

## The Form of the case

### Burger (revised version)

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2. The Scenario	
<p><b>ISM burgers</b></p> <p>During this game you will produce fast food items – ISM burgers, which can have three features – green, calories and size. Each customer group respond to different set of these features, depending on product preferences they have.</p> <p>A fast food company ISM-burger has been established in 2012 in second biggest city in Lithuania - Kaunas. They rented out a facility on the edge of city and began their business venture. After first year business was going well. They gain confidence and began to think how to expand. Business was successful, because their sales office was quite well located and visited by many young people not only during day, but also during evenings. It gave them enough money to pay the workers and to return a loan every month. The owners decided to expand ISM burgers into two other cities of Lithuania – Vilnius (capital) and Klaipėda. All these three biggest cities of Lithuania are also known for their students’ population.</p> <p>After one year of successful operations their profits suddenly declined because of a new fast-food chain which opened several sales offices in Kaunas. ISM burger operated for a couple of months with lower profit, but after third month their profits declined so much, that they couldn't pay loan to the bank and had to lay off some of the staff. Finally owners hired professional marketing specialist to make a market research and propose some possible solutions. Today they are having a meeting and decision should be made.</p> <p>Now you, as company owners and managers, have to make this company profitable again.</p>	
3. Level of education	

<b>Target audience</b>	<ul style="list-style-type: none"> <li>• Managers</li> <li>• Entrepreneurs</li> <li>• Master students</li> </ul>
<b>The trainees' prior knowledge</b>	<ul style="list-style-type: none"> <li>• Management fundamentals</li> <li>• Marketing fundamentals</li> </ul>
<b>4. The Company</b>	
<p>During the game you will have the possibility to open new production lines and new sales offices. Beware of unnecessary costs. Make all calculations in Lt. Your production line capacities are: small – 6000 burgers, medium – 9000 burgers and large – 18000.</p> <p>Your workers' productivity is affected by salary and additional benefits. The average worker's productivity is 9000 burgers per round.</p> <p>One worker can operate one small or one medium line, two workers are needed to operate the large production line.</p> <p>Sales office capacities are: small – 6000 burgers, medium – 9000 burgers and large – 18000. One sales person sells about 6000 burgers per round.</p> <p>When opening new production line or new sales office you must take into account production and sales capacities and costs, because (strategically thinking) sometimes it is worthwhile to open bigger line and bigger sales office for the future reference.</p> <p>Don't forget transport costs if your sales office is not in the same city as production line.</p> <p>Each team starts with 6000 burgers (2000 per type) in production line warehouse, which have to be transferred to sales office(s).</p>	
<b>5. The Product</b>	
<p>ISM-burger is selling burgers.</p> <p>Company introduced following types of products that best suits all customers (groups) preferences:</p> <ul style="list-style-type: none"> <li>- ISM Burger Healthy</li> <li>- ISM Burger TravelReady</li> <li>- ISM Burger Youthful</li> </ul> <p>You can develop other products with different values of features. There are four features of product – green, calories, size and price.</p> <p>Each customer group is sensitive to advertising and you will have possibility to choose a type of advertising with different consequences.</p>	
<b>6. Customers</b>	
<b>Group name</b>	<b>Families</b>
Description	<p>Families care about size and green. They care less about calories and least about price.</p> <p>This group of customers consists of adults and children, who can be described as families, because they buy in groups. Parents care for healthy food, that is why they prefer more green. This group of customers has medium purchase power.</p> <p>Families are the most sensitive for advertising.</p>

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<b>Group name</b>	<b>Travellers</b>																														
Description	<p>These people care about size and calories. Care less about green.</p> <p>This group of customers consists of tourists and visitors from abroad. They prefer fast food instead of visiting local restaurants, because they want more calories for energy to travel. They are willing to pay more because they want product of a bigger size. This group of customers has high purchase power.</p> <p>Travellers group is least sensitive for advertising.</p>																														
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<b>Group name</b>	<b>Youth</b>																														
Description	<p>Students and pupils care about size and don't care about green or calories.</p> <p>This group of customers consists of young adults studying at universities, colleges and high schools as well as elder children from all kinds of other schools. Youth care the most about size for affordable price and care least about healthy food. This group of customers has minimum purchase power.</p> <p>Youth group is medium sensitive for advertising.</p>																														
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<b>7. Markets</b>																															

Market name	Kaunas	
Localization	Lithuania	
Market shares	Group name	Market share (%)
	Families	20
	Travellers	20
	Youth	60
Market description:	Kaunas is university city, it's customers are sensitive to advertisement and the profit will be stable if players will target customers' needs. A key to success is bigger production and balance between production lines' capacities and sales offices' capacities.	
Market name	Klaipeda	
Localization	Lithuania	
Market shares	Group name	Market share (%)
	Families	20
	Travellers	40
	Youth	40
Market description:	Klaipeda is the third biggest city in Lithuania, it's customers are sensitive to advertisement and the profit will be stable if players will target customers' needs. A key to success is bigger production and balance between production lines' capacities and sales offices' capacities.	
Market name	Vilnius	
Localization	Lithuania	
Market shares	Group name	Market share (%)
	Families	30
	Travellers	30
	Youth	40
Market description:	Vilnius is a capital of Lithuania. It's customers are sensitive to advertisement and the profit will be stable if players will target customers' needs. A key to success is bigger production and balance between production lines' capacities and sales offices' capacities. Real competition starts when players start selling products for the whole market.	
<b>9. The Game</b>		
Suggested duration (in round)	Game consists of 10 turns	
Suggested number of teams	Minimum number of teams - 5	
Difficulty	Easy	