching note supplement is the PowerPoint presentation given during the case writing seminar.</p>