

THE SITUATION FOR: BEST

- There are two organizations--BEST (red) and CHAMPION (green).
- Both organizations are competing for the same CUSTOMERS.
- Both organizations specialize in applying the human intelligence and creativity of their personnel to their customers' projects by developing new ideas, directions, and applications.
- NARM is a customer. It has retained BEST to work on its project and has given BEST a partial payment on the contract. (See NARM contract on following pages.) NARM's budget is estimated to be somewhere between €30 and €50.
- **There are other potential customers.** It is likely that new projects will be coming in shortly. There is estimated to be about €350 in the economic environment. That is roughly the total amount of money customers must spend on projects at this time.

TRADITIONS

- Each organization has the same traditional **STRUCTURE**:

There are TOPS.

It is the Tops' responsibility to assume the following top positions:

T/CEO: Chief Executive Officer with overall responsibility for the total organization

T/VP INT: Vice Presidents for Internal Affairs with responsibility for internal operations

T/VP EXT: Vice Presidents for External Affairs with responsibility for developing and maintaining quality relationships with customers.

There are MIDDLES.

Each Middle has supervisory responsibility for his or her Bottom group --

M₁ for Bottom Group 1, M₂ for Bottom Group 2, and so forth.

There are BOTTOM GROUPS.

Bottom Groups work on projects as designated for them by either Middles or Tops.

TERRITORY AND MOVEMENT

- With regard to territory and movement in the system:

Traditionally, Tops have their own location, and they can move without permission anywhere.

Middles have their own location and are free to move everywhere except into the Tops' territory.

without their permission.

And Bottoms cannot move out of their territory without the permission of a Middle.

COMMUNICATIONS

- With regard to communications among the parts of the system:

Traditionally, Tops can talk directly to Middles and Bottoms.

Middles can talk to Bottoms and to Tops and to one another.

Bottoms can talk to one another and to their Middle. They can talk to members of other Bottom groups only with the permission of their Middle.

SALARY STRUCTURE

- The traditional salary structure is:

Bottoms are paid at a rate of €1/day per group plus individual and/or group bonuses as determined by Tops and Middles.

Middles are paid at a rate of €5 each 4-day week plus individual and/or group bonuses as determined by Tops.

Tops set their own salaries and bonuses.

TRADITIONS CHANGES

- With regard to traditions: Traditionally, Tops have been the keepers of the system's traditions. They have the authority to maintain the traditions as they are or to change them.

TRADITIONAL FIRST DAY

- Traditionally, during Day #1 Tops may be unavailable to both their organization and the customers. Middles will be in charge during this day. Tops will be using this first day to review and clarify their mission and to organize themselves for the work to be done.

EUROPEAN ASSOCIATION OF RETAIL MERCHANTS (EARM)

CONTRACT WITH BEST AND/OR CHAMPION

- The National Association of Retail Merchants wants to create and institutionalize a new national holiday.
- EARM's interest in this new holiday is the potential it has for stimulating sales for its member retail merchants.
- But EARM wants this holiday to be more than a commercial event. It wants the holiday to capture something that is significant to the American Spirit. They want it to be a holiday that would be widely accepted by the American public as a day worthy of celebration.
- Specifically, EARM wants BEST and/or CHAMPION to develop:
 1. two different possibilities for a new national holiday
 2. a name and a date for each holiday
 3. an identification or logo for each holiday (like santa Claus for Christmas, turkey for Thanksgiving, roses for Mother's Day, etc.)
 4. some thoughts as to how people might spend these holidays--activities? special foods?
 5. a brief and punchy advertising pitch for each holiday that would communicate its importance to the American public.
 6. a recommendation as to which of the two holidays BEST and/or CHAMPION feels would be the most meaningful and most productive for EARM's member merchants.