



Race to the South Pole

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Challenge

While there seems to be no real barrier to entry in the market, the Italian company is struggling to compete globally.

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SWOT Analysis

Strengths: Technological innovation, Quality, Brand reputation

Weaknesses: Limited distribution, High production costs

Opportunities: Growing market, New technologies

Threats: Intense competition, Economic downturn

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Key Issues

- > Lower sales than expected
- > Cultural differences
- > Distribution problem Benelli

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Options

- Option 1: President Obama
- Option 2: Central Place
- Option 3: Old Best
- Option 4: Booming Business

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Solution

Option 4: Booming Business is the most viable solution as it leverages the company's strengths and addresses its weaknesses. It also offers the highest potential for growth and profitability.

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Thank you for your attention

How?

1. Establish a strong distribution network in key markets.
2. Invest in research and development to improve product quality and reduce costs.
3. Launch targeted marketing campaigns to increase brand awareness and attract new customers.
4. Form strategic partnerships with local distributors and retailers.
5. Focus on customer service and support to build loyalty and repeat business.
6. Monitor market trends and adjust strategy accordingly.
7. Collaborate with industry experts and consultants for valuable insights.
8. Stay agile and adaptable to changes in the market.

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Solve Matrix

	Option 1	Option 2	Option 3	Option 4
Technological Innovation	High	Medium	Low	High
Quality	High	High	High	High
Brand Reputation	High	High	High	High
Limited Distribution	Low	Low	Low	High
High Production Costs	Low	Low	Low	High
Growing Market	High	High	High	High
New Technologies	High	High	High	High
Intense Competition	High	High	High	High
Economic Downturn	Low	Low	Low	High

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Costs?

Investment in distribution network: \$500,000

Investment in R&D: \$200,000

Marketing and advertising: \$100,000

Operational costs: \$300,000

Total investment: \$1,100,000

Item	Cost
Investment in distribution network	\$500,000
Investment in R&D	\$200,000
Marketing and advertising	\$100,000
Operational costs	\$300,000
Total investment	\$1,100,000

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Challenge

Marta Zhang needs to figure out how two totally different companies with other visions and cultures can work together and combine efforts.

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Key Issues

- > Lower sales than expected
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SWOT Analysis



Strengths

- Sports image(quality)
- Low costs(quantity)



Weaknesses

- Distribution network
- Market knowledge



Opportunities

- Scooter market
- Customer service



Threats

- Japanese competitors
- Company differences

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Options

Option 1: President Obama

Option 2: Central Place

Option 3: Old Best

Option 4: Booming Business

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Solve Matrix

	Option 1 <i>President Obama</i>	Option 2 <i>Central Place</i>	Option 3 <i>Old Best</i>	Option 4 <i>Booming Business</i>
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Suitability	11	13	12	19
Acceptability	7	8	6	6
Feasibility	10	8	10	12
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Total points	28	29	28	37



Solution

Option 4: Marta's Benelli must cooperate with Generic and Keeway Motor to penetrate the European scooter market by developing a new basic scooter line funded by QJ and altered for each specific region.

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How?

1. Contact QJ and tell them about the "Booming Business"
2. Develop mechanisms for managing and coordinating with all European partners in terms of communication and R&D
3. Start a R&D project with these partners in which the three R&D departments will work together to create the European designed scooter.
4. When R&D is completed, set up production lines within the QJ factory in China
5. Start manufacturing the basic model scooter
6. Keeway, Generic and Benelli will each import the scooter model and apply the finishing touch to make them target specific regions.
7. In the meantime you must set up a great system of distribution to improve the cooperation between Benelli, Keeway Motors and Generic.
8. You must invest in marketing, especially for sales promotion, post-sales assistance and customer care.