

Linda Construction Company's Decision on Expanding Its Product Mix

Michelle DeMoss, Stetson University
Benjamin D. Goss, Stetson University

Synopsis

In this decision case, Gary Olnowich, vice president of operations at Linda Construction Company (LCC), considers a proposal from one of LCC's biggest contractors for LCC to add a new division of new-construction waste removal. The case describes LCC's current product strategies and how the proposed venture might impact LCC's existing, regionally renowned remodeling and demolition services. Provided case data includes annual values of region-specific private nonresidential construction, annual revenues by division for LCC, and a breakdown of costs for LCC's potential new venture in new construction waste management.

Learning Outcomes

The outcomes of this case are:

1. Apply concepts of ethics, green marketing management, corporate social responsibility (CSR), and sustainability to determine classifications of sustainable marketers as defined by "Brand Ethos & Sustainability Marketing Values."
2. Develop strategic dimensions of success using the Whole-System Perspective.
3. Utilizing strategic dimensions of success, judge organizational strategic choices based on Triple Bottom Line and Hedgehog Concept principles and a breakeven analysis.

Application

This case is designed for undergraduate students in a business curriculum, particularly in management (where it can be used to teach strategic management in a junior-level organizational behavior course or a sustainability management course, or as a rudimentary case in a senior-level strategic management course) and marketing (where it can be utilized in a junior-level introductory marketing course, a services-marketing course, or a sustainability-marketing course, or as a rudimentary case in a senior-level strategic marketing course).

Key Words

Corporate social responsibility, sustainability marketing, product mix opportunities, breakeven analysis

Contact

Michelle DeMoss, Stetson University, Department of Marketing, DeLand, Florida 32723, phone: 386-822-7431, email: mdemoss@stetson.edu.