

Case Questions for MGM B01

Case Questions: Club Med

1. In what areas has Club Med developed a competitive advantage?
2. How defensible are they?
3. How successful is Club Med?
 - What do you conclude from its financial performance?
 - What are the nonfinancial measures of the company's performance, and what do you conclude from them?
4. How serious a threat is the new competition?
5. What is the expected value of a new customer?
6. What is the company's culture and what is its impact on the firm's performance?
7. What impact on sales would an increase in service quality have (i.e., what are the "external" economics of quality)?
8. What opportunity actually exists for Club Med to increase service quality? What are the *relative* costs of its options?
9. What areas should Jacques Giraud be *most* concerned about, areas that he should put on his strategic agenda?
10. What are your recommendations? Jacques Giraud is interested in knowing what changes would have the most leverage on performance

Case Questions: Barco Projection Systems (A)

1. Describe the product line strategy of the Barco Projection Systems Division.
2. On p. 12 of the Barco case, Dejonghe comments that "All of our projections, however, were based on the assumption that Sony would respect our 'vision' of the marketplace." What does this mean? When does one competitor accept another's "vision" of the market?
3. Why did Sony decide to reject BPS's vision of the market in August 1989?
4. How serious a threat is the Sony 1270? What are Sony's objectives?
5. Did Barco make a mistake somewhere along the way—or do things like this "just happen" when competing in high technology businesses on a global scale?
6. What should Barco do now with respect to price?
7. What should Barco do now with respect to its product development plans?

Case Questions: Bluefin

1. Do you ever tweet, text or email while watching TV? If so, why? What motivates people to participate in social TV?
2. Whether you do or not, it seems 40 million Americans do. Are their conversations representative of TV viewers? If not, are the data valuable to TV networks? Are they valuable to media buyers? To brand marketers?
3. Dave Poltrack refers to Bluefin's data as a deep dive and Social Guide's as a more summary picture. What features of the Bluefin system of data collection and analysis make it a deep dive?
4. Why did Twitter buy Bluefin? What might it do with Bluefin's capabilities? Was it wise to shut down sales of its product suite sales?

Case Questions: Colgate Palmolive

1. What changes are occurring in the toothbrush category? Assess Colgate- Palmolive's competitive position.

2. How is the toothbrush market segmented? Compare consumer behavior for toothbrushes and toothpaste.
3. What are the arguments for launching Precision as (a) a niche product and (b) a mainstream brand?
4. What marketing recommendations would you make to Steinberg?

Case Questions: Black and Decker

1. What is the cause of B&D's 9% share vs. Makita's 50%?
2. How does the buying behavior of the tradesman impact the situation?
3. What is Makita's competitive strategy and what role does Milwaukee (the #2 brand in the segment play)?
4. Which action alternative should B&D pursue?

Case Questions: TIVO

1. Analyze the situation from the consumer's standpoint. What is TiVo? What factors facilitate its adoption? What factors make adoption difficult? Who is TiVo best suited for?
2. Now adopt the standpoint of the networks, the advertisers, and the cable/satellite companies: what do they want TiVo to be? Thinking about the competition: What are Microsoft's potential strengths and weaknesses in this market?
3. How would you describe and characterize TiVo's action plan as given at the end of the case? How do you evaluate the planned communication campaign? Does your situation analysis suggest an alternative plan?

Case Questions: Cumberland

1. What is the cost oriented price for the CMI pads ? Please calculate CMI's costs and use appropriate margin assumptions to derive cost based price alternatives.
2. What is the value oriented price for CMI pads? Please use the Colerick and Fazio tests to calculate the "value" to buyers of CMI pads.
3. What price would you recommend overall ? What other issues should you be looking at to determine pricing ? (other than 1. and 2. Above)