12.6 Integrated case

Name: _____ Class: _____ Date: _____ **Total: 14 marks**

KEY WORDS case analysis

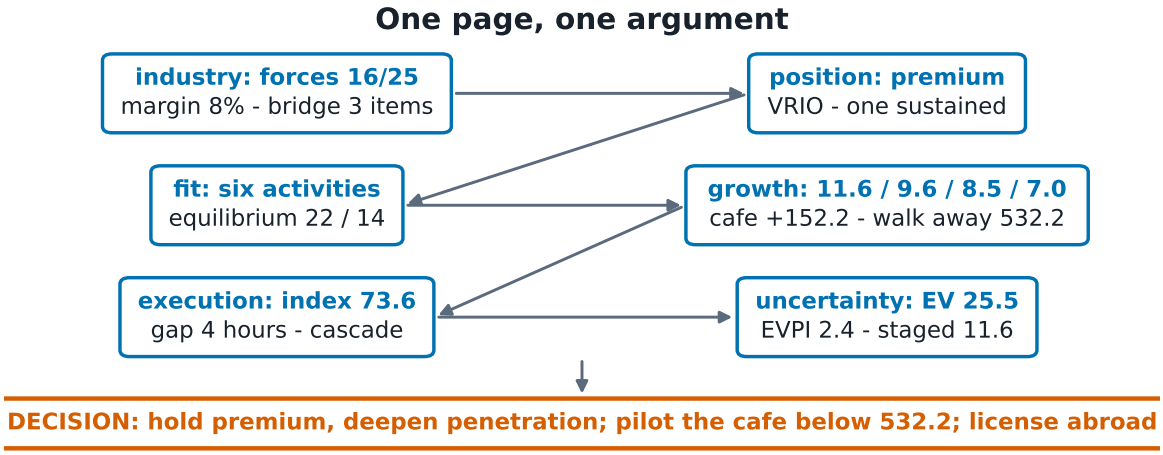
Objective

Assemble situation, frameworks, options, decision and review into one defensible page.

1 Key knowledge and worked examples

■ The case discipline

Situation - scored frameworks - numbered options - decision - risks and review. Evidence for every claim; a number for every argument; no framework without a decision at the end.



Each box recomputes from its unit

■ Worked example. The bakery memo

Forty words carrying 16/25, 22/14, 11.6, 532.2, 4 hours, 25.5 and staged 11.6 - with three review triggers ✓.

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2 Practice

Draft the one-page case for the GYM FRANCHISE from sheet 12.1-12.5 (forces 17/25, margin 13.2%, equilibrium (Specialty, Hold) 18/12, schools EV 9.0k, farm-shop walk-away 369k, scorecard 72.3 with a 6-hour gap, launch EV 14.2 with EVPI 2.0).

2.1 The situation, in two lines with its two headline numbers. [3]

2.2 The options ranked, with their EVs or valuations. [4]

2.3 The decision, in at most twenty words, each clause carrying a number. [4]

2.4 Three review triggers with numbers and dates. [3]

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Solutions

2.1

- Two lines naming structure and position: forces 17/25 with entrants the binding force; margin 13.2% held by brand (sustained VRIO) - equipment and trainers parity.

2.2

- Schools 9.0k > penetration 8.7k > frozen 6.0k > farm shop 3.0k; farm shop buy only at or below 369k; specialty position (equilibrium 18/12) is the base, not an option.

2.3

- E.g. hold specialty; win the schools contract; buy the farm shop only below 369k with a staged pilot; close the 6-hour gap by promotion - each clause a number above.

2.4

- Any three with number and date: activation 31-45% by Q3; supervision gap 6-0 hours by June; pilot sign-ups below 60% by week 3 lapses the option.

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