

The Next Big Thing?: Training Mask at a Crossroads

Timothy P. Brotherton, Ferris State University

Donna A. Smith, Ferris State University

Synopsis

The Next Big Thing?: Training Mask at a Crossroads is a decision point case facing Training Mask, a company that manufactures training masks for athletes for use in conditioning training. The mask simulates high-altitude breathing conditions and adds value to each workout session. Training Mask has been very successful in reaching well-known and serious athletes. Now the time has come to decide the future of the company. Casey Danford must decide whether he should: 1. remain in his present status and mainly market to hardcore athletes, 2. expand his market by including the “weekend warriors” who are less serious but do exercise, and/or 3. enter the medical device field with the Training Mask. Each of these three alternatives has advantages and disadvantages.

Learning Outcomes

The outcomes of this case are:

1. Analyze a current situation facing an entrepreneur
2. Evaluate several target markets from which an entrepreneur may choose
3. Recommend a course of action for the decision-maker

Application

This case is appropriate for courses in Marketing Principles, Marketing Strategy, the Business Capstone course, and Organizational Communication (used with decision making processes module).

Key Words

Brand Community, Strategic Decision-Making, Sports Marketing, Medical Device Marketing, Critical Thinking

Contact

Timothy Brotherton, Ferris State University, Marketing Department, Big Rapids, Michigan 49307, phone: 231-591-2471, email: brothet@ferris.edu