Projects and Products Portal for Leonardo da Vinci

Transfer of experiential and innovative teaching methods for business education

2010-1-PL1-LEO05-11462

http://www.adam-europe.eu/adam/project/view.htm?prj=7401

Project Information

Title:	Transfer of experiential and innovative teaching methods for business education
Project Number:	2010-1-PL1-LEO05-11462
Year:	2010
Project Type:	Transfer of Innovation
Status:	granted
Country:	PL-Poland
Marketing Text:	Overall aim of the project was – to transfer and develop experiential and innovative teaching methods contributing to the quality of business education. The specific project aim was - to embed case teaching method within Polish, Lithuanian, as well as other partner countries business education through enhancing trainers' competencies to write and teach using case method.
Summary:	The Lisbon European Council in March 2000 set a strategic goal for Europe to become the most competitive and dynamic knowledge-based economy in the world. The Lisbon conclusions stressed the central role of education and training as the main instrument to increase human capital. Most of the managers are only partially satisfied with the training of the employees. The main reason why employers consider training as not sufficiently effective is - lack of Training institutions capable to carry out effective training; Inability to apply new knowledge in practice; lack of employee interest, etc. Analyzing so far available materials and good practises of a number of training providers the most effective methods for diminishing the gap between theory and practise is "Case" teaching method, used by a number best known schools all over the world. However case teaching method is still an innovation to be transferred to CEEC. The specific project aim was to embed case teaching method within Consortium business education through enhancing trainers' competencies to write and teach using case method. Overall aim was – to transfer and develop experiential and innovative teaching methods contributing to the quality of business education. The objectives of the project were: • To assess the actual competence of the selected trainers for case writing and teaching. • To train 30 trainers on case writing • To develop 6 cases on business development identified topics (finally 14 case studies were developed), • To develop case teaching notes and pilot 6 developed cases training a group of managers on Business development (finally 14 case studies were developed, teseted and revised). • To amend the 6 cases according to the feedback after the pilot training (finally 14 case studies were developed) • To develop the textbook and an article on case writing and teaching • Disseminate results of the project in 2 international conferences Target groups of the project were: direct - educators & trainers dealing with business education. Indirect target group were managers. The beneficiariesw were: Educators and trainers, enterprises, trainer training institutions, training providers, and students. Partners by their professional experience represented Elmfield House Associates, UK – case writing, teaching expertise. ISM University of Management and Economics, LT - Business University as institution transferring the innovative teaching methods to the adult education, Navigator Consultancy, UK – field research for data collection within enterprises, as well as representative of the enterprises for contributing for the development and piloting case method. Partners have professional trainer training, management education, research, case writing and teaching as well as dissemination experience and are proficient in project management. The project results are: 30 trained trainers, 14 cases in English, Polish and Lithuanian languages, textbook for case writing and teaching, one article in the International Magazine as well as 2 international conferences. The project duration was 24 month.

Project Information

Description: The objectives of the project were:

To assess the actual competence of the selected trainers for case writing and teaching.
To train 30 trainers on case writing
To develop 6 cases on business development identified topics (finally 14 case studies were developed),
To develop case teaching notes and pilot 6 developed cases training a group of managers on Business development (finally 14 case studies were developed, tested and revised).
To amend the 6 cases according to the feedback after the pilot training (finally 14 case studies were developed).
To develop the textbook and an article on case writing and teaching
Disseminate results of the project in 2 international conferences

Target groups of the project were: direct - educators & trainers dealing with business education. Indirect target group were managers.

The beneficiaries were: Educators and trainers, enterprises, trainer training institutions, training providers, and students.

Partners by their professional experience represented Elmfield House Associates, UK – case writing, teaching expertise. ISM University of Management and Economics, LT - Business University as institution transferring the innovative teaching methods to the adult education, Navigator Consultancy, UK – field research for data collection within enterprises, as well as representative of the enterprises for contributing for the development and piloting case method. Partners have professional trainer training, management education, research, case writing and teaching as well as dissemination experience and are proficient in project management.

Themes: ** Lifelong learning
** Enterprise, SME
* Labor market

Sectors: * Education

Product Types: website
teaching material

Product information: Products:
- 14 cases in English, Polish and Lithuanian languages,
- textbook for case writing and teaching,
- one article in the International Magazine
- 2 international conferences.

Projecthomepage: http://leonardo.ue.poznan.pl/case/

Project Contractor

Name:	Uniwersytet Ekonomiczny w Poznaniu
City:	Poznan
Country/Region:	Wielkopolskie
Country:	PL-Poland
Organization Type:	others
Homepage:	http://www.ue.poznan.pl

Contact Person

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Homepage:	

Coordinator

Name:	Uniwersytet Ekonomiczny w Poznaniu
City:	Poznan
Country/Region:	Wielkopolskie
Country:	PL-Poland
Organization Type:	others
Homepage:	http://www.ue.poznan.pl

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Partner

Partner 1

Name:	Navigator Consulting Partners Limited Liability Partnership
City:	London
Country/Region:	Inner London
Country:	UK-United Kingdom
Organization Type:	SME - small and medium-sized enterprise (up to 250 employees)
Homepage:	http://www.navigator-consulting.com

Partner 2

Name:	ISM University of Management and Economics
City:	Kaunas
Country/Region:	Lietuva
Country:	LT-Lithuania
Organization Type:	others
Homepage:	http://www.ism.lt

Partner 3

Name:	Wielkopolska Chamber of Commerce and Industry
City:	Pozna
Country/Region:	Wielkopolskie
Country:	PL-Poland
Organization Type:	others
Homepage:	http://www.wiph.pl

Partner 4

Name:	Elmfield House Associates Limited
City:	Lymm
Country/Region:	Greater Manchester
Country:	UK-United Kingdom
Organization Type:	others
Homepage:	

Products

1 Report on trainers competence assesment

2 Textbook The case study method in business education

3 Case studies with teaching notes

Product 'Report on trainers competence assesment'

Title:	Report on trainers competence assesment
Product Type:	others
Marketing Text:	The survey was run to assess comeptencies of trainers engaged in the project. The analysis confimed that trainers in Lithuania and Poland has no experience in writing case studies as well as teaching with using this method.
Description:	Report: Analysis consists of a few parts: first lists number of respondents in Lithuania (ISM University of Management and Economics) and in Poland (Pozna University of Economics); second part presents results of the survey carried out in Lithuania; third part presents results of the survey carried out in Poland; results in both countries are presented in the form of charts; fourth part presents some closing remarks; analysis ends with attachment – questionnaire used for the survey. Enlarged report: The sample has been significantly increased and profesional research has been run including over 600 trainers, academics adn educators in Lithuania and Poland. Statisitical analysis has been applied.
Target group:	Target groups of the project are: direct target group - educators & trainers dealing with management education. Indirect target group are managers.
Result:	A report containing statistical analysis.
Area of application:	Business management education, entrepreneurship, financial analysis, strategic management.
Homepage:	http://leonardo.ue.poznan.pl/case/
Product Languages:	English Polish

product files

Report

Competence_analysis_-_report_of_the_Project_Coordinator_21_12_2011.pdf

http://www.adam-europe.eu/prj/7401/prd/2/2/Competence_analysis_-_report_of_the_Project_Coordinator_21_12_2011.pdf
Report shows what kind of skills have trainers who participated in the project in Lithuania and Poland with regard to using case study method in business education.

Competence analysis - suplement October 2012.pdf

http://www.adam-europe.eu/prj/7401/prd/2/2/Competence%20analysis%20-%20suplement%20October%202012.pdf
The initial report has been enlarged by adding more comprehensive research.

Product 'Textbook The case study method in business education'

Title: Textbook The case study method in business education

Product Type: teaching material

Marketing Text: This book, which sums up the work of the team engaged in the Transfer of experiential and innovative teaching methods for business education project conducted within the Leonardo da Vinci Transfer of Innovation programme, discusses the transfer of innovative teaching methods from Great Britain to two Central and Eastern European countries – Lithuania and Poland.
The authors hope that this publication will encourage teachers, trainers and lecturers to use the case study method in their everyday teaching practice. At the same time it will offer guidelines on how to use this method, how to overcome applicability problems, and finally, how to develop relations with companies so as to involve them in the educational process and thus make it more effective. This publication is also a contribution to the discussion regarding the quality of the teaching/learning process and the changes that are necessary in order to better adjust it to the demands of the market.

Description: This publication describes, on the one hand, the case study method itself; and on the other hand, it presents the problems connected with its application, methods for enhancing the effectiveness of the educational process, as well as the issue of relations with companies. The authors of the chapters, who represent all the project partners, discuss not only the theoretical aspects of developing case studies and using them in the classroom, but also some practical aspects such as cooperation with companies, problems with collecting data, and the difficulty of adjusting individual cases to an appropriate level of applicability. The involve¬ment of companies in the whole process is crucial, because in order to prepare a good case study it is necessary to have access to relevant data. The experiences of the project indicate that one of the most challenging tasks is to motivate en¬trepreneurs to become involved in case study preparation. Most entrepreneurs have busy schedules and they tend to perceive participating in such undertakings as a waste of time. Therefore, it is necessary to appeal to their sense of corporate social responsibility on the one hand; and on the other hand, to persuade companies that involvement in such projects is a form of publicity as well as a potential, and also very often a real, opportunity of getting closer to solving the specific internal problems of an organisation.

Target group: Target groups of the project are: direct target group - educators & trainers dealing with management education. Indirect target group are managers.

Result: A textbook in 3 language versions.

Area of application: Business management education, entrepreneurship, financial analysis, strategic management.

Homepage:

Product Languages: English
Lithuanian
Polish

product files

Printed versions

Case study in business education EN.pdf

http://www.adam-europe.eu/prj/7401/prd/3/2/Case%20study%20in%20business%20education%20EN.pdf
English version of the Textbook

product files

Case study in business education LT.pdf

http://www.adam-europe.eu/prj/7401/prd/3/2/Case%20study%20in%20business%20education%20LT.pdf
Lithuanian version of the Textbook.

Case study in business education PL.pdf

http://www.adam-europe.eu/prj/7401/prd/3/2/Case%20study%20in%20business%20education%20PL.pdf
Polish version of the Textbook

Product 'Case studies with teaching notes'

Title: Case studies with teaching notes

Product Type: teaching material

Marketing Text: It is essential to invest in modern teaching methods which will bring academic knowledge closer to economic reality and will produce university graduates who are prepared for entering the job market and who are equipped with the abilities and skills that employers seek. If students had the opportunity to explore specific business situations in the classroom, the teaching/learning process would certainly be more effective, employers would be more contented, and the graduates' professional qualifications would be enhanced. The case study method is a perfect example of innovative and experiential teaching method which can be used not only in the classroom but also for the vocational education.

Description: Analysing so far available materials and good practises of a number of training providers the most effective methods for diminishing the gap between theory and practise is "Case" teaching-learning method. Case teaching-learning is used by a number best known schools all over the world beginning with Harvard Business School, IMD, Oxford, Cambridge etc. However case teaching-learning method is still an innovation to be transferred to Central-East European Countries. So far there are no cases developed illustrating and analysing different Lithuanian and Polish business development to be used for Lithuanian, Polish, however as well as international management education. The products of this project diminish this gap.

Target group: Target groups of the project are: direct target group - educators & trainers dealing with management education. Indirect target group are managers.

Result: 14 case studies together with teaching notes.

Area of application: Business management education, entrepreneurship, financial analysis, strategic management.

Homepage:

Product Languages: Polish
English
Lithuanian

product files

Balcikonis

Balcikonis_gymnasium_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/2/Balcikonis_gymnasium_Case_study_EN.pdf
The Lithuanian Case study written by Raimonda Alonderien and Margarita Pilkien from ISM University of Management and Economics.

Balcikonis_gymnasium_Case_study_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/2/Balcikonis_gymnasium_Case_study_LT.pdf
The Lithuanian Case study written by Raimonda Alonderien and Margarita Pilkien from ISM University of Management and Economics.

Balcikonis_gymnasium_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/2/Balcikonis_gymnasium_Teaching_notes_EN.pdf
The protagonist of the case is a young teacher, V.S., at Balcikonis secondary school in Panevezys city. The case refers to the first half year of V.S.'s experience. She faced challenges in getting on with the older generation of teachers and overactive students. The case describes the ways she overcame these obstacles with a help of a mentoring leadership style of school director.
Teaching objectives:
1. To understand the importance of socialization (orientation) in establishing a person-job and person-organization fit;
2. To examine socialization (orientation) as an outcome and as a process, formal and non-formal types of it;
3. To understand the different tactics regarding behaviour change: behaviour modification and socialization.

product files

Balcikonis_gymnasium_Teaching_notes_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/2/Balcikonis_gymnasium_Teaching_notes_LT.pdf
The protagonist of the case is a young teacher, V.S., at Balcikonis secondary school in Panevezys city. The case refers to the first half year of V.S.'s experience. She faced challenges in getting on with the older generation of teachers and overactive students. The case describes the ways she overcame these obstacles with a help of a mentoring leadership style of school director.
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Company X

CompanyX_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/9/CompanyX_Case_study_EN.pdf
The Polish Case study written by Przemysaw Garsztka and Piotr Pietraszewski from Poznan University of Economics.

CompanyX_Studium_przypadku_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/9/CompanyX_Studium_przypadku_PL.pdf
The Polish Case study written by Przemysaw Garsztka and Piotr Pietraszewski from Poznan University of Economics.

CompanyX_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/9/CompanyX_Teaching_notes_EN.pdf
The case explores the areas of real estate investment and the company loan application process. It presents two perspectives: that of Company X, an intermediary on the property market for small and medium sized businesses, which is seeking financing for land investment; and that of the Bank which appraises the submitted proposal.
Teaching objectives:
1. To reveal the complexity of assessing the value of investments in the real estate industry;
2. To trigger discussion covering the pros and cons of granting the loan;
3. To identify and assess the role of the human element in the appraisal process.

CompanyX_Wskazówki_dla_nauczycieli_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/9/CompanyX_Wskaz%C3%B3wki_dla_nauczycieli_PL.pdf
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Denticija

Denticija_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/3/Denticija_Case_study_EN.pdf
The Lithuanian Case study written by Šarnas Abramaviius, Birut Ruplyt, Ilma Danielien and Tadas Šarapovas from ISM University of Management and Economics.

Denticija_Case_study_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/3/Denticija_Case_study_LT.pdf
The Lithuanian Case study written by Šarnas Abramaviius, Birut Ruplyt, Ilma Danielien and Tadas Šarapovas from ISM University of Management and Economics.

Denticija_case_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/3/Denticija_case_Teaching_notes_EN.pdf
Clinics is a below average performer in the dentistry market in Kaunas. A description of the internal situation in Clinics as well as the external environment show that Clinics simply does not have a clear strategy and therefore cannot gain a competitive advantage, even though there are possibilities and chances for it to become a market leader.
Teaching objectives:
1. To become familiar with the tools and methods of strategic analysis (e.g. PEST, CSF, 5 forces, resource, core competence etc.);
2. To be able to predict what strategy should be undertaken in a given situation.

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Denticija_Teaching_notes_LT.pdf

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DUDA SA

Duda_SA_Case _study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/10/Duda_SA_Case%20_study_EN.pdf
The Polish Case study written by Konrad Sobaski from Poznan University of Economics.

Duda_SA_Studium_przypadku_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/10/Duda_SA_Studium_przypadku_PL.pdf
The Polish Case study written by Konrad Sobaski from Poznan University of Economics.

Duda_SA_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/10/Duda_SA_Teaching_notes_EN.pdf
The case Duda SA. refers to the impact of currency derivative transactions on the company's financial situation. The background of the company is presented to shed light on its past and current market situation and the changes caused by involvement in currency options. Finally, the extent of the damage caused by these currency derivative transactions is discussed.
Teaching objectives:
1. To identify the possible threats of involvement in derivative transactions;
2. To identify the possible legal repercussions caused by deliberate deception;
3. To find possible solutions for the threat of insolvency and bankruptcy.

Duda_SA_Wskazówki_dla_nauczycieli_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/10/Duda_SA_Wskaz%C3%B3wki_dla_nauczycieli_PL.pdf
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eCito

eCito_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/4/eCito_Case_study_EN.pdf
The Lithuanian Case study written by Benas Adomaviius and Indr Pikturnien from ISM University of Management and Economics.

eCito_Case_study_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/4/eCito_Case_study_LT.pdf
The Lithuanian Case study written by Benas Adomaviius and Indr Pikturnien from ISM University of Management and Economics.

eCito_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/4/eCito_Teaching_notes_EN.pdf
E-Cito, a Lithuanian based company, was trying to introduce a car sharing service in Vilnius in 2010. Although car sharing services are well developed in many mega cities, in Vilnius the service proved to be unsuccessful and had to close down due to a failure to attract sufficient customers after almost a year.
Teaching objectives:
1. To understand the development and applicability of established business models in a given cultural and economic environment;
2. To learn to analyse the macro and microeconomic environment and assess the influence of such factors on business development and potential;
3. To assess the activities of a starting business in the light of potential success or failure;
4. To identify and analyse the necessary factors for the successful marketing of a new service.

eCito_Teaching_notes_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/4/eCito_Teaching_notes_LT.pdf
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product files

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Europa Shopping Centre

Europa_SC_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/5/Europa_SC_Case_study_EN.pdf
The Lithuanian Case study written by Ieva Kvedaraviien and Lilija Vilkancien from ISM University of Management and Economics.

Europa_SC_Case_study_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/5/Europa_SC_Case_study_LT.pdf
The Lithuanian Case study written by Ieva Kvedaraviien and Lilija Vilkancien from ISM University of Management and Economics.

Europa_SC_Teaching_notes_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/5/Europa_SC_Teaching_notes_LT.pdf
owners of the Europa shopping centre are facing serious issues such as keeping the vacancy rate low and the tenants as happy as possible, as well as increasing the flow of customers, in order to achieve the projected cash flow and reach its strategic goals. The case study describes the issues the investor and property manager have to solve.
Teaching objectives:
1. To apply a knowledge of the specific functioning of the retail segment and discuss the major drivers for shopping centre business;
2. To apply a knowledge of strategic management principles regarding retail property management in various economic and market cycles;
3. To apply a knowledge of real estate investments and evaluate the major value determinants, investments and principal risks when investing in shopping centres.

Europa_Shopping_Centre_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/5/Europa_Shopping_Centre_Teaching_notes_EN.pdf
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Fermentas

Fermentas_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/6/Fermentas_Case_study_EN.pdf
The Lithuanian Case study written by Juozas Granskas, Aušra Jurkštien and Asta Klimaviien from ISM University of Management and Economics.

Fermentas_Case_study_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/6/Fermentas_Case_study_LT.pdf
The Lithuanian Case study written by Juozas Granskas, Aušra Jurkštien and Asta Klimaviien from ISM University of Management and Economics.

Fermentas_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/6/Fermentas_Teaching_notes_EN.pdf
At any given time the Fermentas biotechnology company has about 5-12 new product development projects. To achieve better control of the new product development process, a “Stage-Gate” system was implemented. The Plasmid Miniprep Kit is one of the new product ideas to be examined by New Product Committee. The case study describes the main stages, and the questions raised during the decision making process, in deciding whether it can be turned into a profitable commercial product.
Teaching objectives:
1. To understand the stages and the roles involved in a decision making process for developing new products and launching them on the market;

product files

2. To discuss the strategic factors determining a company's position as a price-taker or a price-setter in an R&D intensive industry;
3. To practice setting long-term targets for competitive value propositions regarding new products;
4. To understand how to obtain, integrate and manage the relevant technological, competitive and financial information supporting new product launches and the pricing decisions.

Fermentas_Teaching_notes_LT.pdf

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Teaching objectives:
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4. To understand how to obtain, integrate and manage the relevant technological, competitive and financial information supporting new product launches and the pricing decisions.

Hotel Kaunas

Hotel_Kaunas_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/7/Hotel_Kaunas_Case_study_EN.pdf
The Lithuanian Case study written by Jurga Duobien and Rasa Rauktien from ISM University of Management and Economics.

Hotel_Kaunas_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/7/Hotel_Kaunas_Teaching_notes_EN.pdf
Hotel Kaunas is a four star hotel with marketing strategy oriented towards corporate clients. Kaunas city became more attractive to international tourist after the launch of direct flights to Kaunas Airport with European largest budget carrier Ryanair. How company marketing strategy should be adapted to the situation on the market? The case presents introduction to hotel services, some statistics on hotel clients according to age, nationality, and travel destination. A short summary of the competitors is given. A comprehensive analysis of the competitors is recommended as one of the tasks for students. Kaunas city attractions, most popular tourist destinations and services are presented. An overview of USA hotel loyalty programs is given (point redeem systems to get free nights or services) with statistics on their effectiveness during the past several years. A balanced scorecard as a method of business performance measurement is presented with an actual usage of the method for hotel management (analysis of the hotels in the UK).
The main learning objective of this case is to adjust or prepare new marketing strategy for Hotel Kaunas with a purpose to maintain full hotel occupancy. Students have to analyze the problems that hotel faces today, prepare customer segmentation and to take a broader view – what services or extras can be offered to maintain loyal customers?
There are four learning objectives:
1. Prepare market analysis, competitor analysis, and SWOT analysis.
2. Apply certain marketing management strategies: diversifying service portfolio, attracting new segment, increasing service quality.
3. Create hotel customer loyalty program as a tool for maintaining loyal customers emphasizing customer retention rather than attracting new customers.
4. Assessing the balanced scorecard approach as a hotel performance management tools. The process involves identifying the true drivers of success and translating company's vision and strategy statements into an integrated set of objectives and measures that describe the long time drivers of success.

Kaunas_hotel_Case_study_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/7/Kaunas_hotel_Case_study_LT.pdf
The Lithuanian Case study written by Jurga Duobien and Rasa Rauktien from ISM University of Management and Economics.

Kaunas_hotel_Teaching_notes_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/7/Kaunas_hotel_Teaching_notes_LT.pdf
Hotel Kaunas is a four star hotel with marketing strategy oriented towards corporate clients. Kaunas city became more attractive to international tourist after the launch of direct flights to Kaunas Airport with European largest budget carrier Ryanair. How company marketing strategy should be adapted to the situation on the market? The case presents introduction to hotel services, some statistics on hotel clients according to age, nationality, and travel destination. A short summary of the competitors is given. A comprehensive analysis of the competitors is recommended as one of the tasks for students. Kaunas city attractions, most popular tourist destinations and services are presented. An overview of USA hotel loyalty programs is given (point redeem systems to get free nights or services) with statistics on their effectiveness during the past several years. A balanced scorecard as a method of business performance measurement is presented with an actual usage of the method for hotel management (analysis of the hotels in the UK).
The main learning objective of this case is to adjust or prepare new marketing strategy for Hotel Kaunas with a purpose to maintain full hotel occupancy. Students have to analyze the problems that hotel faces today, prepare customer segmentation and to take a broader view – what services or extras can be offered to maintain loyal customers?
There are four learning objectives:
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2. Apply certain marketing management strategies: diversifying service portfolio, attracting new segment, increasing service quality.
3. Create hotel customer loyalty program as a tool for maintaining loyal customers emphasizing customer retention rather than

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attracting new customers.
4. Assessing the balanced scorecard approach as a hotel performance management tools. The process involves identifying the true drivers of success and translating company‘s vision and strategy statements into an integrated set of objectives and measures that describe the long time drivers of success.

inLand

inLAND_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/11/inLAND_Case_study_EN.pdf
The Polish Case study written by Jakub Jasiczak, Jacek Jastrzbski and Lech Wojciechowski from Poznan University of Economics.

inLAND_Studium_przypadku_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/11/inLAND_Studium_przypadku_PL.pdf
The Polish Case study written by Jakub Jasiczak, Jacek Jastrzbski and Lech Wojciechowski from Poznan University of Economics.

inLand_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/11/inLand_Teaching_notes_EN.pdf
The case of InLand refers to a student venture and deals with issues relating to its development and optimisation. It consists of five parts, corresponding to the five consecutive stages of the company’s development. Each stage is followed by a set of questions relating to an evaluation of the company's current situation and possible future actions.
Teaching objectives:
1. To identify possible solutions for companies facing market saturation;
2. To explore the threats and opportunities for companies involved in market and product diversification;
3. To foresee possible obstacles in introducing a new service onto the market and the impact the widening of a company’s portfolio may have on its effectiveness;
4. To identify the core competences needed for introducing new products on the market and adjusting them to the clients’ needs.

inLand_Wskazówki_dla_nauczycieli_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/11/inLand_Wskaz%C3%B3wki_dla_nauczycieli_PL.pdf
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Kraft

1 priedas_Elgesio kodeksas_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/1%20priedas_Elgesio%20kodeksas_LT.pdf
1 priedas

2 priedas_Socialins atsakomybs gairs_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/2%20priedas_Socialin%C4%97s%20atsakomyb%C4%97s%20gair%C4%97s_LT.pdf
2 priedas

3 priedas_Socialins garantijos_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/3%20priedas_Socialin%C4%97s%20garantijos_LT.pdf
3 priedas

4 priedas_Sveikata ir sveikatingumo dienos_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/4%20priedas_Sveikata%20ir%20sveikatingumo%20dienos_LT.pdf
4 priedas

5 priedas_CSR apdovanojimai Lietuvoje.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/5%20priedas_CSR%20apdovanojimai%20Lietuvoje.pdf
5 priedas

Exhibit_1_CodeofConduct_Kraft.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/Exhibit_1_CodeofConduct_Kraft.pdf
Exhibit 1

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Exhibit_2_Corporate_Responsibility_Guidelines.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/Exhibit_2_Corporate_Responsibility_Guidelines.pdf
Exhibit 2

Exhibit_3_Social_guarantees.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/Exhibit_3_Social_guarantees.pdf
Exibit 3

Exhibit_4_Health_&_Wellness_Activities.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/Exhibit_4_Health_%26_Wellness_Activities.pdf
Exhibit 4

Exhibt_5_CSR_awards.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/Exhibt_5_CSR_awards.pdf
Exhibit 5

Kraft_Foods_Lietuva_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/Kraft_Foods_Lietuva_Case_study_EN.pdf
The Lithuanian Case study written by Violeta Aušvicait, Ilona Buinien and Rta Kazlauskait from ISM University of Management and Economics.

Kraft_Foods_Lietuva_Case_study_LT.pdf

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The Lithuanian Case study written by Violeta Aušvicait, Ilona Buinien and Rta Kazlauskait from ISM University of Management and Economics.

Kraft_Foods_Lietuva_Teaching_notes_LT.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/Kraft_Foods_Lietuva_Teaching_notes_LT.pdf
The case presents a number of CSR initiatives carried out by Kraft Food Lietuva towards its employees, customers and society at large. Looking at CSR from a multiple stakeholder perspective, the case study provokes a discussion regarding the organisational motives for engaging in CSR and the return on investment of CSR.
Teaching objectives:
1. To reveal the essence of corporate social responsibility;
2. To show how an organization can address CSR through different stakeholder groups and what CSR practices are implemented to meet different stakeholder needs;
3. To discuss the organizational benefits of CSR, i.e. to debate if it is worth it for an organization to invest and engage in CSR.

Kraft_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/8/Kraft_Teaching_notes_EN.pdf
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Paparazzi

Paparazzi_case_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/15/Paparazzi_case_Teaching_notes_EN.pdf
The Lithuanian Live Learning Case study written by Vilt Auruškeviien and Vida Škudien from ISM University of Management and Economics.
Since this is Life Learning Case, there is no case study written, only teaching notes.

After successfully running the night club Paparazzi in Vilnius for almost 7 years, the three entrepreneurs, the owners of the bar, started facing new challenges in 2011 as they had to leave their old premises. On the other hand, it was high time to revitalize the business, adapting it to the dramatically changing business environment and redefining the customer value proposition. The questions they had to find the answers to were: How to successfully move the business concept to another location? What brand image did Paparazzi develop during 2004-2011, and how could moving the business to another location help to revitalize the Paparazzi brand? What new opportunities arose for the customer value proposition?
Teaching objectives:
1. To initiate discussions around the relationship marketing paradigm in the service industry;
2. To explore the importance of value proposition redesign in a dramatically changing business environment;
3. To involve the students in a “live” consultancy project, as well as develop their competence to present and defend their solutions to a client.

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Paparazzi_Teaching_notes_LT.pdf

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Sphinx

Sphinx_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/13/Sphinx_Case_study_EN.pdf
The Polish Case study written by Jacek Jastrzbski and Sawomir Kalinowski from Poznan University of Economics.

Sphinx_Studium_przypadku_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/13/Sphinx_Studium_przypadku_PL.pdf
The Polish Case study written by Jacek Jastrzbski and Sawomir Kalinowski from Poznan University of Economics.

Sphinx_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/13/Sphinx_Teaching_notes_EN.pdf
The case describes the foundation, development, internationalisation and finally the acquisition process of a chain of casual dining restaurants called Sphinx. It deals with the issue of the legal regulations and antitrust policies applying to company takeovers as well as the way these reflect on a company’s stock price.
Teaching objectives:
1. To predict the effect of entering the stock market on the company’s stability and ownership structure;
2. To discuss possible strategic decisions for companies willing to enter or penetrate the market;
3. To show the students the significance of acknowledging and tracking rapid changes in the market.

Sphinx_Wskazówki_dla_nauczycieli_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/13/Sphinx_Wskaz%C3%B3wki_dla_nauczycieli_PL.pdf
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W.KRUK

W.KRUK_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/12/W.KRUK_Case_study_EN.pdf
The Polish Case study written by Marlena Dzikowska, Barbara Jankowska and Milena Ratajczak-Mrozek from Poznan University of Economics.

W.KRUK_Studium_przypadku_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/12/W.KRUK_Studium_przypadku_PL.pdf
The Polish Case study written by Marlena Dzikowska, Barbara Jankowska and Milena Ratajczak-Mrozek from Poznan University of Economics.

W.KRUK_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/12/W.KRUK_Teaching_notes_EN.pdf
The W.KRUK case reflects the issues of maintaining the strong competitive position of a family owned firm operating in the jewellery and luxury goods industries. Facing a global downturn as well as strategic changes in its ownership structure, the company must predict what managerial decisions should be made so as to minimise the potential threats.
Teaching objectives:
1. To highlight the external key factors determining the company’s competitive position within the local and global industry;

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2. To evaluate the significance of internal factors on gaining a competitive advantage in the industry;
3. To explore and discuss possible scenarios for the company's development;
4. To discuss to what extent the global downturn may have caused the on-going uncertainty and what impact this has on the companies involved.

W.KRUK_Wskazówki_dla_nauczycieli_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/12/W.KRUK_Wskaz%C3%B3wki_dla_nauczycieli_PL.pdf
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WYKROPOL

WYKROPOL_Case_study_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/14/WYKROPOL_Case_study_EN.pdf
The Polish Case study written by Konrad Fuks, Arkadiusz Kawa and Piotr Januszewski from Poznan University of Economics.

WYKROPOL_Studium_przypadku_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/14/WYKROPOL_Studium_przypadku_PL.pdf
The Polish Case study written by Konrad Fuks, Arkadiusz Kawa and Piotr Januszewski from Poznan University of Economics.

WYKROPOL_Teaching_notes_EN.pdf

http://www.adam-europe.eu/prj/7401/prd/4/14/WYKROPOL_Teaching_notes_EN.pdf
The case of Wykropol deals with the issue of an SME company manufacturing customized blanking dies for cardboard goods. The analysis focuses on determining the bargaining power of customers toward Wykropol as well as on the financial situation of the company.
Teaching objectives:
1. To identify the parts of a company's value chain;
2. To find solutions for restoring the company's liquidity;
3. To prepare different scenarios based on the factors listed in the case study;
4. To find ways of weakening the bargaining power of the company's customers.

WYKROPOL_Wskazówki_dla_nauczycieli_PL.pdf

http://www.adam-europe.eu/prj/7401/prd/4/14/WYKROPOL_Wskaz%C3%B3wki_dla_nauczycieli_PL.pdf
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