**Seamus Company Background and History**

Seamus Company (SC) is the creator of a series of grammar books designed to aid middle and high school students in understanding the grammatical intricacies of the English language using cartoons.

In the company’s first year, it released three titles for middle school students on the topic of verb tenses. They introduced characters like Patricia Present, Peter Past, Calvin Continuous, and Petra Perfect. These cartoon characters are middle school students from Ridgeland Academy. Teachers were given grammar exercises for the students, featuring these cartoon characters.

In the next few years, SC expanded to offer other titles for high school students, based on the original and new characters. Sales grew as more books were sold through magazines and at educational conferences. SC also developed a series of educational DVDs and books that were sold directly to homes.

Over three years, the sales of the company grew. SC made a deal with TechFite, a gaming software company, which led to a video game that sold well at major markets. SC outsourced the game development to an entity in India but retained the rights to it. The identification of the consumer demographic with the characters was significant. SC tried to introduce some less successful initiatives, such as comic books, action figures, graphic T-shirts, and a board game, that have not yet turned a profit.

This year the CEO, Mr. Martinez, is turning over the operations of SC to a board of directors (BoD). He will remain CEO but has added the board level positions of chief operating officer, chief information officer, chief technology officer, and chief financial officer. The director of product marketing, director of sales, director of supply management, director of IT, director of security, and director of product development all answer to the board. In addition to this restructuring, the BoD has asked the directors to develop a plan for cutting costs while still working to build the brand and grow in areas that have proven to be profitable. The BoD would like to find ways to innovate and improve productivity, leveraging IT and the Internet.

This assignment requires you to identify an opportunity for innovation for SC and to persuade the company to use your solution. You will be selling your idea to them and showing them how it will help the company grow.