
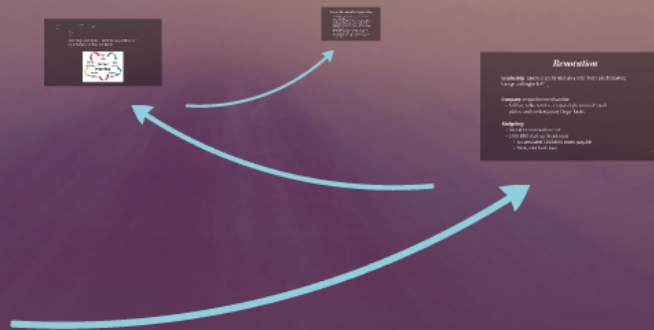


History

- Shelby Givens, a business school graduate, takes over her deceased father's bowling alley in Raleigh, NC.
- The bowling alley is not very profitable due factors, such as the declining popularity of the weekly "waggle" tournaments, higher age of regulars, rising operating costs, other forms of competitive family entertainment etc.
- Givens renovates and recreates the alley, transforming it into a bowling lounge and nightclub with full food and a bar.

Sugar Bowl.

Shelah Larson, Caleb Middleton, Matthew Crandall, Johanna Martinez, Mika French, Claire Bultema

Sugar Bowl Harvard Case Solution & Analysis


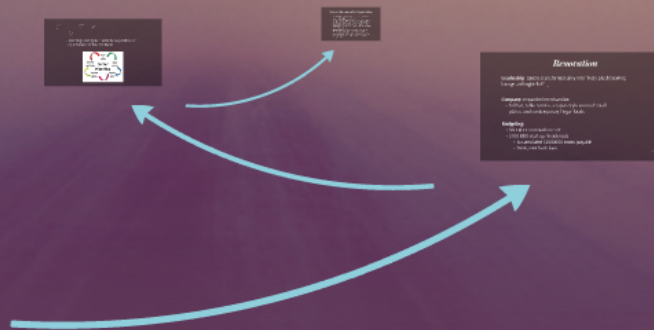


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Photo by Dave Anderson

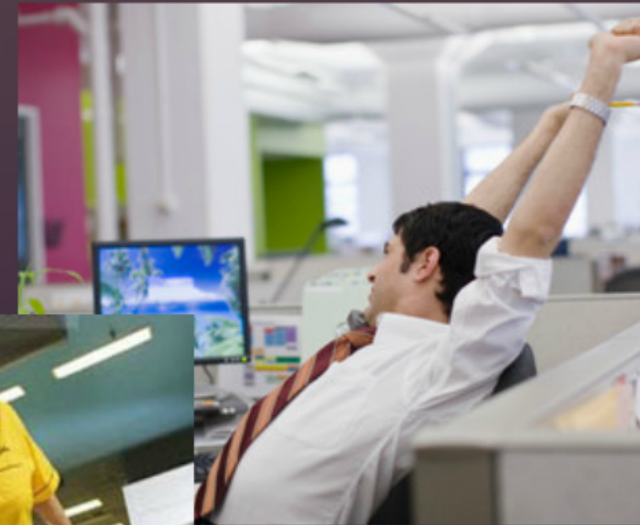
Difficulties

Laissez faire Leader:

- disengaged
- low task
- lacking people concerns

Old School tactics:

- Aging population of regulars
- Pizza & beer
- Healthcare/utilities cost
- Declining of "Leagues"



Renovation

Leadership: Givens transformed alley into "lively plush bowling lounge and nightclub"

Company: expanded merchandize

- full bar, table service, a tapas-style menu of small plates, and contemporary finger foods

Budgeting:

- \$600,000 renovation cost
- \$100,000 start up/incidentals
 - Accumulated \$200,000 notes payable
 - \$400,000 bank loan

- **Human Relation Leadership:** emphasizes people over task
- **Visionary Leader:** clear vision of the future/how to get there



Management use of Inventory Control Systems

Inventory control systems were used by the Sugar Bowl to fix four major problems:

- Liquor theft
- Unexpected losses
- Shrinkage
- Unauthorized charges