



BerkeleyHaas Case Series

Webasto: Co-Creating Innovation with Lead Users

Resources

Author: Henry Chesbrough & Alexander Stern

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Organization: Webasto | **Organization size:** Large

Region: [Western Europe](#) | **State:**

Industry: Manufacture of motor vehicles, trailers and semi-trailers

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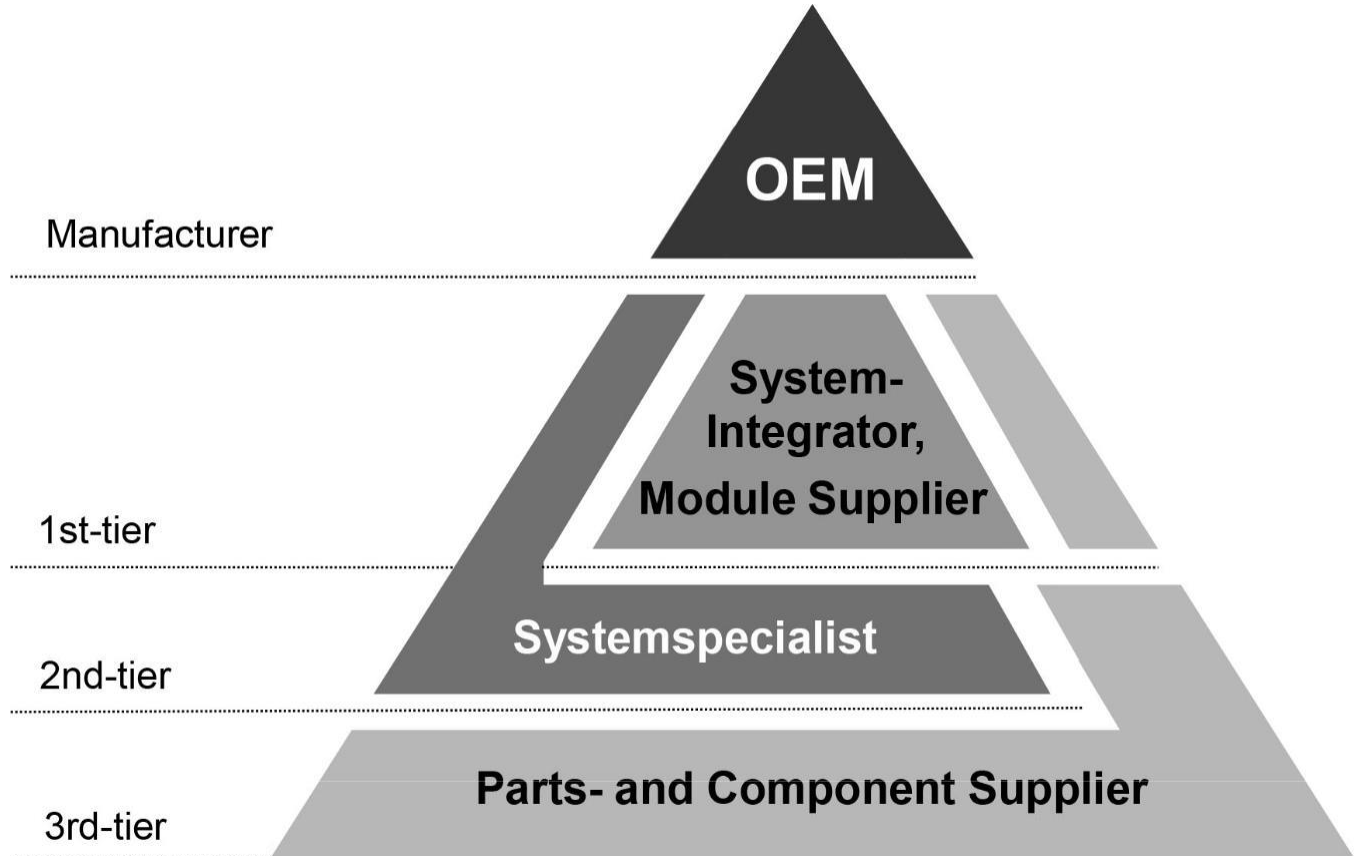
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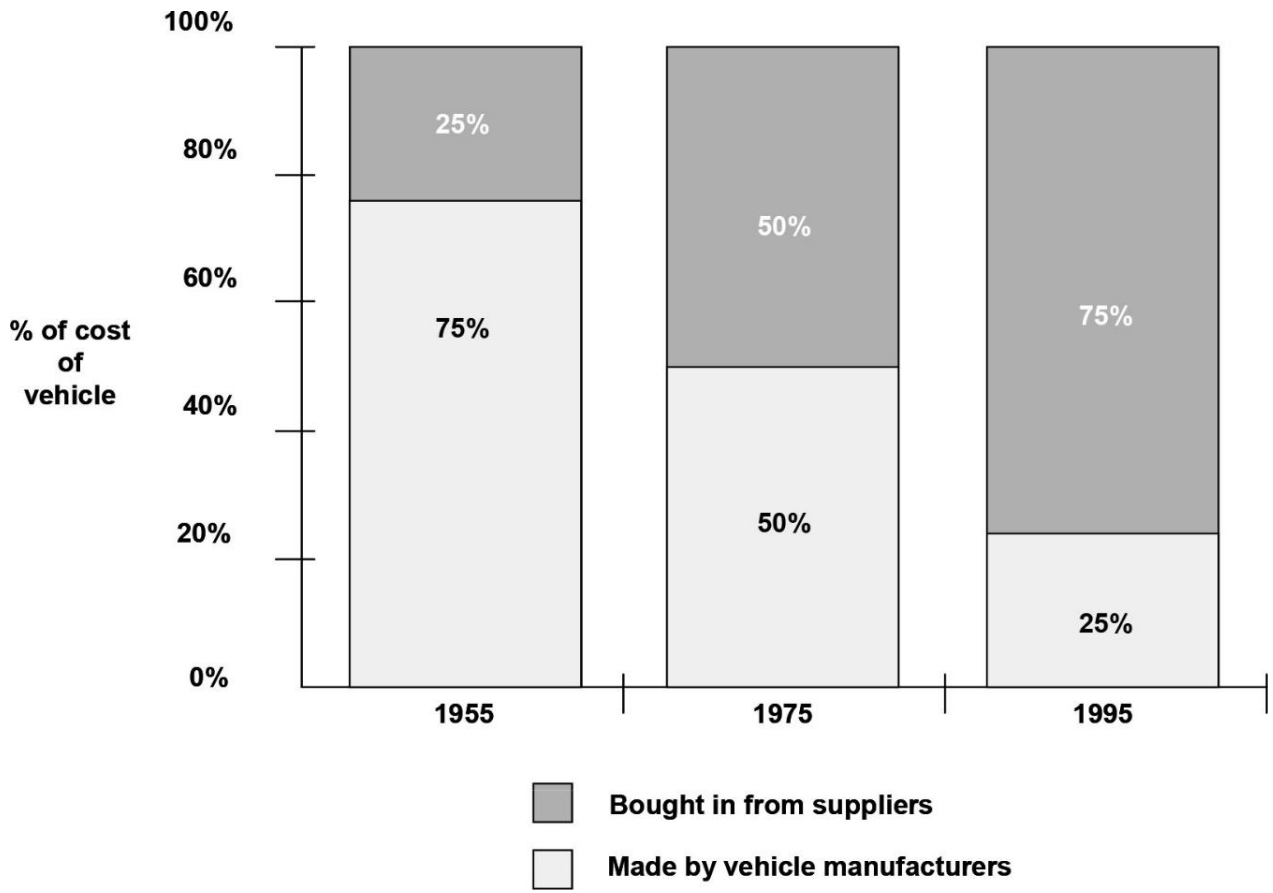
Resources

Exhibit 1: Supplier Pyramid



Source: Helmut Becker, Auf Crashkurs: Automobilindustrie im globalen Verdrangungswettbewerb (New York: Springer, 2007, 2nd edition), p. 168.

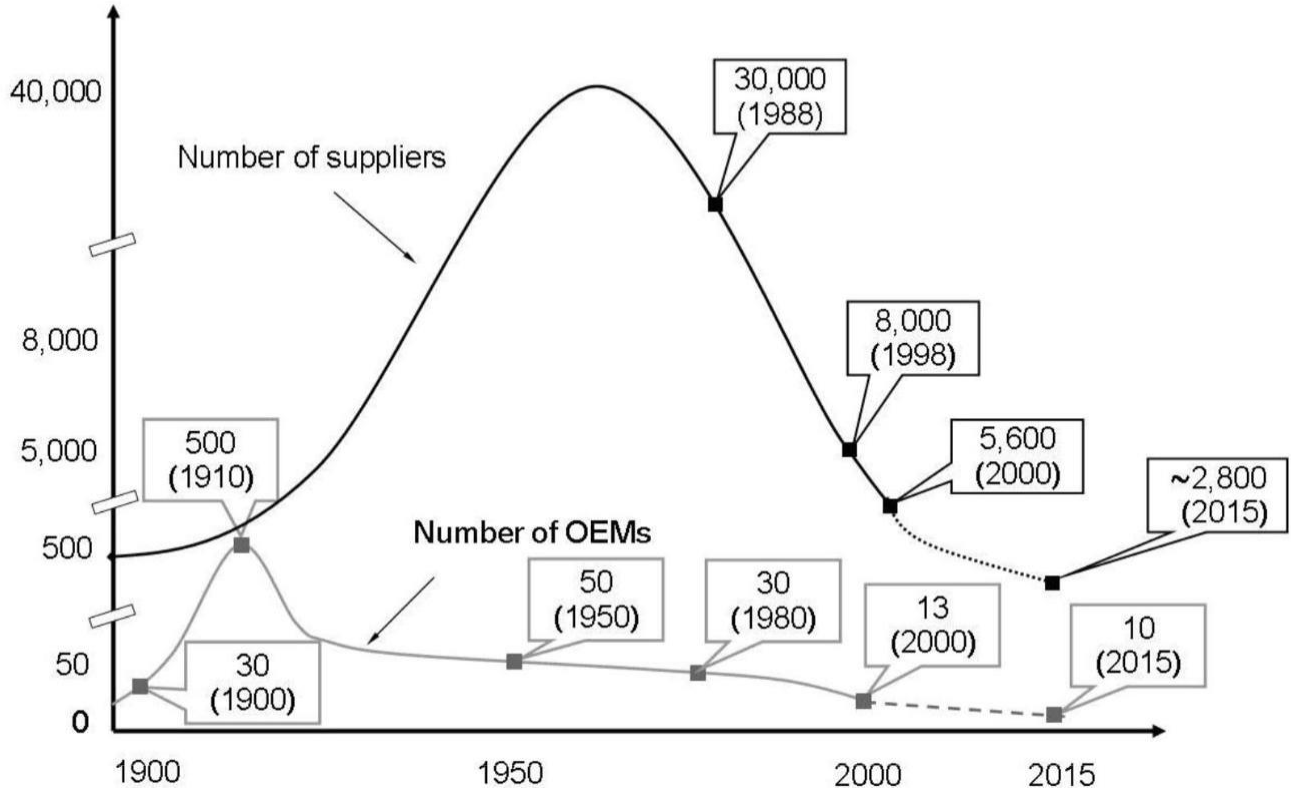
Exhibit 2: Task Split Between Suppliers and OEMs



Source: G.P. Maxton and J. Wormald, Time for a Model Change: Re-Engineering the Global Automotive Industry (Cambridge: Cambridge University Press, 2004), p. 152.

Exhibit 3: Consolidation in the Supplier Industry

Number of companies in the automotive sector



Source: Adapted from http://www.oliverwyman.com/ow/pdf_files/9_en_PR_Charts_Future_automotive_industry_structure_FAST_study.pdf, Copyright © 2007, Oliver Wyman.

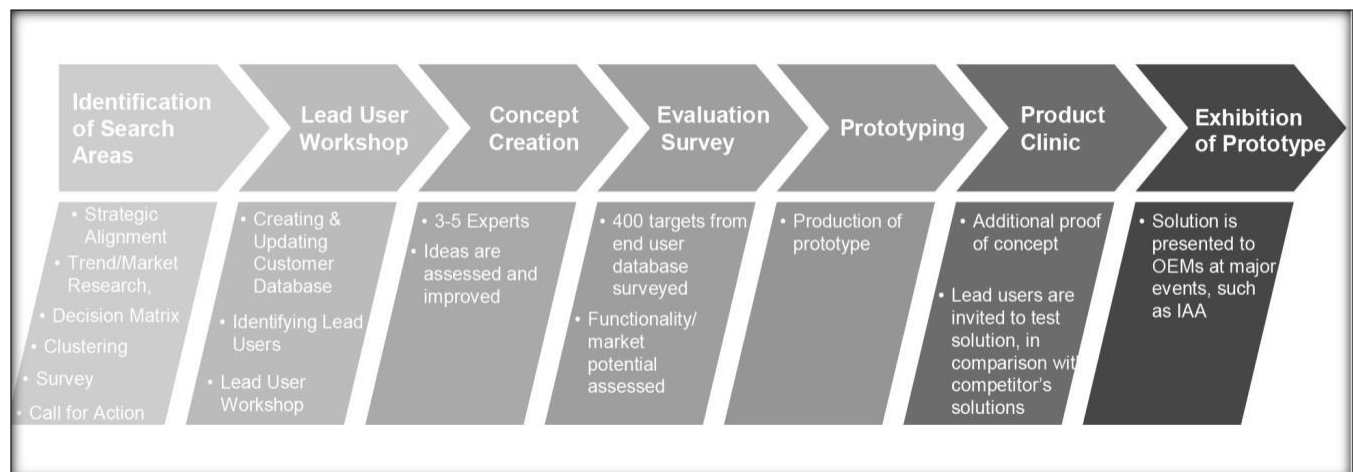
Exhibit 4: Overview Webasto AG

Key Figures Webasto AG	
Headquarter	Stockdorf, Germany
Main R&D Center	Stockdorf, Germany
International R&D	Tokyo, Japan
Production Facilities	Germany, UK, the Netherlands, Italy, Portugal, Turkey, China, Japan Korea, United States (26 in total)

Total Employees	6,286 (2006)
Engineering Em-ployees	817 (13% of total)
Turnover	€1.6bn (2006), of which €1,026 m (64.2%) Europe, €321 m (20.1%) America, €251 m (15.7%) Asia.
Net Profit	€25.7m/1.8% of turnover (2005)
EBIT	€33.4m/2.3% of turnover (2005)
R&D Intensity	8.3% of sales/€133 m. (2006)
Ownership Struc-ture	Independently owned and controlled by founding family.

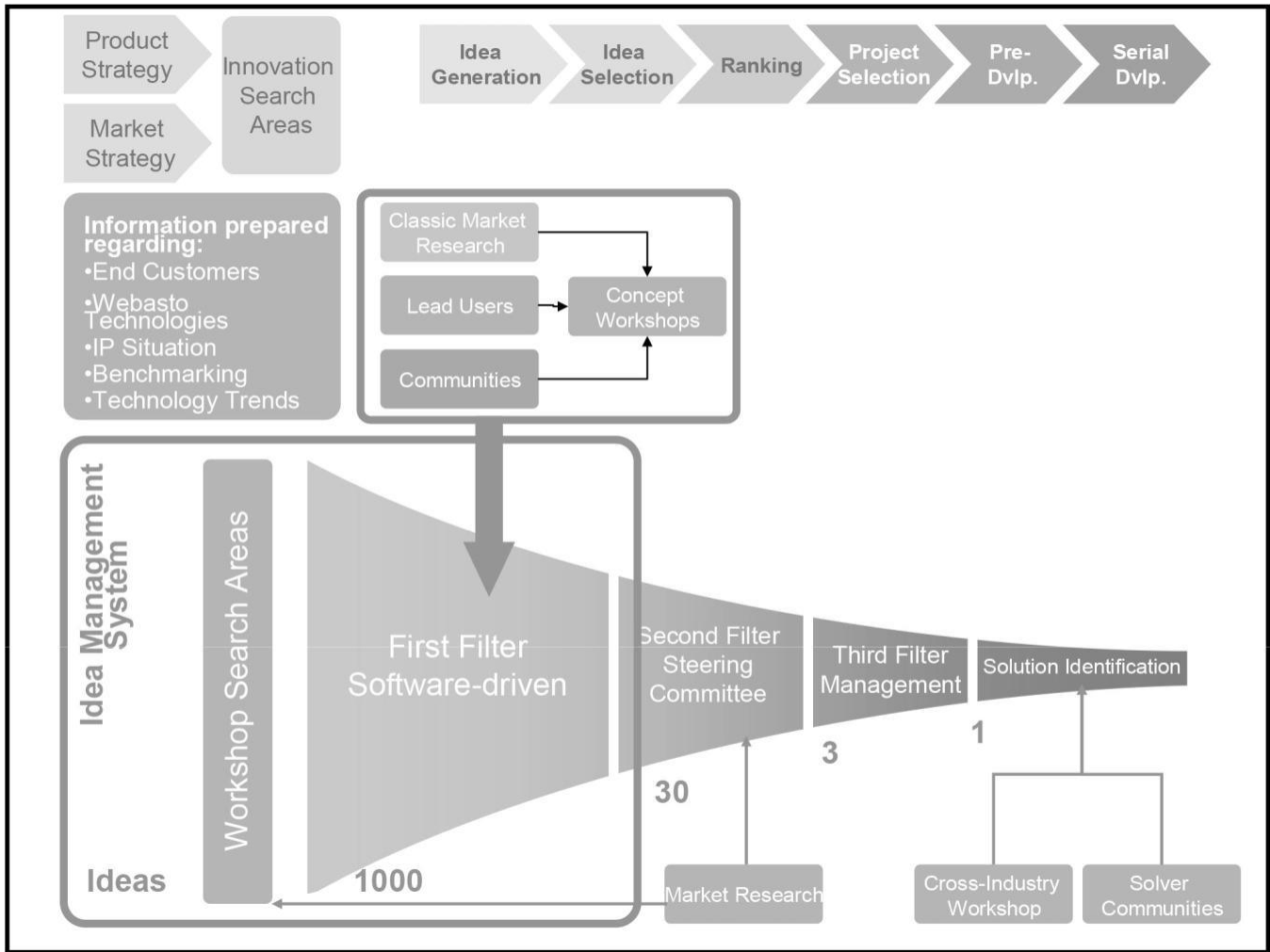
Source: Webasto Company Brochure, 2008; www.webasto.de, accessed 25 June 2008, annual report, 2005; Presentation, 18 July 2006; 31 July 2008.

Exhibit 5: The Lead User Process at Webasto



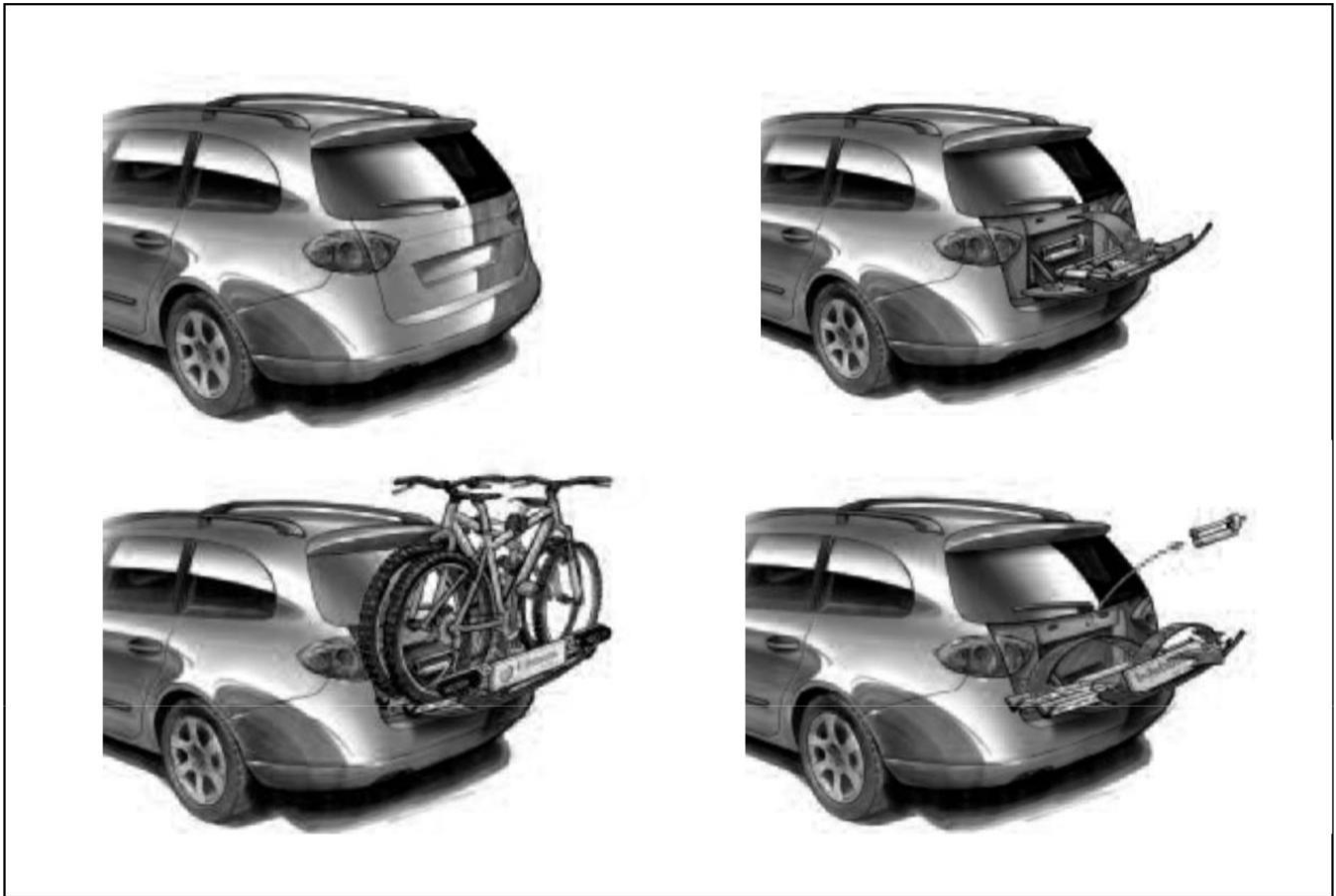
Source: Webasto.

Exhibit 6: New Product Innovation Process at Webasto AG



Source: Case writer’s interpretation of data provided by Webasto.

Exhibit 7: Illustration of the Multi-Purpose-Tailgate (MPT)



Source: Webasto and R. Sünkel, "Multi Purpose Tailgate MPT," 2008. http://www.thyssenkrupp.de/documents/Publikationen/Techforum/techforum_1_2008_de.pdf

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