

Open Case Analysis

Guidelines

Participation Guidelines

1. This is the case study material for the event of Open Case Analysis in the 2021 IBO.
2. Your team has 24 hours to work on this case, prepare and record a 15-minute presentation with PowerPoint, and submit the presentation video. If you didn't submit the video link before the deadline, you would lose qualification automatically.
3. The total presentation time is no longer than 15 minutes. Penalties will be given if your video is longer than 15 minutes.
4. The presentation video must be one-take and there must be no editing in the video.
5. You must design and use a PowerPoint in the presentation. A PowerPoint template is provided along with the case material for your use.
6. Participating in team, all team members must participate in the presentation and appear on camera all the time no matter of online or offline recording.
7. Each team must introduce their names and countries at the beginning of the presentation.
8. All questions that are required in the case study must be addressed in your presentation.

PowerPoint Design Guidelines

1. The font must be either Calibri or Arial. The font size for body text is 16-18pt, while the font size for tag lines is 22-24pt.
2. Each slide must have a title at the top of the page.
3. The slide content must only include the most important messages and leave out other. The complete answer must not be written on the slide but be presented by saying.
4. Participants should not use transitions and animations in the PowerPoint presentation unless it is to highlight a shift in a chart.
5. Participants must keep the formatting consistent throughout all slides, including spacing, fonts, highlights, margins, alignment, etc.
6. Participants must make sure each slide is clean, clear, and straight to the point. Each slide has a white background and black text.
7. Stick to the official template to design your PowerPoint presentation.

Delivery Guidelines

1. The presentation language is English.
2. Presenters must not read the scripts word for word.
3. The presentation should be in an appropriate and comfortable pace and volume.
4. Presenters should demonstrate confidence and assertiveness in the tone.

Case Material

Background Information

Giovanni is a helmet company that relies on the helmet market for the majority of his sales. The company's annual sales of helmets are about 1.0 billion Euro (€).

Giovanni produces helmets in three main categories.

- **Safety helmets.**

Safety helmets are the largest category of helmets produced by the company and the target customers are blue collar workers who would buy these helmets for their jobs.

- **Casual helmets.**

Casual helmets are currently the fastest growing category of helmets in terms of sales, and the target customers are white-collar workers and students who wear helmets in their daily lives, such as when riding motorcycles

- **Ski helmets.**

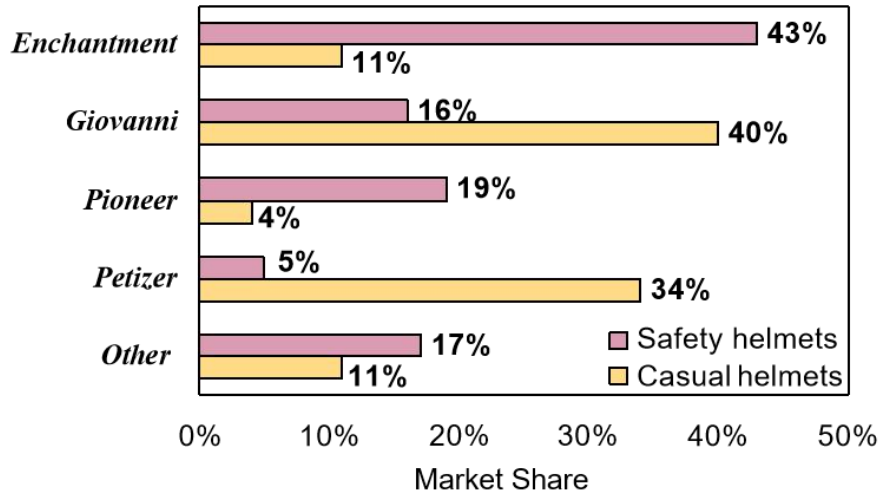
In the market, *Giovanni* has three main competitors, *Enchantment*, *Pioneer*, and *Petizer*. Four companies occupy about 72% of the helmet market.

Enchantment and *Pioneer* have a more competitive position in the safety helmet market, holding a relatively large market share among blue collar workers. While *Petizer's* main business is casual helmets. *Giovanni* is in between, with a relatively large share of both safety and casual helmets.

Note:

- *Blue collar workers are those who perform manual or industrial work. They usually need special work clothes and work equipment, which are changed about every 6 months.*
- *White-collar workers are employees who perform knowledge work, such as management or administration.*

Market Share of Safety and Casual by Competitors



Giovanni used to have a much larger share of the safety helmet market with a solid position. However, since the company began selling casual helmets in 2018 and focusing its business on growth opportunities in casual helmets, sales of safety helmets have steadily declined. As *Giovanni* shifted its business focus, *Enchantment* became more and more competitive in the safety helmet market. In just three years, *Enchantment* increased its share of the safety helmet market to 43%.

Scenario

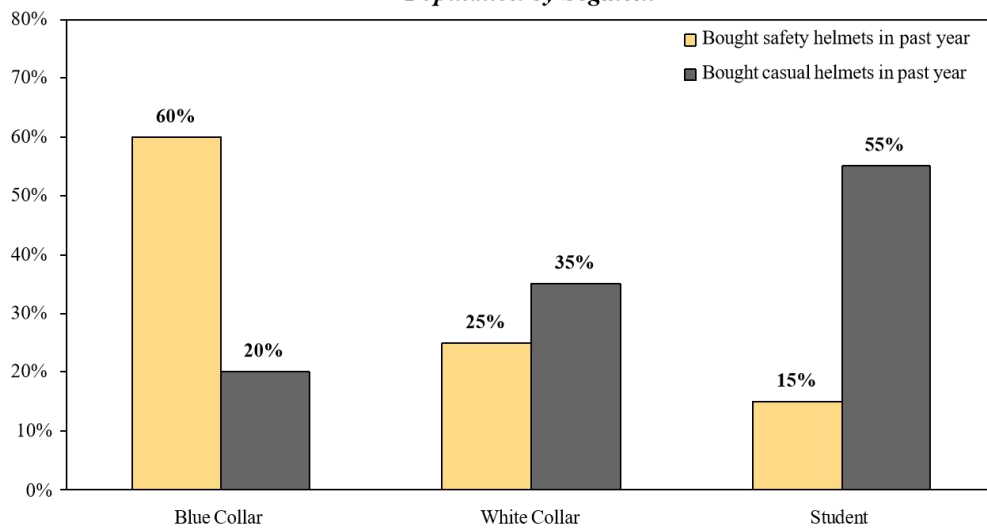
In the fall of 2020, *Enchantment* launched a new line of safety helmets that were more affordable. The line was a huge success, which forced *Giovanni's* management to reevaluate *Enchantment's* position in the safety helmet market. With limited resources, *Giovanni's* management now had to make a decision on whether to focus on competing with *Enchantment* in the safety helmet segment or to further expand its market share in the casual helmet segment. Your project team needs to help management with the decision.

To help your project team make a better decision, *Giovanni* did a set of market research.

First, the market researcher conducted a telephone survey by calling 500 random consumers in six major regions. And then, they conducted some internal cost and pricing analysis on *Giovanni's* line of safety and casual helmets. The market pricing analysis revealed that both *Giovanni's* casual and safety helmet lines are in the premium end of the competitive market.

The results of the market survey are shown in Exhibit 1 to 4 below.

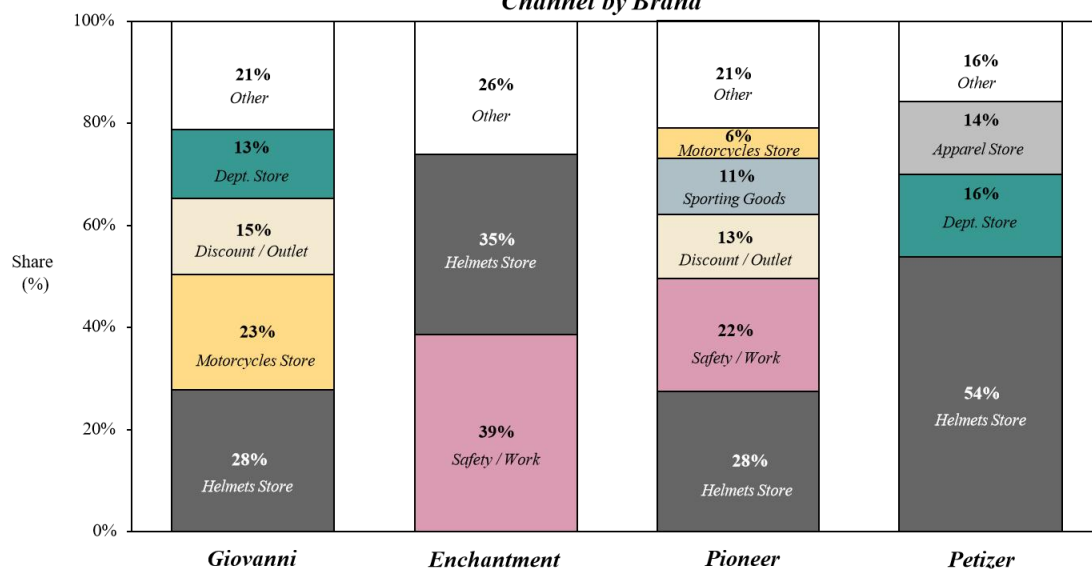
Population by Segment



Population	11.0 million	12.0 million	7.0 million
Average Price Paid for Helmets	140€	130€	110€

[Exhibit 1]

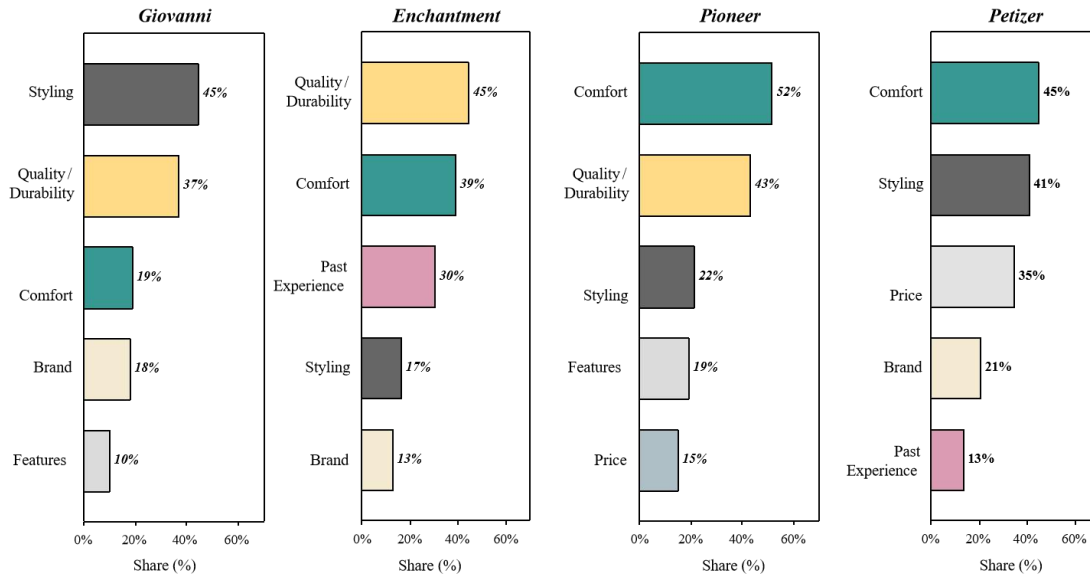
Channel by Brand



[Exhibit 2]



Buyer Purchase Criteria by Brand



[Exhibit 3]

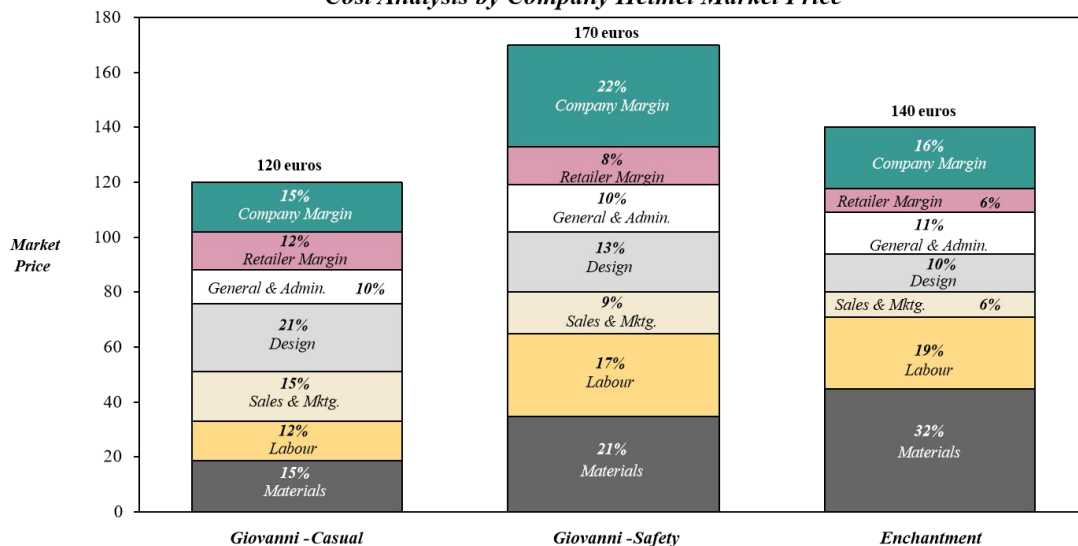
Note:

The question asked of respondents was:

What are your reasons for buying a (helmet brand) over another brand?

Less than 10% of the responses included: fashion, availability and good service.

Cost Analysis by Company Helmet Market Price



[Exhibit 4]



Things to Consider

- Market size of safety helmets and casual helmets (expressed in Euros)
- Why *Enchantment* is outperforming *Giovanni* in the safety helmet market?
- Suggestions for *Giovanni's* safety helmet strategy
- Would you recommend *Giovanni* introduce a sub-branded helmet line?

You must address the following in your presentation:

- The scenario and scope involved.
- Your position and why.
- Effective solutions to the proposed business problem.