ONLINE RESOURCE #3: INDIVIDUAL TEACHING PLANS FOR THE CATATECH CASE: TWO TAKES

Bill Schiano’s Catatech Teaching Plan

1) There are tensions between CIO (Marissa) and CEO (Carlos)
   a) So what?

2) Marissa rarely speaks with CEO Carlos
   a) So what?
   b) Why do they need to talk?
   c) Carlos always supports her and she has no budget issues
      i) What % of CIOs get this? (poll students)
         (1) Why don’t most?

3) US organization set up its own web site
   a) What do you want to know about it
      i) Go through metrics and discuss how to interpret
   b) What should have been done about this?
   c) What do you do about it now?

4) What do we know about Catatech?
   a) How did they get to this position?
   b) How do they run?
   c) What industries are similar?

5) Marissa felt decision was necessary “May find ourselves out of business”
   a) How would you know?

6) Suppose it was necessary
   a) How should she do it?
      i) Preparation
ii) Meet with Carlos

iii) Beyond Carlos

7) How to handle multiple countries
   a) Technology
   b) Business

8) Channel conflict with sales force

9) How similar were the previous systems on which she worked?
   a) ERP implementation
   b) Desktop
   c) Sales force automation

10) Let US marketing run e-commerce worldwide
    a) Wise?
    b) What are the issues?
    c) How could it be managed?

Board Plan

<table>
<thead>
<tr>
<th>Left side boards</th>
<th>Center boards</th>
<th>Right side boards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catatech background</td>
<td>Previous systems</td>
<td>Players</td>
</tr>
<tr>
<td>May find ourselves out of business</td>
<td>US website</td>
<td>Relationship between CIO and CEO</td>
</tr>
<tr>
<td>Channel conflict</td>
<td>Plans of action</td>
<td>Globalization</td>
</tr>
</tbody>
</table>
People

- Marissa Rivera - CIO
- Carlos Fernandez – CEO
Espen Andersen’s Teaching Plan (handwritten, with comments)

- Espen recreates his one-page note every time he teaches a class.
- Use starting time rather than number of minutes, for easy reference.
- Decide before class whom to call on. Always have a reserve person in case the first one does not come to class.
- Start with description of protagonists, to ease the students in.
- The meat of the discussion, focus on business models and nature of innovation.

- 0900 Intro
  - Case discussion
  - Prepping

- 0910 Martina | Carlos

- 0925 Steven and Mety

- 0935 Herramientas vs. Catech
  - Customers
  - Products
  - Business model

- 0945 Actions
  - Convinced?

- 1010 Wrapup, debrief

- Visual reference to framework (may or may not be used).
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- Speculative: Can Marisa convince Carlos? Is so, does it matter? Can the organization change – and if so, how?
- Ask note-takers to reflect on case discussion experience.