



## Handout 2

### Role-plays



## Hand-out 2b

### TASK FOR SUBGROUP B - The Distributor case

You are Kai Bendix. You need to present your solution to Regional Marketing Vice President Thomas Papenfuss, with whom you have a very amicable, friendly relationship, and who is visiting from Hamburg. Thomas shares Kai's passion for India, seeing it as a tremendous growth opportunity and the right step for scaling up the successful Asian operations. He has a lot of experience doing business in Asia as he had worked there for some years and in his current job is involved in all major Asian projects, travelling to various Asian countries on a regular basis. However, Thomas is much more doubtful than Kai about the benefits of potentially stopping or radically renegotiating the distribution contract with Murthy Ltd (the Indian distributor in the story) which will expire in another 6 months. "Kai, I fully understand your frustration and appreciate the fact, that the Murthys are tough to manage, but the distributor model is what we have done for the first five to ten years in all our Asian affiliates after incorporation. In some countries, as you know, we are still partnering with the first distributor". So you now have 20 minutes....

- What are the issues, complications and choices open to Kai in responding to Krishna's voicemail message that his own team is making mistakes "and is not telling him the full story" and that he needs the distributor in this complex market? What could be the implications in the Indian Beiersdorf context of responding in different ways as well as the implications for managing the distributor relationship moving forward? It is one thing to take a decision about to what to do – the other key factor is HOW those choices should be carried out in your behavior and by your example? What is the strategy behind your approach?
- Prepare a 5-minute session for Thomas on this particular challenge. You should not decide if you should split with the distributor or not (you don't have enough information to make that decision) - simply explain your decision about how to respond to this voicemail and the rationale behind it. But your response should not compromise the ongoing negotiations with the distributor.

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## Hand-out 2c

### TASK FOR SUBGROUP C - The organizational culture

You are Kai Bendix. You need to present this to Jason Chen – a Board Member with responsibility for Asia – who is visiting Mumbai. He has seen the climate survey, and has asked you for an update on how you plan to build the culture of the new India operation. So you now have 20 minutes....

#### TASK

- What are the issues, complications and choices open to Kai in this organizational culture challenge? What could be the implications in the Indian Beiersdorf context of taking each of those choices? What could you transfer from your Bulgarian experience? What is NOT transferable?
- “To build what looks like a team, into a real team”: what would your strategy be to build an organizational culture which is both sensitive to the local Indian context and culture as well as reflecting the global Beiersdorf values? (See handout 3: Nivea’s Management Commitments)
- Prepare a 5-minute presentation to Jason Chen in which you present your strategy.

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