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- 1) Intro & External-Observational trends → Tracy
 - 2) Porter's five forces → Melanie
 - 3) Strength & Weaknesses → Michelle
 - 4) Internal → Louise
 - 5) Alternatives & Solutions → Justin
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20. **Answer: D** The word "must" is a modal verb that is used to express necessity or obligation. It is followed by the base form of the verb. In this case, the base form of the verb is "pay".

- 50% of all MNT used to replace missing organic material in the soil
- 50% of all fertilizers
- 50% of all hormones
- 50% of all used and lost organic substances (MNT)
- Prohibited products
- All used organic fertilizers must contain q_{org} organic content (various methods)

A small illustration of a glass jar with a brown lid. The label on the jar reads "WHAT IS THE SHELF LIFE OF YOUR Food?" in a mix of bold and cursive fonts.A small illustration of a glass jar with a brown lid. The label on the jar reads "WHAT IS THE SHELF LIFE OF YOUR Food?" in a mix of bold and cursive fonts.

With their e-commerce

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11/11/2016

- *W. fabae* (1880) (the "black bean")
- *Leguminosae* and *Phaseolaceae* (which should group together, it turned out both legumes, and the beans)
- The fabaceae is a distinct order below angiosperms, which are mostly dicotyledons, with the first 4 sub orders: Fabiales, Faboideae, Rosales, and Rosoideae
- *Phaseolus* is the most important bean family, and contains the most bean types

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Dependencies	Threats
–	

[illegible]

- **Thick** = mostly made a solid mixture with thickener (like the thick part of milk) but it usually contains no fibres and other water-soluble

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EXTERNAL		EXTERNAL	
EMPLOYING FIRM Firm 1 (a)		Firm 2 (b)	
1. W_1 given W_2 is $\frac{1}{2}$ 2. W_1 given W_2 is $\frac{1}{2}$ 3. W_1 given W_2 is $\frac{1}{2}$ 4. W_1 given W_2 is $\frac{1}{2}$ 5. W_1 given W_2 is $\frac{1}{2}$	1. W_1 given W_2 is $\frac{1}{2}$ 2. W_1 given W_2 is $\frac{1}{2}$ 3. W_1 given W_2 is $\frac{1}{2}$ 4. W_1 given W_2 is $\frac{1}{2}$ 5. W_1 given W_2 is $\frac{1}{2}$	1. W_2 given W_1 is $\frac{1}{2}$ 2. W_2 given W_1 is $\frac{1}{2}$ 3. W_2 given W_1 is $\frac{1}{2}$ 4. W_2 given W_1 is $\frac{1}{2}$ 5. W_2 given W_1 is $\frac{1}{2}$	1. W_2 given W_1 is $\frac{1}{2}$ 2. W_2 given W_1 is $\frac{1}{2}$ 3. W_2 given W_1 is $\frac{1}{2}$ 4. W_2 given W_1 is $\frac{1}{2}$ 5. W_2 given W_1 is $\frac{1}{2}$

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Video caption: [Turbulence](#)

- **NPV** (Net Present Value): tracks the net monetary benefit and does not take into account the risk of the project. NPV is calculated as follows:
 - The expected net benefit of a project divided by the discount rate
 - The total cost of the project divided by the discount rate
- **NPV** is a useful guiding concept, but it is not often used as a decision-making tool as it may not be considered very useful
- **THE PAYBACK PERIOD** is an important concept with its limitations (Waters et al)
 - tells us how long it takes to recover the investment
 - advantages: easy to calculate, easy to understand, easy to calculate
 - disadvantages: fails to take into account the time value of money
- **THE IRR** (Internal Rate of Return) is the discount rate that makes the NPV of a project equal to zero
- **THE IRR** is calculated using the following formula:
 - NPV = 0
 - NPV = 0
 - NPV = 0

Strengths	Weaknesses
• Best-known advertising vehicle • Targeted, personalized content • Differentiated content and products • Low engagement, low retention rates (Twitter: 100k tweets, average 100k views) • Poor fit: engagement low • Content almost invisible • Social, 1-to-1 only not sufficient • Full reliance on one marketing tool/medium • Unintentional 1-to-1 is expensive • Fragmented, inconsistent post-consumption experience (e.g. Facebook) • Privacy, content engagement and retention challenges	• Rich, multi-media quality • ...

Questions?

The Hain Celestial Group

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Agenda

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1) Intro & External-
Observational trends ➤
Tracy

Thecasesolutions.com Introduction

- American ORGANIC food company
- Categories:
 - Grocery
 - Protein
 - Snacks
 - Tea
 - Personal Care
- CEO: Irwin Simon
- Date founded: 1995
- Market Cap: \$4.130B, January 5th 2016



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- CEO: Irwin Sim
- Date founded:
- Market Cap: \$4

Theo
EXTER

US gro

2016 Q1:

2015 Q1:

2014 Q1:

Avg: 2.16

Demogr

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Introduction

Thecasesolutions.com
WHAT DO YOU CONSUME
or
HOW IMPORTANT IS IT FOR YOU?

- American ORGANIC food company
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 - Grocery
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WHAT DO YOU CONSUME

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HOW IMPORTANT IS IT FOR YOU?

EXTERNAL

OBSERVING TRENDS Economics

Thecasesolutions.com Economics	
US Unemployment rate	UK Unemployment rate
Jan 2016: 4.9%	Jan 2016: 5.1%
Jan 2015: 5.7%	Jan 2015: 5.7%
Jan 2014: 6.6%	Jan 2014: 7.2%

US growth rate

2016 Q1: 1.6%

2015 Q1: 3.3%

2014 Q1: 1.6%

Avg: 2.16%

UK growth rate

2016 Q1: 1.6%

2015 Q1: 2.8%

2014 Q1: 2.6%

Avg: 2.33%

Economics

US Unemployment rate

Jan 2016: 4.9%

Jan 2015: 5.7%

Jan 2014: 6.6%

UK Unemployment rate

Jan 2016: 5.1%

Jan 2015: 5.7%

Jan 2014: 7.2%

EXTERNAL

Economics

US Business Confidence

Jan 2016: 48.6
Jan 2015: 54.3
Jan 2014: 52.4

UK Business Confidence

Jan 2016: -4
Jan 2015: 15
Jan 2014: 21

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US. Customer Confidence

Jan 2016: 92.0

Jan 2015: 98.1

Jan 2014: 81.2

UK. Customer Confidence

Jan 2016: 4

Jan 2015: 1

Jan 2014: -7