

2018

Group Assignment

Total Marks: 100

The module does not have a traditional group assignment because it is a non-exam module. However, the group assignment mark consists of five separate group activities. These activities are:

- four case studies to be handed in for grading (4 X 20 marks = 80 marks), as well as
- a class presentation on one of the interesting topics listed below (20 marks).

The four case studies are scheduled during class sessions for discussion and submission. Note that you are required to do proper research on the Internet and elsewhere and then answer the questions pertaining to each case study. Each case study should consist of a proper introduction to the company, the answers to the questions and a conclusion. You are welcome to make use of graphs, pictures and other material to better state your case.

Potchefstroom and Vanderbijlpark students: The four case studies are scheduled during class sessions for discussion and submission. *(Failure to submit as per schedule will lead to a zero mark for the case study. Do not be late!)*

Mafikeng students: E-mail your case studies to the lecturer Christo.bisschoff@nwu.ac.za on or before the dates specified on the work programme. *(Failure to submit as per schedule will lead to a zero mark for the case study. Do not be late!)*

Submission dates

Case study	Potchefstroom	Vanderbijlpark	Mafikeng
1. Remington	18 Aug	20 Aug	20 Aug
2. Jane Walker	8 Sep	10 Sep	10 Sep
3. Doberman	22 Sep	24 Sep	24 Sep
4. Indian Motorcycles	6 Oct	8 Oct	8 Oct

- **Potchefstroom and Vanderbijlpark groups submit during class sessions.**
- **Mafikeng students e-mail assignments to Christo.bisschoff@nwu.ac.za.**

Note that you are required to do proper research on the Internet and elsewhere and then answer the questions about each case study. Each case study should consist of a proper introduction to the company, the answers to the questions and a conclusion. You are welcome to make use of graphs, pictures and other material to better state your case.

The details of the case studies can be found on the module's eFundi site – see the “Case studies” heading.

MBA CASE STUDIES 2018

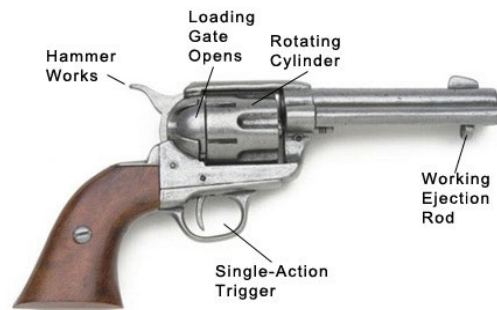
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Case study 1: How the Wild West was won...Remington firearms

Although it is commonly believed that the Wild West was tamed by the iconic Winchester repeater rifle and the trusty Colt Peacemaker, the role that Remington as firearm manufacturer played cannot be underestimated.



Winchester rifle



Colt Peacemaker

Remington also had a number of iconic guns ruling the west. The notorious derringer was one model favoured by cheating poker players and women, while many cowboys preferred the gun to the Colt. Also, the Remington was favoured by some army regiments (In the world of guns, becoming a supplier to the military almost always guarantees success of a company).



Remington Model 95
Derringer



Remington "Old" Army model

Another key success factor is proper research and development of suitable calibres for whatever purpose – and if the defence force contract can be negotiated for the specific calibre, success soon follows from munitions manufacturing sales.

1. Do a brief analysis of the Remington's history and indicate how they achieved success with regard to product their product range and mix (rifles, revolvers, ammunition?) focussing on the post 1970's era. Consider Remington's market share and explain why the company was such a successful icon up to the turn of the century.
2. Now, jumping to modern times, heartbrokenly Remington just filed for bankruptcy and debt protection. (The once proud Winchester Repeater Rifle Company also ceased to exist and modern Winchesters are manufactured by the Miroku factory in Japan). Where did Remington fail? Do an analysis and determine what the reasons are why Remington is now in a dire fight for survival. (*Hint*: See the Ford Edsel case and use the "Market and 4-P test" to try and determine if it is the market or the marketing mix that failed Remington).
3. Additionally, analyse the macro environment to determine if there are other factors playing a role?
4. After your thorough assessment of Remington and its business environment, advise the management of Remington how they should address the situation to get the company firing on all cylinders (well bullets...)

Case 2: Jane Walker

The whiskey distiller Johnny Walker traditionally targeted male whiskey drinkers. They proud themselves as one of the “real whiskey” (Scotch) distillers. Johnny Walker also segmented their markets well, associating their colour labels with distinct market segments. However, lately the popularity of whiskey extended into the female market. Estimations are that up to 40% of bourbon drinkers are women. Competitors like Jim Bean, Jack Daniels as well as a wide range of superb Kentucky bourbons service every male market segment that Johnny Walker competes in, and now they are also tapping into the female market. Colorado bourbon is also gaining ground in a hurry.

In this emerging women market, Johnny Walker identified a new market segment, namely women as whiskey drinkers. In 2017 they launched Jane Walker and also changed the label to reflect a stylish woman.

<https://www.wantedonline.co.za/navigator/drinks/2018-03-01-the-name-is-walker-jane-walker/>

<https://mic.com/articles/188186/what-female-whiskey-lovers-actually-think-about-jane-walker-the-new-scotch-brand-for-ladies-from-johnnie-walker#.Q4F6nfWc1>

1. Compile a table with a list of whiskeys that Johnny Walker market, and each market segment each colour target. Shortly list the range of whiskey labels produced and marketed by Johnny Walker. Identify each product (or label)'s market segment. Now, identify if the specific need Johnny Walker identified in each segment can be evolved into the female market. If this is possible, clearly show in your table how each (if any) of these whiskey segments can now target women specifically without damaging its current well-defined market segment.
2. Carefully consider the Jane Walker and analyse the market segment closely. Do a proper analysis of the market segment and clearly define the market segment of Jane.
3. Considering your research on the Johnny Walker segments, and the description of the segment that Jane Walker is targeting, advise Johnny Walker if they should evolve one of their colour labels to include women whiskey drinkers, or if they should start to expand Jane and to add another female segment (if so what strategy would you suggest?). Motivate your answers clearly. Take care that your advice does not pirate Jane Walker or cause the market segment of the Johnny Walker label to lose its segment characteristics. Motivate your answers.

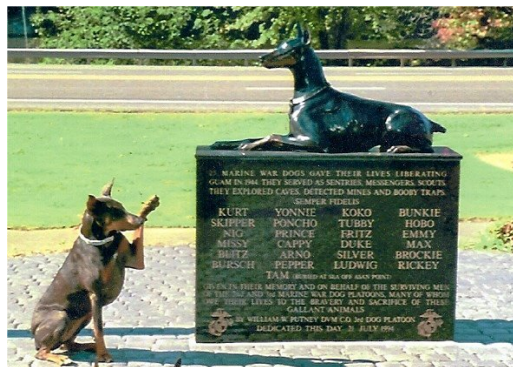
(Take note that in this case study we focus only on the core product of Johnny Walker, namely its whiskey and not additional products such as liquors, bar utensils, and whatever they may also have diverted into.)

Case 3: The Doberman: Finding a new market

Each dog breed has its own unique characteristics. Historically most breeds were bred as working dogs and not pets, protecting, hunting or whatever needs their owners required assistance with – a trusty dog would fill these footsteps. This is also true today where sheepdogs gather flocks of sheep, guard dogs protect their owners and even the blind and handicapped benefit for guiding and other services such a therapy. Presently research focus on the ability of dogs for early cancer diagnoses.

Historically two breeds were favoured for security, police and army work; the Doberman and the German Shepard. Lately, however, a wide array of dog breeds entered the scene. Here the Rottweiler entered as a major competitor in the guard dog market, also to be ousted by other breeds.

The Doberman was first introduced to the battlefield during the 2nd World War at the Isle of Guam where a statue of the monument of the leading Doberman “Kurt” is still on display as a memory of the “Devil dogs” (early Dobermans were described as “robust, with no trace of fear — not of the devil himself”) and their tales of bravery and lives on even today.



Kurt was one of 25 dogs who were killed in battle in Guam. He was killed after saving 250 men when he silently alerted them to the presence of a large enemy column approaching the dense jungle. His handler wouldn't leave his side when he was injured, even bringing him into his tent where he died the next morning. A memorial statue of him was erected in 1994 there along with a list of names of other 24 dogs that were killed while serving there. 3/4(75%) of dogs that served in WWII were Dobermans and were known as "devil dogs".

Read more about the breed: <https://en.wikipedia.org/wiki/Dobermann>



Although the Doberman were portrayed as a vicious dog, and its popularity with police and military added to this perception, Hollywood is probably to blame for the fear of the Doberman by the general public. Typically Apollo and Zeus in the Magnum PI series contributed to this believe, while movies such as “The Doberman Gang” (see poster below) did not add to the breed’s popularity.



Watch the movie here: <https://www.youtube.com/watch?v=Xm2RTxqG5UE>

However, during the end of the last century the breed started to lose popularity in South Africa as a guard dog with the police and military. Although still popular with private security, the breed is no longer the only dog of choice. Interestingly, the German Shepard retained its market position and is as popular as ever.

The Doberman Breeders noticed and selected breeding characteristics such as temperament and started to specifically breed Dobermans as pets while retaining its original work characteristics – that is to protect its owner. No longer are the ears snipped which improved the “mean” look of the Doberman significantly, however, developing a pet-market for the Doberman is not that easy accomplished. There may also be other viable market segments to position the Doberman as breed.

Some leading breeders with good websites are:

- Trustdore <http://www.trustdore.com/>
- Caldonne Donnehaus
http://www.dobermannsouthafrica.co.za/index.php?option=com_content&task=view&id=18&Itemid=33
- Haverhill Dobermans <http://www.haverhilldobermanns.co.za/>

The breeders request your group as business specialists to:

1. Analyse the breed characteristics and find a market segment(s) that match the specific breed.
2. Advise the Breeders' Association how to professionally market the breed to these specific market segments.

Case 4: The Time Machine... Indian motorcycles

The ultimate in motorcycle riding is the Harley... or is it? One strong competitor (like Harley also a pre-world war 2 relic) is challenging Harley directly and starts to gain market share worldwide.

Learn about Indian's history: <https://www.youtube.com/watch?v=Pke7bwhr3NY>

Indian has also opened up shop in South Africa.

<https://www.indianmotorcycle.com/en-us/>

<https://www.indianmotorcycle.co.za/>

Please note: Concentrate specifically on the *Indian Chieftan* model as the competitor to Harley in your analysis.

1. Do a market segment analysis that describes the target market segment of Harley Davidson in South Africa clearly. Then, match the product offering of Harley to the segment characteristics.
2. Now consider the Indian bikes and how well they fit the identified market share of Harley. Clearly identify matched that Indian can use to compete with Harley in this segment and also note where Indian might have the advantage (or disadvantage) in their competitive stance.
3. Formulate a competitor strategy for Indian motorcycles to attack the market segment Harley is dominating. Focus your strategy specifically for the South African market.