

CASES IN MARKETING DISTRIBUTED BY THE PHILIPPINE CASE CLEARING HOUSE

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In this issue of the *Review*, we are publishing the list of cases in Marketing which have been approved by the Clearing House Advisory Board. Lists of cases in the areas of Finance, Organizational Behavior, and Production will be included in subsequent issues. For information as to how case materials listed in this bibliography may be obtained, contact the Philippine Case Clearing House, 9th Floor, 1515 Roxas Boulevard, Manila (tel. 5-73-01).

Motorela (Motorized "Caretela"). This case is intended for use in the first class as an introductory marketing course. Case consists of a short newspaper article describing a new type of conveyance: a motorized "caretela" (a chassis and body to be built into a motor-cycle). Case can be assigned to students in advance or can be read in class (1½ pages)—and then immediately discussed. Case requires students to position the product in the market and to consider all the various types of marketing decisions which must be made in order to introduce the product. Case illustrates the scope of marketing and the elements in the marketing "mix". A Teaching Note is available.

Sta. Cruz Supply House. A decision case. A large, old-line trading company dealing in building construction supplies is faced with the decision of either altering its fifteen-year-old policy of distributing only products for which the company is the exclusive distributor in the Phil-

ippines or of losing a major product line. The case permits the class to examine the channels appropriate for distributing a semi-technical product line from the viewpoint of both the manufacturer and the traditional distributor and to explore how the distribution and marketing policies of both the manufacturer and the distributor are influenced by a changing business environment. A Teaching Note is available.

Republic Four Mills, Inc.—Channels of Distribution. Program formulation and decision case. A company, less than two years old and in an infant industry, is faced with a growing inventory of unsold flour. This company which has no marketing experience must decide whether to continue to rely on commodity dealers and national trading houses—the traditional channels for distributing imported flour and the channels relied upon by other domestic flour producers—or to develop its own distribution system and/or sales force. The case also raises the question of how a company can effectively persuade bakers, who have relied upon imported flour for over a half-century, that the quality and performance of its locally milled flour is as good as that of imported flour. A Teaching Note is available.

Philippine Association of Flour Millers. Program evaluation and decision. The trade association of the eight-year-old local flour industry has to select one of two advertising proposals to use as a basis for a three-year campaign to increase the consumption of bread among a population that traditionally has relied upon rice as the staple in its diet. One advertising plan proposes to reach a broad market segment with a many-faceted advertising and promotional program. The other plan aims at a smaller but more affluent segment of the population and relies upon fewer but more intensive advertising and promotional efforts. A Teaching Note is available.

Philippine Agricultural Supply Company, Inc. Decision case. A young man in his first managerial position is head of the seed division of the Manila office of a large agricultural supply company—a division whose sales have never lived up to the expectations of top management. The division has four salesmen, and the new head of the division is faced with myriad problems regarding the management of these salesmen. This is an excellent case to position at the beginning or the end of a section on sales management, for it deals with a wide range of sales management problems (e.g., the division of sales territories, the compensation of salesmen, the seasonality of sales, the motivation of salesmen, the development of sales territory, the information needed by a sales manager). A Teaching Note is available for this case.

Seed Corporation of the Philippines. This case deals with one of the most critical marketing problems in Southeast Asia: that of increasing

agricultural rice output by convincing farmers to change age-old farming practices. The case also deals with the development of a comprehensive marketing plan designed to sell a new variety of high-yielding rice seed (IR-8 "miracle" rice) to farmers. The company, in designing the plan, is faced with two primary problems: a) the company's major competition is the government which is selling the same variety of seed at much less than the company's price; but the quality of the government's seed is inferior because of the lack of quality control measures; b) the seed requires the use of fertilizers, irrigation equipment, and insecticides—products most farmers are not accustomed to using and for which they do not have available funds to purchase. Thus age-old habits must be changed.

Las Arenas Marketing Corporation. The case involves the formulation of a future marketing strategy for a beef marketing firm in the Philippines. The company is considering three alternatives: 1) continuation of present marketing approach of selling one grade of dressed beef to both wholesale and retail customers; 2) attempt to develop a market in the Philippines for *two* grades of locally-produced beef—premium or regular; 3) discontinue the marketing of dressed beef and instead concentrate on the sale of live cattle. Case can be taught either in the pricing section of a basic marketing course or in the sections dealing with product line policy or with the stimulation of primary demand. A Teaching Note is available.

Philacor's Advertising Research. This case is designed to be used in the market research section of a basic marketing course. The immediate issue raised is how an appliance manufacturing firm can measure the effectiveness of its advertising efforts in a developing country. Students are asked to analyze the research approach and the basic design of a survey questionnaire.

Development Bank of the Philippines. This is an integrated marketing case. Students are asked to design a complete marketing program for a new, unique type of savings bond being issued by the Development Bank of the Philippines. The bond is designed both to mobilize savings at the grass roots and to raise capital to re-finance companies which are basically sound, but temporarily suffering from a shortage of capital. The bonds are convertible into preferred shares which in turn are convertible into common stock. The case raises many interesting issues concerning primary demand stimulation, basic product design, promotional approach, and channels of distribution.

DBP Bonds. In this case, students are asked to analyze the proposals of three different agencies for advertising and promoting a new, unique type of savings bond being sold by the Development Bank of the Philip-

piners. Issues: identification of target market, development of basic theme. selection of name for bonds, formulation of media strategy. This case can be taught either alone or as a sequel to "Development Bank of the Philippines."

Manila Equipment Company, Inc. "Manila Equipment Company, Inc." deals primarily with the problem of sales organization; but the case also raises other sales management issues, such as how to compensate the sales force, how to evaluate salesmen, and how to establish quotas. Manila Equipment Co. is an exclusive distributor of a line of farm machinery. Its management had decided to add industrial equipment to the company's product line, and this decision raises the question of how MANECO should organize its sales division. The case focuses on the issue of whether the company should have general salesmen who sell both agricultural and industrial machinery or whether the company should have separate sales forces for these two lines of equipment.

Luzon Marble Corporation. "Luzon Marble Corporation" is an export marketing case. The company is beginning to produce more marble than the local Philippine economy can absorb, and management is faced with the challenge of developing overseas markets. Japan, Australia, and the west coast of the United States are being considered, and management has the problem of deciding (a) which of these markets the company should enter and (b) how to develop effectively the markets the company decides to enter. The case focuses not only on the overall strategic problems facing a company just entering the export market but also raises specific policy issues, such as distribution and pricing, with which the company will have to deal in relationship to each of the markets that it seeks to develop.

Choufont-Salva, Inc. This is an integrative marketing case that deals with the problem of population growth, an area that is receiving critical attention in almost all developing economies. The management of Choufont-Salva, a local drug company, has decided to market an oral contraceptive in the Philippines. Management is now faced with the challenge of developing a viable marketing plan in the light of the marketing environment in the Philippines. In developing a comprehensive marketing program, the student must identify the company's target market and decide upon an over-all marketing strategy to reach this market. This includes making decisions regarding such matters as channels of distribution, brand name, packaging, price and advertising and promotion activities.

Plastic Veneers, Inc. Formulation of a marketing program for a sick product. Plastic Veneers is a Philippine company which manufactures and sells plastic laminates for use as counter and sink tops. Sales of the product have been disappointing and management is trying to determine the cause of the problem so that it can devise a more effective marketing

strategy for the future. Case involves the formulation of product policy, pricing policy, distribution policy and promotion policy. A Teaching Note is available.

Felipe Roxas, Entrepreneur. Case requires students to analyze consumers and formulate an integral marketing program for a "fad" type product ("hula-hoops") which a Filipino entrepreneur is thinking of introducing in the Philippines. Case is intended to illustrate the impact of cultural, economic, and demographic factors on consumer demand. Case exposes students to considerable background data on the Philippine market. A Teaching Note is available.

Rogevi Trading. This case requires students to reach a decision as to whether an appliance retailer should set up a full-line discount house in the Philippines. Issue: can a retailing innovation developed in the United States (discount houses) be successfully introduced in a developing country such as the Philippines and, if so, how? This case offers an interesting opportunity to introduce students to the "wheel of retailing" concept and to evaluate whether concept is valid in the Philippines, given differences in consumer buying behavior and the existing structure of distribution.

Marcelo Fiberglass Corporation. This is a decision case which also requires students to formulate a complete marketing program for a new product in the Philippines: fiberglass boats. Issues: a) should management concentrate on fishing boats ("bancas"), pleasure boats or both? b) what should marketing strategy be with respect to product design, price, promotion and channels of distribution? Case includes background information (market research study) on the fishing and pleasure boat markets. Preparation of a Teaching Note is in process.

Far East Appliance Corporation. This is a decision case. It poses both pricing and product line policy issues. The pricing issue is whether management, in an effort to increase sales, should reduce the price of its 23" TV sets to roughly the price of competing 19" sets, and, if so, how (3 alternatives are offered). The product line issue is whether management should continue to sell only 23" sets or should broaden its line to include 19" and/or 16" sets as well. Teaching Note is available.

Manserco-Mansfield. Decision. Issue: selection of channels of distribution by a small, new Philippine company trying to break into a market (cosmetics and toiletries) at present dominated by large companies which generally employed "pull" type marketing strategies involving heavy consumer promotion. Case can be analyzed from two points of view: that of the manufacturer attempting to decide whether to let an independent distributing company handle the marketing of its products on an exclusive basis; and that of the distributor trying to decide whether to take on the line if it is offered.

Alonto Coke & Coal Co. (A) and (B). Two-part case. The (A) case poses the issue of what channels of distribution are most appropriate for this Philippine producer of coke. Two explicit alternatives are offered: selling through an independent distributor on an exclusive basis or setting up a company-owned sales force.

In the (B) case, the company is facing the dilemma of not being able to meet the demand for its coke because of under-capacity. The issue to be resolved is how to allocate the available supply among customers.