

Pelican Instruments Inc

5 pages | 1042 words

1. Prepare the Report that you feel Amy Shultz should present to Mr.Park.
2. Put yourself in the position of the following six managers: general manager(EM); marketing manager (EM); manufacturing manager (EM); general manager (EI); marketing manager (EI); manufacturing manager (EI). These six managers compete for a share in the company's bonus pool. For each of the six, how would you make a case for your obtaining a share of the bonus pool? Six managers, three from the EM division and three from the EI division compete for a share in the company's bonus pool. For the purpose of this analysis, we take into account different variances within each division.

From the EM side, the General Manager could argue that his business unit must without a doubt follow the strategy of low cost, as he is dealing with a mature product. Because of this, he lowered his selling price compared to his competition by \$ 10, resulting in a \$ 1.4MM profit loss. However, he can strengthen his position by saying that thanks to his lower price, he was able to penetrate the market even more, achieving an additional \$ 2.6MM in profit from changes in market share. Furthermore, he can argue that the lower price also got him an increase in volume, which earned him \$ 679k more in profits. Clearly, the general manager's decision to lower his selling price was more than beneficial for his business unit.

The Marketing Manager would argue that thanks to his efforts, he was able to go from a 10% market share to a 16% market share, becoming partially responsible for the additional \$ 2.6MM in profits. Although industry demand affected the division negatively, losing the division \$ 724k, the positive effects of the increased sales were advantageous for the division. Furthermore, the Marketing Manager can say he is partially responsible for the savings in marketing fixed costs for the company, amounting to \$ 416k.

The Manufacturing Manager for the division must defend his increase in cost from \$ 20 to \$ 21. His argument can be perhaps that he was focusing more on quality of product, and that because his product was now of better quality he also is partially responsible for the increase in sales volume. He can also say that he is partially responsible for saving the company \$ 342k in fixed manufacturing costs.

From the EI General Manager's point of view, the fact was that he was able to sell his product at a much higher price, earning his division an additional \$ 1.6MM in profits. Although unfortunately he lost \$ 689k from a lower sales volume, he clearly made it up to his division by earning them \$ 6.9MM from market share changes, and an extra \$ 4.9MM from changes in industry demand. As opposed to the EM division, the EI Division strategy must be one that follows differentiation and that focuses on building and penetrating market share in a fast growing industry.

EI's Marketing Manager can argue that thanks to his efforts, he was...

Pelican Instruments Case Study

Robert R. Redfield



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