

A

Case Study Analysis

This appendix considers how to tackle case study analysis.

How to Tackle Case Study Analysis*

At undergraduate, postgraduate and practitioner level, the case study is a well accepted and widely used learning tool. The popularity of case studies in marketing management education is primarily linked to the technique's ability to bridge the gap between marketing theory and practical situations, thus allowing students to apply the concepts they have learned. Success in providing case study solutions, as in real life, is largely determined by the nature and quality of the analysis carried out. Learning how to make decisions about case studies in a logical, objective and structured way is essential. Such decisions must take into consideration all relevant aspects of the marketing and competitive environment, together with an appreciation of the company's resources. Developing the necessary decision-making and analytical skills promotes an understanding of different corporate structures and philosophies and of the implementation of a range of marketing tools. In addition, the learning process allows the risks and problems associated with managerial decision-making to be experienced first hand.

A popular approach to case study learning is to work in seminar or syndicate groups, which helps develop group as well as individual skills—a very positive contribution, given the extent to which managers in real business situations must work in teams. Developing group skills takes time as individuals learn to cope with the differing opinions and views of colleagues. However, this model closely emulates actual work situations in which a working consensus must be reached. Although preparing cases on an individual basis may appear simpler than taking a range of disparate group views into consideration, a more limited range of alternatives may be developed. Nevertheless, tackling cases individually also builds up analytical and decision-making skills.

This appendix is divided into three parts. The first considers the fundamentals of situation analysis, which should be undertaken to give a general overview of the key case issues *prior* to the stages outlined above. The second part reviews the five stages of the case study process, and the third examines the presentation of case study findings.

Situation Analysis

The areas requiring attention are a company's internal position (structure, financial situation, marketing organisation), market analysis, external environment and competition.

Company's Internal Position

An appreciation of the company's internal position, drawing attention to particular capabilities and resources, is vital. This analysis should take into consideration the company structure, financial situation and marketing organisation.

Company Structure The structure of organisations influences operational and managerial decisions. By answering the following questions, students can develop an appropriate overview of company characteristics. This understanding should be used as a basis for assessing how realistic are the various case solutions eventually recommended.

- Is the organisational structure hierarchical or flat?
- Where does the balance of power lie?
- What is the company's mission statement?
- Does the company have particular philosophies?
- What are the key characteristics of the company?
- Is managerial activity delineated by function?

- Who are the key decision-makers for each functional area?
- How do the lines of communication operate?
- What formal and informal decision-making structures operate?

Company Financial Situation Various techniques can be used to assess the financial position of the company. An overview of the financial health of the company can be achieved from the balance sheet and income statement. The web site for this book's sister title *Marketing: Concepts and Strategies*, which can be found at www.dibbmarketing.com, presents details for marketing related financial analyses. Comparing current figures with those from earlier trading periods is especially informative because it allows changes over time to be mapped.

Financial ratios are calculated using information from the basic balance sheet and income statement. These ratios can be used to achieve greater financial insight into an organisation and can be compared with ratios from competing organisations to allow a better understanding of the company's relative position. Sometimes a break-even analysis is also useful.

When using financial ratios, it is important to be aware of the following points. First, ratios represent a snap-shot of a company's financial state at a particular point in time. When comparing the results from more than one ratio, therefore, it is necessary to ensure that the figures applied are from the same time period and calculated according to similar accounting conventions. Second, the way in which ratios are interpreted and used is more important than the figures in isolation. To understand the significance of a particular ratio, it is essential to understand all of the internal and external factors responsible for the financial position reflected in the figures. Once the financial analysis is complete, it is necessary to pull together the different strands of the overall financial picture and identify which issues are likely to have an impact upon the recommended case solutions.

Company Marketing Organisation Evaluating how the company handles its marketing should systematically cover all aspects of the marketing strategy and programmes: marketing research processes and marketing information systems, maintenance of the product portfolio (including new product development), pricing strategies, distribution policy (including the policing and management of distributors), all aspects of marketing communications, personnel, customer and after sales service.

Market Analysis

Understanding market structure and customer requirements is a fundamental stage in any case analysis. The following key questions should be addressed:

Market Structure

- What is the market size?
- What are the trends in market size—is it increasing or decreasing? How quickly?
- How is the market structured? What evidence is there of segments?
- Which segment(s) or customer group(s) is the company targeting?

Customers

- Who are the customers?
- What are the customers like?
- For what purpose do they buy the product/service? What are their needs?
- What features do they look for in the product/service?
- What is the buying process?
- Who and what factors influence them as they buy?
- How do they feel about the product/service?
- How do they feel about alternative suppliers?

It is necessary to assess how effectively the company is reaching its target customers and whether it is geared for expected changes in customer needs and/or market structure. This analysis will have an impact on the solution(s) selected.

External Environment

A wide range of factors from the external marketing environment have an impact on the well-being of an organisation. These include economic, political, societal/green, technological, legal and regulatory issues, as discussed in Chapter 2. Monitoring these factors is important, because changes can have a major impact on a company's business dealings. Recognising the significance of such changes early on can help companies to maximise the positive benefits and minimise the detrimental effects. Early warning of the effects of environmental factors can be achieved by assessing the potential opportunities/threats presented by changes. In case study analysis, as in real life, it is often necessary to extrapolate trends and make predictions regarding the level of future change. It is helpful to remember that most potential threats can also be viewed as opportunities should an organisation have the resources and interest to pursue them.

Competition

Understanding the competitive structure of markets helps companies put their marketing options into perspective. From the customers' viewpoint, buying decisions are based on the strengths and weaknesses of a particular player relative to other available choices. Questions to be considered in relation to the competitive situation include the following:

- Who are the key players?
- How is market share divided amongst competing organisations?
- What competitive positions do the players occupy; who is market leader; which companies are challengers, fast movers, followers and nichers?
- How aggressive are the competing organisations and what are the trends? Is it possible to identify fast movers?
- On what basis are key competitors competing? What are their differential advantages—are these sustainable and how are they supported with marketing programmes?
- Are there likely to be new entrants or competition from substitute solutions?

Understanding the answers to these questions allows the case analyst to appreciate fully the relative competitive strengths and weaknesses of the company and to assess whether or not different case solutions are realistic. It may also be possible to use this information to predict how key competitors are likely to respond to different case solutions.

The Case Study Process

Identify and Analyse Case Problem Areas

After the situational analysis has been conducted, a clear view of the problems/key issues set out in the case study must be developed. Although the use of specific case questions will affect exactly where the key areas lie, the company and other analyses undertaken will usually have revealed a range of problem areas that need to be addressed. Any specific questions can be tackled once these problem areas have been identified. *One* way to make this assessment of the case material and the core issues is to carry out a marketing audit. The marketing audit offers a systematic way of considering all aspects of the company's marketing set-up, within a pre-determined structure. For example, it covers the marketing environment, marketing strategy, marketing organisation, marketing systems and marketing programmes. Carrying out a marketing audit should aid the analysis by:

- describing current activities and results: sales, costs, profits, prices, etc.
- gathering data about customers, competitors and relevant environmental developments
- exploring opportunities for improving marketing strategies
- providing an overall database to be used in developing marketing strategies and programmes for implementation.

Not all cases require or have sufficient information for a formal audit. The initial situation analysis may well give adequate focus and understanding. In more complex cases covering dynamic and competitive markets, the marketing audit can assist in sifting through the market and company data to identify more thoroughly the most pertinent issues.

When developing a list of problem areas, it is necessary to distinguish clearly between symptoms of problems and the problems themselves. Symptoms are defined as the outward signs of an underlying problem or problems. For instance,

symptoms might include falling sales, declining profits and shrinking market share. The problem may be poor understanding of customers, signalling a need for closer links with customers and regular feedback from the marketplace.

The identification of symptoms and problems should start with the biggest problem(s). The associated symptoms can then be pin-pointed and listed. Minor difficulties, whether or not related to the major problems, should be dealt with after the main problem(s) have been determined. It is helpful to signal whether the problems are affecting the company's position in the short, medium or long term.

Derive Alternative Solutions

Selecting an appropriate case solution is an iterative process that should start by generating a number of alternatives. Each potential solution must relate to the case's key problem area(s) and offer a realistic way of solving it. It is not a good idea to spend time reviewing too many similar solutions. Detailed fine-tuning can be carried out at a later stage, once a selection has been made. In some circumstances it is helpful to frame the generation of alternatives around the following questions:

- Where is the company now?
- How did it get to its current position?
- Where does it want to go/what does it want to achieve?
- How can it achieve what it wants and move to where it wants to go?

An understanding of the organisation's current position should already have been achieved through the situation analysis, but explicitly framing the first two questions helps ensure that these issues from the earlier analysis are not overlooked. At this stage it ought to be possible to exclude the more unrealistic solutions, so that the more likely options can be analysed further.

Analyse Alternative Solutions

The next step is a critical evaluation of the proposed solutions. This should involve a formal assessment of the advantages and disadvantages of every alternative. Each proposal should be considered within the context of the company, market, competitor and environmental analyses that have already been carried out. Conducting "What if . . . ?" analyses—in which attempts are made to predict the likely outcome(s) of alternative solutions—can be useful. It is also helpful to list each advantage and disadvantage formally, if possible, ranking the relative importance of each. This ranking should help identify the best solution.

Recommend the "Best" Alternative

Provided that the case analysis has been thorough, deciding on the best solution should not be too complex. Whichever option is selected, the environmental, competitor and market analyses must be double checked to ensure that the chosen solution is consistent with prevailing market conditions. It is rarely possible to identify a course of action that is ideal in all respects, so it is helpful to consider both the acceptability of the various options and the associated risks. Limited data availability and/or ambiguous market conditions may create problems. However, it should be remembered that managers must often make definitive decisions when only limited information is available.

Once a decision has been made, arguments should be prepared supporting the choice(s). In some circumstances, part of the recommendations may be based on the success of initial actions. Some flexibility will be required in responding to the differing circumstances that may arise.

Implement the Chosen Solution

Ensuring that the recommended plans and marketing programmes can be implemented is as fundamental to case study learning as the analyses and choice of the best solution. Consideration should be given to the following issues:

- At which target groups is the solution aimed?
- How will the company's offering be positioned?
- Will this provide a strong basis for competing and differential advantage?
- Exactly how will the solution be implemented?

Marketing mix considerations (product, people, price, promotion and place/ distribution) include the following issues:

- What processes will need to be set up to ensure that implementation occurs?
- Which departments/individuals will take responsibility for the day-to-day implementation?
- When will the solution be implemented?
- What are the likely cost implications of implementing the solution?
- What are the expected benefits of implementing the solution (revenues, cash flow, competitive position, customer perceptions, etc.)?

In real situations, implementation may be affected by a range of interacting factors and unforeseen circumstances. For this reason, it is helpful to recommend a contingency plan, to be followed in the event that the initial recommendations are unsuccessful.

Presenting the Case Study Findings

Various formats can be used to report the findings of case study analysis, among them an informal discussion, a structured formal presentation or a written report. Learning how to present case solutions, like the analysis itself, takes time. While there is a strong personal element in presentational style, the following guidelines are intended to help develop effectiveness in this area. Marketers must be able to make professional presentations and write good reports.

Formal Presentations

Case study presentations can become turgid, clumsy and monotonous, but with care and imagination they can be easily transformed into a lively and interesting forum for debate. The following simple suggestions should assist in this process:

- Keep repetition of the basic case facts to a minimum. After all, other students will probably have read the case study anyway.
- Try to maintain eye contact with the audience. This can be achieved by not addressing the overhead projector screen/overhead projector/board.
- Avoid the use of fully scripted notes. Prompt cards inserted between overhead transparencies or “key word” notes made on paper copies of the transparencies can be helpful.
- Keep visual materials as simple as possible. An audience will have difficulty taking in highly complex tables or slides that are covered in text. Clever use of colour and diagrams can make visual aids easier to follow. Presentation slides or transparencies must *never* be too “wordy” or detailed.
- Use lively material, add the occasional touch of humour and try to involve the audience. Try to vary the presentation format: do not always opt for the formal style of the frontal lecture.
- Avoid using too much material for the presentation time allocated.
- Do not use too many presenters: hand-over time is wasteful and boring for the audience.
- Rehearse! Never be surprised by your own material. Think through in advance the points to be made at each stage of the presentation. Also check any electrical equipment and know how to use it.
- Introduce the presentation, its aims and presenters. Conclude with a brief summary of key points.

Written Reports

The most appropriate structure for writing up a case analysis will depend on the student’s or tutor’s objectives as well as on individual style and any organisation constraints regarding format. Report writing is a skill that takes practice to develop properly but offers considerable rewards when mastered. The purpose of the case study report is to present analyses and recommendations, demonstrating a full and thorough understanding of the situation. The emphasis should be on reasoned argument that supports the key recommendations rather than a mere reiteration of the information presented in the case.

Much has been written about report structure, which is an area of concern for student and tutor alike. Too often reports are submitted with imperceptible structure, verbose paragraphs and no sense of direction or clear recommendations. Although there is no standard report format that can be applied in all circumstances, certain generalisations are possible. Essentially, the report should contain the following:

Background to the Case Study This should give a simple overview of the company/industry and may include an indication of the nature of the market.

Understanding of the Underlying Problem(s) This will probably focus on the areas highlighted by the tutor or in case questions. The problem should be briefly stated at this stage.

Analysis of Case Study Material The analysis part of the case study will involve the most extensive and detailed discussion. It is here that the student reports on the company and marketing analyses undertaken. The length of this part of the report will probably require a series of sub-headings to add structure and clarity to the discussion.

Recommendations with Justifications The recommendations represent the outcomes of the case study analysis and should emerge naturally out of the discussion section of the report. The report itself should already have *told the story*, leaving no surprises about the recommended course of action.

Every report is different, but the following simple checklist of section headings may be helpful to consider when structuring the final document:

- I. Executive/management summary
- II. Introduction (including objectives)
- III. Background to the problem
- IV. Analysis (divided into relevant sections)
- V. Conclusions and recommendations
- VI. Bibliography/references
- VII. Appendices (supporting data and facts)

Points to Remember

- The executive summary should provide a succinct, one or two page account of the entire report. It should explain the background to the case, discuss the key issues and themes, report on the analysis and list the recommendations.
- The report should be as user-friendly as possible, with page numbers, a table of contents, numbered sections and sub-headings. References should be sourced within the main body of the report and then listed in full in the bibliography. Diagrams and tables should also be properly labelled and referenced.
- The writing style should be as clear as possible, free of long sentences and jargon. If jargon is unavoidable, a glossary should explain terms not in common usage.
- Arguments should be supported with appropriate sources (references, statistics, quotes, examples, comparisons, etc.) as available to add credibility to the discussion.
- Data from the case should be used with care and, if possible, interpreted; this may involve extrapolating trends or making predictions regarding the likely outcome of certain activities. Only data relevant to the point being made should be included.
- Any relevant material that would clutter the main body of the document should be placed in appendices. Each appendix should be referred to within the main body of the report and listed in the table of contents.

B

Revision Tips

Each tutor and examination will have specific requirements and ground rules. The views expressed in this appendix should not be allowed to over rule any guidance given by students' own tutors and examination invigilators.

The Paper

Contrary to popular belief, tutors do not generally set examination papers in order to catch students out with trick questions or by referring questions to topics not covered in lectures or course texts. Examinations are based on the syllabuses set and the concepts presented in lectures and course readings. A great deal of benefit will be gained from attending lectures and hearing tutors' views about key concepts. There is no substitute for painstaking, thorough revision, commenced well before examinations are due to be taken. There is probably little point in spending time trying to "question spot" by looking at papers from previous years. The syllabus in the current year is not necessarily the same as in previous years, and tutors may not even refer to earlier papers when designing current examinations. This means that there is rarely a pattern in the topics which are chosen.

Coping with Examination Conditions

Very few people enjoy taking examinations. MBA and master's degree students may not have sat an examination for a long time. Not surprisingly for many undergraduates and postgraduate students, examinations are stressful. Although there are no easy ways to eliminate this problem, steps can be taken in the examination itself to make the experience less traumatic.

- Manage time as effectively as possible. The format of the examination will specify the number of questions to be answered. There is no point in answering too many questions, as credit will not be awarded for the "extra" answers. Failure to answer enough questions, on the other hand, *undoubtedly* will result in low marks being awarded for the paper. Poor time management is generally the main reason for poor examination performance (assuming a reasonable level of revision has been undertaken!). Leave a few minutes at the end to check back through answers.
- Read the questions properly and then answer the question actually set. Remember that the questions are there to help lead students to provide the answer that tutors are seeking. It is good practice to read each question *at least twice* to check that what is required is completely clear. There are two types of problems with answers that do not tackle the question that has been set. (1) Total misunderstanding of what is required. This is extremely rare. The papers are carefully checked by the staff teaching the courses, and often by an external examiner, to minimise the chance of any ambiguities. (2) Latching onto one key word or theme in a question. Sometimes individuals spot a particular word or phrase in a question and then tell their tutors absolutely everything they know about this particular topic. In some cases they do not, however, discuss the issue in relation to the question asked! Once again, the more carefully the question is read before starting to answer it, the less likely this problem is to arise.

Format of Answers

It is important to give some thought to how ideas can best be presented in the examination. The following suggestions should help:

- Use examples to illustrate answers. Marketing is a practical subject, so it is important to demonstrate understanding of how the theoretical concepts work by referring to examples. Some questions may specifically state a named example (product, brand or company), which must be referred to in the answer. In such questions, it is essential that answers do use this named example and that the pertinent theoretical concepts are related to it. Some questions may ask students to illustrate their answers using examples of their choice. The tutors' aim in asking such questions is to require students to demonstrate their genuine understanding of the concepts taught in a course.
- It is a good idea to prepare some examples in advance of the examination. It is much easier to think about possible examples away from the pressure of the examination itself, and doing so should also save precious time. Take a break from the pain of revision and wander around the supermarket: it is surprising what can be learned there about new products and brands and how they are marketed. Spend some time watching television advertisements or browsing through magazines for example ideas. Magazines aimed at the marketing profession, such as *Marketing*, *Marketing Week* or *Campaign*, all have lively, interesting articles and also present up-dates on new and existing products and marketing campaigns. Copies of these magazines are available in most libraries or by order from newsagents.
- Think about the structure of answers. At the very least, make sure that each answer starts with a "scene setting" introduction and finishes with some kind of conclusion or summary. A summary helps to check that the question really has been addressed and reminds tutors of an answer's key points.
- Try to avoid the "wallpaper syndrome"—pages and pages of script completely uninterrupted by new paragraphs, headings, figures, etc. Make sure that each answer has a clear structure, that key points stand out and are easy to follow. Have an answer plan and relate sub-headings to this plan. Make sure your writing is easy to read!
- Be sensible about diagrams. Diagrams are often a useful tool to use in answers. They can illustrate points or models in a concise and easy to follow manner. However, do not spend too long drawing them! A simple sketch is worth as many marks as a perfectly drawn and multi-coloured piece of artwork. Also, remember that the diagrams used must still be briefly explained in the text: they cannot entirely take the place of written analysis.

Commonly Asked Students' Questions

1. *How long should my answer be?*

This is really impossible to answer. As might be expected, the quantity and quality of answers are not necessarily correlated. The variation in handwriting size also makes this impossible to judge. A typical essay answer, in say 45 minutes, for someone with average handwriting might vary from between three to six pages!

2. *What should I do if I run out of time?*

First of all, please do not! If, despite best efforts to manage time, this problem arises and the end of the examination is approaching fast, complete as much of the rest of the paper as possible in brief note form. This is probably not going to score as many marks as a more considered and reasoned explanation, but at least it will show the areas that would have been covered.

3. *I don't have time to revise all of the topics, so which ones should I leave out?*

Unfortunately, there is no easy answer to this one! Of course everyone has to undertake revision as efficiently as possible, but the laws of probability dictate that the more topics cut out of revision, the greater the risk that too few will be known well enough to answer the tutors' selections of questions.

4. *Should I use essay or report format?*

Most tutors do not mind which format is adopted as long as the answer is legible, well structured and clearly addresses the question as set. Some examination papers may specify a required format in the opening instructions. Always read and understand an examination paper's covering instructions. You must adhere to these requirements and your own tutors' guidance. Remember that tutors may be marking many examination scripts, so produce clear answers that are unambiguous and easy to read.



Careers in Marketing

Although jobs in marketing are numerous and varied, not everyone will find a career in marketing satisfying. The work associated with a particular career should be enjoyable and stimulating. Because you will spend almost 40 per cent of your waking hours at work, you should not allow such factors as economic conditions or status to over ride your personal goals as you select a life long career. Too often, people do not weigh these factors realistically. You should give considerable thought to your choice of career, and you should adopt a well planned, systematic approach to finding a position that meets your personal and career objectives.

After determining your objectives, you should identify the organisations that are likely to offer desirable opportunities. Learn as much as possible about these organisations before setting up employment interviews; job recruiters are impressed with applicants who have done their homework. Company web sites now simplify this task.

When making initial contact with potential employers by mail, enclose a brief, clearly written letter of introduction. After an initial interview, you should send a brief letter of thanks to the interviewer. The job of getting the right job is important, and you owe it to yourself to take this process seriously.

The Résumé or Curriculum Vitae

The résumé or curriculum vitae (CV) is one of the keys to being considered for a good job. Because it states your qualifications, experiences, education and career goals, the résumé is a chance for a potential employer to assess your compatibility with the job requirements. For the employer's and individual's benefit, the résumé should be accurate and current.

To be effective, the résumé can be targeted towards a specific position. This document is only one example of an acceptable résumé. The job target section is specific and leads directly to the applicant's qualifications for the job. Capabilities show what the applicant can do and that the person has an understanding of the job's requirements. Skills and strengths as they relate to the specific job should be highlighted. The achievement section indicates success at accomplishing tasks or goals within the job market and at school/college. The work experience section includes educational background, which adds credibility to the résumé but is not the major area of focus; it is the applicant's ability to function successfully in a specific job that receives the major emphasis.

Common suggestions for improving résumés include deleting useless information, improving organisation, using professional printing and typing, listing duties (not accomplishments), maintaining grammatical perfection and avoiding an excessively elaborate or fancy format. One of the biggest problems in résumés, according to a survey of personnel experts, is distortions and lies; 36 per cent of the experts thought that this was a major problem. People lie most often about previous salaries and tasks performed in former jobs. Present career/education details in reverse order, since your most recent exploits are of most interest to potential employers. A good CV or résumé is essential.

The Interview

Most job searches involve interviews. The Davis Company, a leading firm of careers consultants, offers the following tips for candidates being interviewed:

- Work out what are your essential and desirable criteria for the new job. Do not lose sight of these during the interview.
- Prepare well. Find out about the company's products/services and the person who is interviewing you.
- Do not be late.
- Be smart, clean and presentable. Do not look glum.
- Be comfortable in your seat.
- Answer the questions asked. Do not ramble.
- If you are not sure of the question, ask for clarification.
- Keep focused on the current question. Do not be phased by interruptions.

- Ask questions. Show interest and enthusiasm for the business.
- Listen carefully.
- Maintain eye contact, but do not stare. Do not appear furtive.
- Be positive and up-beat. This is paramount!
- Do not discuss politics or contentious issues.
- Do not make—or appear to make—instant judgements.
- Do not criticise strongly your current employer or college.
- Ask if there are any other questions they need to ask you.
- Clarify the rest of the interview/recruitment procedure.
- Do not be afraid to ask for the job!
- Jot down the essential points of the interview afterwards—you will only remember subsequently a tiny part of what was said.
- Go for it!

Types of Marketing Careers

A separate volume of *Marketing Essentials* would be needed to describe fully the multitude of marketing career options. The typical hierarchy within marketing commences with the junior marketing assistant, then includes marketing or brand managers of varying seniority, progresses to the marketing director (who may or may not have a seat on the Board) and finally reaches the senior directors of the business. The choice initially relates more to the sphere of activity. An opportunity may arise in a marketing services operation such as a management consultancy, direct mail house or marketing research agency; or with a manufacturer, wholesaler, retailer or dealer; in the public sector, service sector or not-for-profit sector; or with a consumer, services or business-to-business marketer. The following list indicates some of the wide selection of options:

- Marketing research—agency or in-house
- Market insight—data analysis up to strategy formulation
- Selling—retail, wholesale, dealer or for a manufacturer
- MarComms—advertising, public relations, sales promotion, sponsorship, direct mail: creative, planning or strategy
- Telemarketing, telesales, direct marketing
- Business-to-business buying
- Distribution management
- Product management/brand management
- Retail management

Each of these facets of marketing has been explored in *Marketing Essentials*. Careers consultants will be able to explain the opportunities currently available in more detail. The classified sections of the weekly trade magazines, such as *Marketing* or *Marketing Week*, provide a good indication of where there are openings and on what terms.

Good luck in your search for a career in marketing! We hope that *Marketing Essentials* has increased your understanding of and interest in the world of marketing.

* This overview is an abridged version of the guidance offered in Sally Dibb and Lyndon Simkin, *The Marketing Casebook: Cases and Concepts* (Cengage: London, 2001).