

Developing a Strategic Target SBU Portfolio with The Target Portfolio Package

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ABSTRACT

The Online Target Portfolio Package is used to systematically assess the current position of each strategic business unit (SBU) in a portfolio relative to competitor SBUs and to develop a strategic market plan for a target SBU portfolio with associated strategies and tactical marketing decisions. Competing participant teams first identify SBUs with growth potential and candidates for harvesting and or divestment based on their current position on the Boston Consulting Group (BCG) Growth Share and Growth Gain Matrices and the relevant Product Positioning Map. Based on their analysis of their own and competitor SBU portfolios, they develop a strategic market plan (SMP) to optimize the performance of the overall SBU portfolio while maintaining cash in balance.

INTRODUCTION

The Target Portfolio Package is a decision support system that enables competing participant teams in the marketing simulation COMPETE (Faria, 2006) to assess each SBU in their own SBU portfolio relative to their competitors. SBUs are specific product offerings in specific regions that have specific target markets with specific needs and purchase motivations, a specific set of strategies, facing a specific set of competitors with specific competing strategies. This Excel-based dss package is used together with other dss packages to (a) check the internal balance and trends in their own SBU portfolios, (b) assess the normative consistency of the SBUs, (c) evaluate competitor SBU portfolios, (d) develop a strategic market plan target SBU portfolio with associated strategies and tactical marketing decisions, and (e) check the financial balance (feasibility) of their strategic market plan.

Each Excel-based dss package automatically extracts relevant data via external links from the Excel-version of the COMPETE simulation results. The Excel-version of the simulation results are generated by the instructor/administrator from the original dos-text based COMPETE simulation results. Later, the Excel-version of the simulation results are uploaded to the COMPETE Online Decision Entry System (CODES) repository for subsequent access by competing participant teams. Only relevant data used to (a) generate the Boston Consulting Group (BCG) Growth Share Matrix (GSM) and Growth Gain Matrix (GGM) and Product Positioning Map (PPM) graphic displays, (b) calculate the relative market share (RMS), industry growth rate (IGR), brand growth rate (BGR), SBU Sales Revenue (SSR), Maximum Sustainable Growth Rate (MSGR), Weighted Average Growth Rate (WAGR) and other coordinates are extracted from the simulation results. These decision support packages save substantial time needed to identify and enter the relevant data and reduce the potential for data entry error.

DECISION SUPPORT SYSTEMS

Several scholars have commented on the value of including decision support software/systems in computer simulations (Keys & Biggs, 1990; Teach, 1990; Gold & Pray, 1990; Wolfe & Gregg, 1989). In addition, the literature is replete with references to the use and impact of decision support systems with computer simulations (Affisco & Chanin, 1989, 1990; Burns & Bush, 1991; Cannon et al., 1993; Fritzsche et al., 1987; Grove et al., 1986; Halpin, 2006; Honaiser & Sauaia, 2006; Markulis & Strang, 1985; Mitri et al., 1998; Muhs & Callen, 1984; Nulsen et al., 1993, 1994; Palia, 1989, 1991, 2009; Peach, 1996; Schellenberger, 1983; Shane & Bailes, 1986; Sherrell et al., 1986; Wingender & Wurster, 1987; Woodruff, 1992).

Decision support systems (DSSs) are defined as ...a collection of data, systems, tools, and techniques with supporting software and hardware by which an organization gathers and interprets relevant information from business and environment and turns it into a basis for...action (Little, 1979; Burns & Bush, 1991). In addition, they are defined as computer-based information systems that support the process of structuring problems, evaluating alternatives, and selecting actions for more effective management (Forgionne, 1988). Further, they are described as the hardware and software that permit decision-makers to deal with a specific set of related problems by providing tools that amplify a manager's judgment (Sprague, 1980).

DSSs used with business simulations yield several benefits. These include greater depth of understanding of simulation activity with resulting increase in planning (Keys et al., 1986), in-depth understanding of quantitative techniques as students visualize the results of their applications, sensitivity to weaknesses in techniques used, and experience in capitalizing on their strengths (Fritzsche et al., 1987). Other benefits include minimization of paperwork and errors, error-free graphical representation of output, a competitive tool with increasing value as simulation progresses, and potential for participants to create their own DSSs (Burns & Bush, 1991). In addition, DSSs enhance understanding of complex business relationships and provide additional value over time (Halpin, 2006). Further, DSSs provide realism, relevance, literacy, flexibility and opportunity for refinement (Sherrell et al., 1986).

Some authors contend that combining an active student generated database in the form of a simulation game with a DSS will result in improved decision making, lead to improved proactive rather than re-active strategic planning, and result in improved simulation game performance and enhanced learning (Muhs & Callen, 1984). Others have reported no support for the premise that DSS usage improves small group decision making effectiveness (Affisco & Chanin, 1989), and that DSS usage to support manufacturing function decisions resulted in decreased manufacturing costs and increased "earnings/cost of goods sold" ratio in the second year of play (Affisco & Chanin, 1990).

EXHIBIT 1 STRATEGIC ANALYSIS WORKSHEET

Strategic Analysis of Target Portfolio													
		Prod Portfolio Analysis (PPA)				Prod Positioning Map (PP)			Current Marketing Emphasis				
Co. No.	Targeted SBUs	GSM	GGM	Current	PPM	Price	Quality	Adv. Budget	Media Emphasis	Copy Emphasis	Salesforce		
		Typology	Typology	Strategy	Position	Level	Level				Effort	Comp.	
Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
Major Competing SBUs													
Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select	Select
Recommended Strategy						Recommended Tactical Decisions							
Co.	Targeted Brands	Strategic Thrust	Price Strategy	Promo. Strategy	Distbn. Strategy	SBU Price	Adv. Budget	Media Emphasis	Copy Emphasis	Salesforce Effort	R&D Effort		
											Quality	Cost	
Select	Select	Select	Select	Select	Select								
	Select	Select	Select	Select	Select								
	Select	Select	Select	Select	Select								
	Select	Select	Select	Select	Select								
Major Competing SBUs													
Select	Select	Select	Select	Select	Select								
	Select	Select	Select	Select	Select								
	Select	Select	Select	Select	Select								
	Select	Select	Select	Select	Select								
Select	Select	Select	Select	Select	Select								
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Select	Select	Select	Select	Select	Select								
	Select	Select	Select	Select	Select								
	Select	Select	Select	Select	Select								
	Select	Select	Select	Select	Select								

Given the inconsistent findings with regard to the efficacy of DSSs reported in the literature, does DSS usage increase decision effectiveness and/or enhance learning? One scholar notes that while the DSS assists the decision maker, it does not make decisions, nor can it substitute for intelligent analysis and synthesis (Schellenberger, 1983). In addition, as with other computer-based or experiential learning techniques, the effectiveness of DSSs or the decisions made are less important than the insights they generate. The level of insight generated depends heavily on the clear explanation of the purpose, significance, assumptions, usage, and limitations of the DSS and underlying concepts applied, by the instructor. In addition, the level of insight generated depends heavily on the debriefing process used by the instructor to crystallize student learning (Cannon et al., 1993).

The primary purpose of this paper is to present this new user-centered learning tool that helps to prepare students for strategic market planning and marketing decision-making responsibilities in their future careers. The objective of this decision support package is to provide participant teams the opportunity to apply integrated strategic market planning.

MARKETING STRATEGY

Marketing managers are charged with the responsibility of planning, organizing, implementing, and controlling marketing plans and programs that are designed to achieve a specific set of objectives (Bagozzi, et al, 1998; Churchill & Peter, 1995; Kotler, 2003; Kotler, 1988; Kotler & Keller, 2007; Lehman &

Winer, 1988; Lilien, 1993; Lilien & Rangaswamy, 2003; McCarthy & Perreault, 1984; McCarthy & Perreault, 1987; Perreault & McCarthy, 1996).

First, marketing managers identify opportunities and threats in the external environment. They analyze the major customer segments, strategic competitor groupings, and salient market and environmental trends. Major customer segments are identified and their needs, purchase motivations, unmet needs are analyzed. Major strategic competitor groups are identified and their performance, image, objectives, strategies and weaknesses are analyzed. The size, growth, profitability, entry barriers, cost structure, distribution system, trends, and key success factors as well as emerging submarkets in the relevant product market are investigated. Relevant trends in the social-cultural, technological, economic, legal, political and other non-controllable external environments are studied. This external analysis is used to identify opportunities, threats, trends and strategic uncertainties.

Next, marketing managers analyze their own firm's performance on such dimensions as profitability, sales, shareholder value analysis, customer satisfaction, product quality, brand associations, relative cost, new products, employee capability and performance. In addition, they study their own strategic problems, constraints, strengths, weaknesses and liabilities. This internal analysis is used to identify their own strengths, weaknesses, liabilities, problems, constraints and uncertainties.

Then, marketing managers (a) identify strategic alternatives with regard to product market investment strategies, customer

EXHIBIT 2 SBU OPTIONS WORKSHEET

Select	Select	Select	Select	Select
TST-1	H*	G	BS(O)	Premium
TST-2	S*	H	BS(D)	High Value
TST-3	H?	L	HS	Penetration
CVE-1	S?		H	Rip-off
CVE-2	H\$		D/W	
CVE-3	S\$			
SSL-1	HX			
SSL-2	SX			
SSL-3				
Name=SBU	Name=GSM_Typology	Name=GGM_Typology	Name=Recommended_Strategy	Name=Position
Select	Select	Select	Select	
Premium	High	BC - P - SP	1 Low Price	
Above Average	Above Average	BC - SP - P	2 Quality	
Average	Average	P - BC - SP	3 Product Features	
Below Average	Below Average	P - SP - BC	4 Customer Benefits	
Penetration	Low	SP - BC - P	5 Warranty, Service, Convenience	
		SP - P - BC		
Name=Price_Level	Name=Quality_Level	Name=Media_Emphasis	Name=Copy_Emphasis	
Select				
1				
2				
3				
4				
5				
Name=Company				

value proposition, assets, competencies, and synergies, and functional strategies and programs, (b) select a strategy, (c) implement an operating plan, and (d) periodically review and adapt strategies.

Based on the above analysis of the opportunities and threats in the external environment and an assessment of the firm's own strengths and weaknesses, marketing managers generate a vision, define a mission, establish specific goals, and formulate a strategy in order to achieve the mission. Strategies used include differentiation strategy, low-cost strategy, focus strategy, preemptive move, and synergy. An offering can be differentiated based on performance, quality, prestige, features, service backup, reliability, and/or convenience. A low-cost strategy involves the creation of a sustainable cost advantage through high market share, favorable access to raw materials, and/or state-of-the-art manufacturing equipment. A focus or niche strategy seeks to establish and maintain dominance in a narrow product line. It is central to the creation of a sustainable competitive advantage. The preemptive move strategy generates an asset or competency, forms the basis of a sustainable competitive advantage and inhibits competitors. Finally, synergy can be achieved through sharing sales force or office space, and reduces cost or investment needed (Aaker, 2014).

In performing their responsibilities, marketing managers are faced with scarce resources (discretionary marketing dollars) and unlimited wants to allocate these limited resources across individual SBUs in their SBU portfolio in order to achieve their objectives. Consequently, they need to allocate the scarce resources at their disposal both effectively and efficiently. The efficient allocation of scarce marketing resources in order to optimize the overall performance of a SBU portfolio is the heart of strategic market planning.

STRATEGIC MARKET PLANNING

Strategic market planning is a complex problem for multi-product, multimarket companies. These firms may have numerous products serving several markets with differing potentials. Some products may be in a dominant position relative to competitors, while others may be in a weaker position. Each product will have its own strategy, and may face several competitive products having their own marketing strategies. Some products may be profitable while others may need cash to finance growth or to fight competition.

Faced with this complex situation, the organization must allocate its limited resources among these products in order to optimize its overall performance (Abell & Hammond, 1979). In order to optimize the overall performance of its portfolio of

products, the organization first monitors and analyzes the performance of each of its strategic business units (products). This analysis is conducted by the firm in order to decide which strategic business units to build, maintain, harvest, and divest. One of the best known and widely used models for this purpose is the Boston Consulting Group Product Portfolio Analysis model (Kotler, 1988).

The product portfolio analysis model developed by the Boston Consulting Group assigns strategic roles for each product based on the product's market growth rate and market share relative to competitors. These individual roles are then integrated into a strategy for the whole portfolio of products, taking into consideration the product portfolios of the main competitors. The objective of the firm, when using the product portfolio approach, is to optimize the performance of the entire portfolio of products, while maintaining cash flow in balance. Differences in growth potential, relative market share and hence cash flow potential unique to each product are identified. This analysis helps to determine which products represent investment opportunities, which products should supply investment funds, and which products should be candidates for elimination.

The growth share matrix (GSM) and the growth gain matrix (GGM) are used to display the relevant information about the firm's portfolio of products. These displays help to reduce the inherent complexity of the problem to manageable proportions. The heart of product portfolio analysis involves the creation and interpretation of the GSM and GGM displays for the firm and its main competitors. Based upon GSM data, each firm's strategic business units (products) are classified into four categories – "Cash Cows," "Dogs," "Problem Children," and "Stars" (Abell & Hammond 1979; Day, 1986).

The Product Portfolio Analysis package enables an organization to generate GSMs and GGMs for their own and competing firms. These matrices are used in strategic market planning. Static, comparative static and dynamic analysis of the product portfolios of the firm and its main competitors can be performed with the use of the revised package. Based on these displays, the organization can (1) check for internal balance in the SBU portfolio (Palia, 1991; Palia, 2012), (2) look for trends (Palia, 1995; Palia, 2012), (3) evaluate competition (Palia, 2002; Palia, 2012; Palia, 2015), (4) consider other factors not captured in the portfolio display (Palia, 1996), (5) develop alternative "target" portfolios along with associated strategies for achieving them, and (6) check financial balance (Palia, 2010).

The SMP Target Portfolio Package enables the organization to first identify SBUs with growth potential and candidates for harvesting and or divestment based on their current position in the Growth Share and Growth Gain Matrices

EXHIBIT 3 STRATEGIC OPTIONS WORKSHEET

Select		Select		Select		Select		Select	
Brand Differentiation		Core Product		Skimming		Push		Intensive	
Cost Leadership		Basic Product		Penetration		Pull		Selective	
Preemptive Move		Expected Product		Competitive Parity		Combo Push & Pull		Exclusive	
Focus		Augmented Product							
Synergy		Potential Product		Name=Pricing_Strategy		Name=Promotion_Strategy		Name=Distribution_Strategy	
Name=Strategic_Thrust		Name=Product_Strategy							
Select		Select		Select					
Strong		Strong		Strong					
Medium		Medium		Medium					
Weak		Weak		Weak					
Name=Ad_Budget		Name=Salesforce_Effort		Name=Salesforce_Comp_Effort					

and the Product Positioning Map. Based on their analysis of their own and competitor SBU portfolios, a strategic market plan (SMP) can be developed to optimize the performance of the overall SBU portfolio while maintaining cash in balance.

THE MARKETING SIMULATION COMPETE

COMPETE (Faria, 2006) is a marketing simulation designed to provide students with marketing strategy development and decision-making experience. Competing student teams are placed in a complex, dynamic, and uncertain environment. The participants experience the excitement and uncertainty of competitive events and are motivated to be active seekers of knowledge. They learn the need for and usefulness of mastering an underlying set of decision-making principles.

Competing student teams plan, implement, and control a marketing program for three high-tech products in three regions Region 1 (R1), Region 2 (R2) and Region 3 (R3) within the United States. These three products are a Total Spectrum Television (TST), a Computerized DVD/Video Editor (CVE) and a Safe Shot Laser (SSL). The features and benefits of each product and the characteristics of consumers in each region are described in the student manual. Based on a marketing opportunity analysis, a mission statement is generated, specific and measurable company goals are set, and marketing strategies are formulated to achieve these goals. Constant monitoring and analysis of their own and competitive performance helps the

teams better understand their markets and improve their decisions.

Each decision period (quarter), the competing teams make a total of 74 marketing decisions with regard to marketing their three products in the three regional markets. These decisions include nine pricing decisions, nine shipment decisions, three sales force size decisions, nine sales force time allocation decisions, one sales force salary decision, one sales force commission decision, twenty-seven advertising media decisions, nine advertising content decisions, three quality-improvement R&D decisions, and three cost-reduction R&D decisions. Successful planning, implementation, and control of their respective marketing programs require that each company constantly monitor trends in its own and competitive decision variables and resulting performance.

TARGET PORTFOLIO PACKAGE

The web-based Target Portfolio Package Version 1.0 is accessible online to competing participant teams in the marketing simulation COMPETE. The Target Portfolio Package Version 1.0 is an Excel workbook "Target Portfolio.xls" which consists of three worksheets: (a) Strategic Analysis, (b) SBU Options, and (c) Strategic Options. This workbook is used together with the Boston Consulting Group (BCG) Product Portfolio Analysis (PPA) graphics package, the Product Positioning Map (PPM) graphics package, the

EXHIBIT 4 BCG GROWTH SHARE MATRIX & GROWTH GAIN MATRIX GRAPHIC DISPLAY

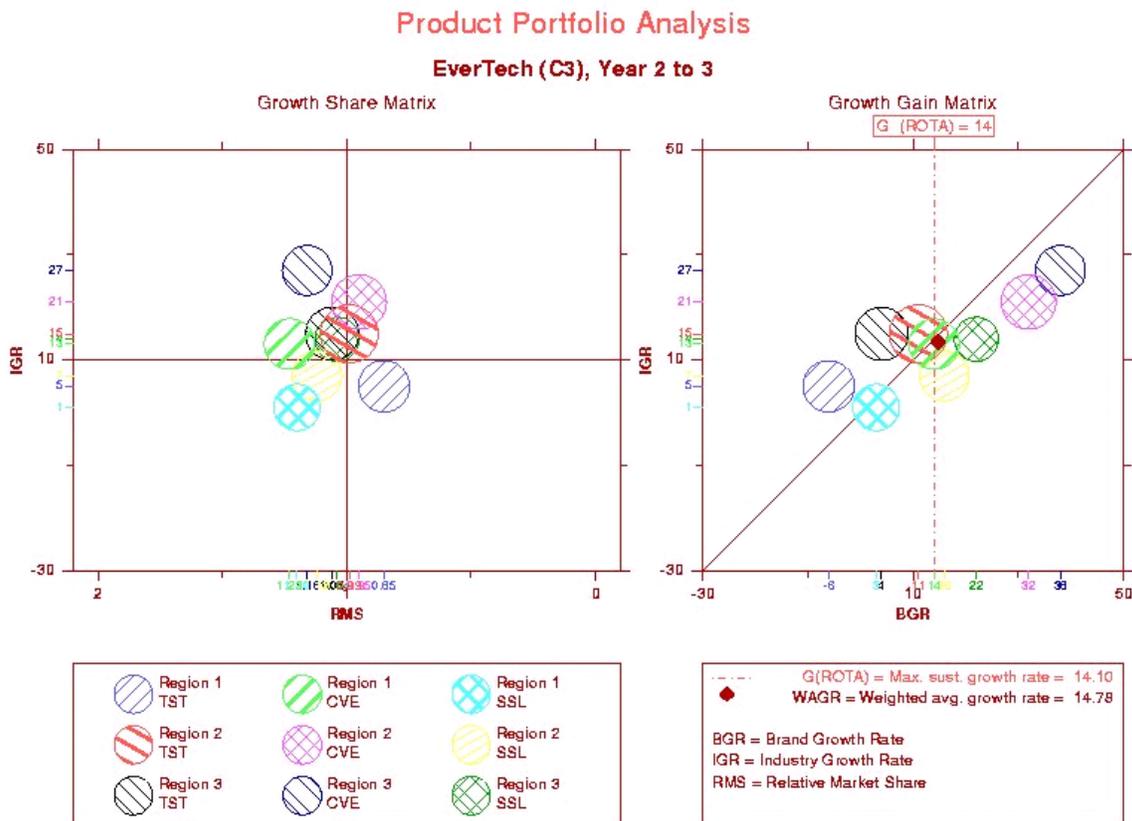


EXHIBIT 5 NPB BY SBU WORKSHEET (FOR COMPANIES 1 & 2)

Normative Position of the Brands + Trends Company 1																
SBU	Year	GSM				GGM										SSR
		RMS	IGR	SBU Typology	Recommended Strategy	Position		Consistency		BGR	MSGR	WAGR	GSM Trend	GGM Trend		
				H?	BS (O)	Normative	Actual	C / NC	Trend							
TST - 1	1-2	0.75	0.44%	H?	BS (O)	G	L	NC		-6.22%	10.30%	-1.74%				
TST - 1	2-3	1.02	-0.50%	H*	HS	H	H	C	NC ==> C	13.40%	4.97%	32.91%	H? ==> H*	L ==> H		
TST - 2	1-2	0.79	18.32%							-5.82%						
TST - 2	2-3	0.77	19.32%						==>	20.31%			==>	==>		
TST - 3	1-2	0.70	16.94%							4.28%						
TST - 3	2-3	0.88	16.36%						==>	44.23%			==>	==>		
CVE - 1	1-2	0.65	-0.27%							-15.67%						
CVE - 1	2-3	0.99	3.17%						==>	30.03%			==>	==>		
CVE - 2	1-2	0.64	16.26%							11.69%						
CVE - 2	2-3	0.79	16.81%						==>	41.17%			==>	==>		
CVE - 3	1-2	0.75	19.78%							11.58%						
CVE - 3	2-3	0.70	25.86%						==>	18.61%			==>	==>		
SSL - 1	1-2	0.67	-3.89%							-13.91%						
SSL - 1	2-3	0.93	-6.39%						==>	17.29%			==>	==>		
SSL - 2	1-2	0.59	7.96%							-6.47%						
SSL - 2	2-3	0.94	12.19%						==>	36.29%			==>	==>		
SSL - 3	1-2	0.71	8.82%							-5.61%						
SSL - 3	2-3	1.09	4.74%						==>	70.62%			==>	==>		

Legend:

SBU Typology	Recommended Strategy	GGM Position	Consistency
H* = Healthy Star	BS (O) = Build Share on Offense	G = Gainer	C = Consistent
S* = Sick Star	BS (D) = Build Share on Defense	L = Loser	NC = Not consistent
H? = Healthy Problem Child	HS = Hold Share	H = Holder	
S? = Sick Problem Child	H = Harvest		
HS = Healthy Cash Cow	D/W = Divest / Withdraw		
SS = Sick Cash Cow			
HX = Healthy Dog			
SX = Sick Dog			

For example:

If TST-1, Year 1-2 RMS = 0.95 and IGR = 12.4%, then SBU Typology = H? and Recommended Strategy is BS (O)

Based on BS (O) strategy, normative position of TST-1 on GGM should be G.

However, if actual position of TST-1 on GGM is a L, then the brand TST-1 is not consistent with its normative position.

Normative Position of the Brands + Trends Company 2																
SBU	Year	GSM				GGM										SSR
		RMS	IGR	SBU Typology	Recommended Strategy	Position		Consistency		BGR	MSGR	WAGR	GSM Trend	GGM Trend		
				H?	BS (O)	Normative	Actual	C / NC	Trend							
TST - 1	1-2	0.81	0.44%	H?	BS (O)	G	L	NC		11.74%	7.56%	40.81%				
TST - 1	2-3	0.98	-0.50%	H*	HS	H	H	C	NC ==> C	1.95%	4.34%	10.54%	H? ==> H*	L ==> H		
TST - 2	1-2	0.79	18.32%							48.31%						
TST - 2	2-3	0.76	19.32%						==>	19.48%			==>	==>		
TST - 3	1-2	0.78	16.94%							33.06%						
TST - 3	2-3	0.82	16.36%						==>	20.80%			==>	==>		
CVE - 1	1-2	1.09	-0.27%							37.59%						
CVE - 1	2-3	1.01	3.17%						==>	-14.26%			==>	==>		
CVE - 2	1-2	0.73	16.26%							36.04%						
CVE - 2	2-3	0.78	16.81%						==>	21.96%			==>	==>		
CVE - 3	1-2	0.84	19.78%							40.63%						
CVE - 3	2-3	0.72	25.86%						==>	9.30%			==>	==>		
SSL - 1	1-2	0.88	-3.89%							36.73%						
SSL - 1	2-3	1.00	-6.39%						==>	-3.74%			==>	==>		
SSL - 2	1-2	0.79	7.96%							58.21%						
SSL - 2	2-3	1.00	12.19%						==>	17.28%			==>	==>		
SSL - 3	1-2	1.19	8.82%							75.19%						
SSL - 3	2-3	0.91	4.74%						==>	11.23%			==>	==>		

Legend:

SBU Typology	Recommended Strategy	GGM Position	Consistency
H* = Healthy Star	BS (O) = Build Share on Offense	G = Gainer	C = Consistent
S* = Sick Star	BS (D) = Build Share on Defense	L = Loser	NC = Not consistent
H? = Healthy Problem Child	HS = Hold Share	H = Holder	
S? = Sick Problem Child	H = Harvest		
HS = Healthy Cash Cow	D/W = Divest / Withdraw		
SS = Sick Cash Cow			
HX = Healthy Dog			
SX = Sick Dog			

For example:

If TST-1, Year 1-2 RMS = 0.95 and IGR = 12.4%, then SBU Typology = H? and Recommended Strategy is BS (O)

Based on BS (O) strategy, normative position of TST-1 on GGM should be G.

However, if actual position of TST-1 on GGM is a L, then the brand TST-1 is not consistent with its normative position.

EXHIBIT 6 NPB BY YEAR WORKSHEET (FOR COMPANIES 1 & 2)

Normative Position of the Brands + Trends Company 1															
SBU	Year	GSM				GGM									SSR
		RMS	IGR	SBU Typology	Recommended Strategy	Position		Consistency		BGR	MSGR	WAGR	GSM Trend	GGM Trend	
						Normative	Actual	C / NC	Trend						
TST - 1	1-2	0.75	0.44%	H?	BS (O)	G	L	NC		-6.22%	10.30%	-1.74%			\$20,594,700.00
TST - 2	1-2	0.79	18.32%							-5.82%					\$24,056,700.00
TST - 3	1-2	0.70	16.94%							4.28%					\$18,453,500.00
CVE - 1	1-2	0.65	-0.27%							-15.67%					\$20,206,775.00
CVE - 2	1-2	0.64	16.26%							11.69%					\$28,125,405.00
CVE - 3	1-2	0.75	19.78%							11.58%					\$21,338,100.00
SSL - 1	1-2	0.67	-3.89%							-13.91%					\$14,326,711.00
SSL - 2	1-2	0.59	7.96%							-6.47%					\$15,548,144.00
SSL - 3	1-2	0.71	8.82%							-5.61%					\$13,563,540.00
TST - 1	2-3	1.02	-0.50%	H*	HS	H	H	C	NC ==> C	13.40%	4.97%	32.91%	H? ==> H*	L ==> H	\$23,844,100.00
TST - 2	2-3	0.77	19.32%						==>	20.31%			==>	==>	\$28,761,225.00
TST - 3	2-3	0.88	16.36%						==>	44.23%			==>	==>	\$25,714,200.00
CVE - 1	2-3	0.99	3.17%						==>	30.03%			==>	==>	\$25,225,825.00
CVE - 2	2-3	0.79	16.81%						==>	41.17%			==>	==>	\$38,738,850.00
CVE - 3	2-3	0.70	25.86%						==>	18.61%			==>	==>	\$23,923,910.00
SSL - 1	2-3	0.93	-6.39%						==>	17.29%			==>	==>	\$15,135,222.00
SSL - 2	2-3	0.94	12.19%						==>	36.29%			==>	==>	\$20,187,120.00
SSL - 3	2-3	1.09	4.74%						==>	70.62%			==>	==>	\$21,187,749.00

Legend:

SBU Typology	Recommended Strategy	GGM Position	Consistency
H* = Healthy Star	BS (O) = Build Share on Offense	G = Gainer	C = Consistent
S* = Sick Star	BS (D) = Build Share on Defense	L = Loser	NC = Not consistent
H? = Healthy Problem Child	HS = Hold Share	H = Holder	
S? = Sick Problem Child	H = Harvest		
H\$ = Healthy Cash Cow	D/W = Divest / Withdraw		
S\$ = Sick Cash Cow			
HX = Healthy Dog			
SX = Sick Dog			

For example:

If TST-1, Year 1-2 RMS = 0.95 and IGR = 12.4%, then SBU Typology = H? and Recommended Strategy is BS (O)

Based on BS (O) strategy, normative position of TST-1 on GGM should be G.

However, if actual position of TST-1 on GGM is a L, then the brand TST-1 is not consistent with its normative position.

Normative Position of the Brands + Trends Company 2															
SBU	Year	GSM				GGM									SSR
		RMS	IGR	SBU Typology	Recommended Strategy	Position		Consistency		BGR	MSGR	WAGR	GSM Trend	GGM Trend	
						Normative	Actual	C / NC	Trend						
TST - 1	1-2	0.81	0.44%	H?	BS (O)	G	L	NC		11.74%	7.56%	40.81%			\$22,268,530.00
TST - 2	1-2	0.79	18.32%							48.31%					\$23,763,600.00
TST - 3	1-2	0.78	16.94%							33.06%					\$19,727,400.00
CVE - 1	1-2	1.09	-0.27%							37.59%					\$29,758,340.00
CVE - 2	1-2	0.73	16.26%							36.04%					\$31,679,380.00
CVE - 3	1-2	0.84	19.78%							40.63%					\$23,126,215.00
SSL - 1	1-2	0.88	-3.89%							36.73%					\$17,443,900.00
SSL - 2	1-2	0.79	7.96%							58.21%					\$18,800,104.00
SSL - 3	1-2	1.19	8.82%							75.19%					\$17,967,254.00
TST - 1	2-3	0.98	-0.50%	H*	HS	H	H	C	NC ==> C	1.95%	4.34%	10.54%	H? ==> H*	L ==> H	\$22,532,000.00
TST - 2	2-3	0.76	19.32%						==>	19.48%			==>	==>	\$28,392,500.00
TST - 3	2-3	0.82	16.36%						==>	20.80%			==>	==>	\$23,830,800.00
CVE - 1	2-3	1.01	3.17%						==>	-14.26%			==>	==>	\$25,383,330.00
CVE - 2	2-3	0.78	16.81%						==>	21.96%			==>	==>	\$37,792,372.00
CVE - 3	2-3	0.72	25.86%						==>	9.30%			==>	==>	\$24,612,210.00
SSL - 1	2-3	1.00	-6.39%						==>	-3.74%			==>	==>	\$16,401,204.00
SSL - 2	2-3	1.00	12.19%						==>	17.28%			==>	==>	\$21,436,747.00
SSL - 3	2-3	0.91	4.74%						==>	11.23%			==>	==>	\$19,858,128.00

Legend:

SBU Typology	Recommended Strategy	GGM Position	Consistency
H* = Healthy Star	BS (O) = Build Share on Offense	G = Gainer	C = Consistent
S* = Sick Star	BS (D) = Build Share on Defense	L = Loser	NC = Not consistent
H? = Healthy Problem Child	HS = Hold Share	H = Holder	
S? = Sick Problem Child	H = Harvest		
H\$ = Healthy Cash Cow	D/W = Divest / Withdraw		
S\$ = Sick Cash Cow			
HX = Healthy Dog			
SX = Sick Dog			

For example:

If TST-1, Year 1-2 RMS = 0.95 and IGR = 12.4%, then SBU Typology = H? and Recommended Strategy is BS (O)

Based on BS (O) strategy, normative position of TST-1 on GGM should be G.

However, if actual position of TST-1 on GGM is a L, then the brand TST-1 is not consistent with its normative position.

Normative Position of Brands (NPB) & Trends package, the Competitor Analysis package, to develop a target SBU portfolio, and the Sources & Uses of Cash package to check the feasibility of the strategic market plan.

First, the Strategic Analysis worksheet (see exhibit 1) permits the user to select the company number and the SBUs targeted for growth, harvesting or divestment. For each of these targeted SBUs, the user can select the GSM typology, the GGM typology, the current strategy, the PPM quadrant, and the relative price and quality levels. In addition the user can select the current marketing emphasis for each SBU including the relative strength of the advertising budget, the media emphasis, the copy emphasis, the salesforce effort and salesforce compensation.

Second, the Strategic Analysis worksheet (see Figure 1) permits the user to select the recommended strategic thrust, pricing strategy, promotion strategy and distribution strategy for each of the targeted SBUs. In addition, the user can enter the recommended tactical decisions on SBU price, advertising budget, media emphasis, copy emphasis, salesforce effort and R&D investment in quality improvement and process improvement (cost reduction).

Third, the SBU Options worksheet (see exhibit 2) defines the options for company number, targeted SBU, GSM typology, GGM typology, and recommended strategy. In addition, the SBU Options worksheet defines the options for PPM quadrant position, relative price and quality levels as well as the media emphasis, and copy choice.

Fourth, the Strategic Options worksheet (see exhibit 3)

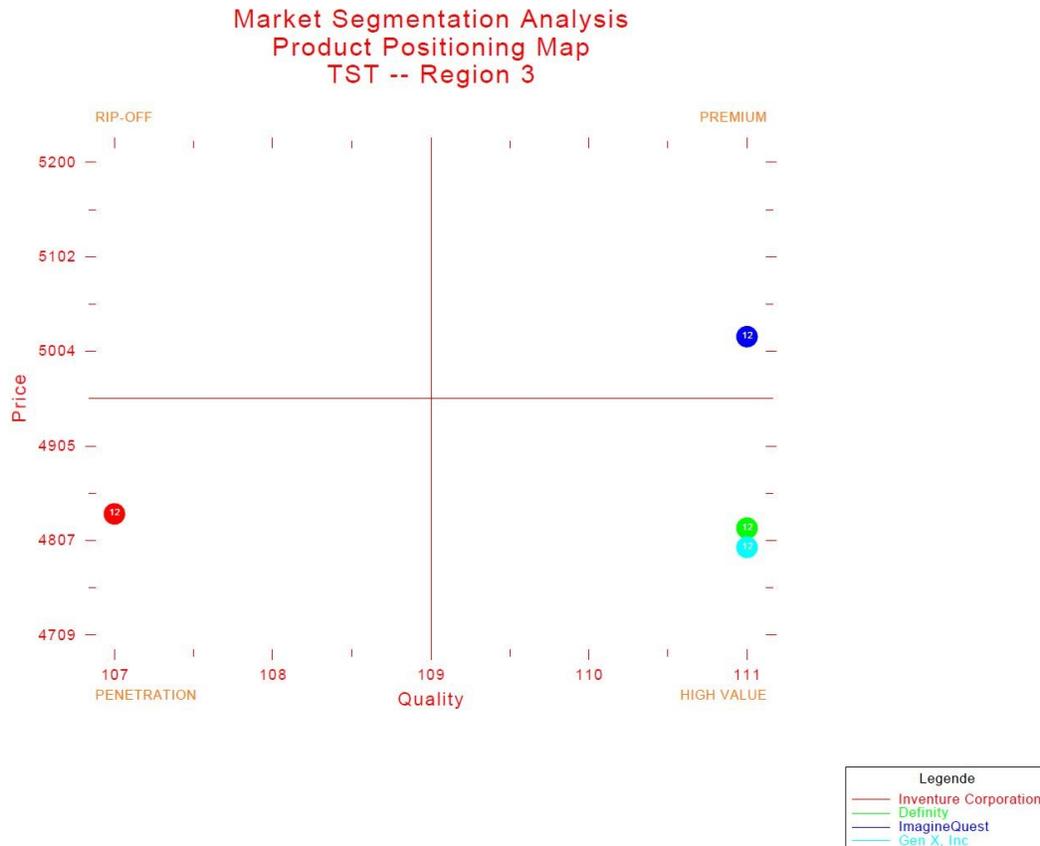
defines the options for recommended strategic thrust, product strategy, pricing strategy, promotion strategy, and distribution strategy. In addition, the Strategic Options worksheet defines the options for relative strength of the advertising budget, salesforce effort, and salesforce compensation.

TARGET PORTFOLIO PACKAGE USE

The Target Portfolio Package is used by competing participant teams in Strategic Market Planning. This package is used together with the Interactive Online Boston Consulting Group (BCG) Matrix Graphics Package, the Interactive Online Product Positioning Map Graphics Package Version 2.0 (Palia, 2013), the Normative Position of Brands (NPB) & Trends Package, Competitor Analysis Package, and Sources & Uses of Cash Package.

First, the Interactive Online BCG Matrix Graphics Package (Palia et al., 2002) is used to generate the BCG Growth Share Matrix (GSM) and Growth Gain Matrix (GGM) displays (see exhibit 4) for each company (team) based on its performance. GSM and GGM displays are generated at the end of the second and third year of operations and permit the participant teams to conduct static, comparative static, and dynamic analyses of their own product portfolio and the product portfolios of their main competitors. By superimposing the display at the end of the second year of operations on the display at the end of the third (current) year, the participant teams can determine the trajectories (direction and degree of movement) of each of their products. Competitor product trajectories can also be generated

EXHIBIT 7 ONLINE PPM VERSION 2.0 (DISLIN-BASED) CURRENT PERIOD PPM DISPLAY



and analyzed.

Based on these BCG GSM and GGM displays, the competing participant teams can (1) check for internal balance in their product portfolios, (2) look for trends, (3) evaluate competition, (4) consider factors not captured in the portfolio display, (5) develop possible "target" portfolios along with associated strategies for achieving them, and (6) check for financial balance (Palia, 2010).

Second, the Normative Position of Brands & Trends package (Palia, 2012) is used in the above three steps to assess whether each SBU in a SBU portfolio is consistent with its normative position on the GGM. The actual position of the SBU is determined by its performance, and indicates whether the SBU is a Gainer (BGR greater than IGR), Holder (BGR equal to IGR), or Loser (BGR less than IGR). The normative (ideal) position of the SBU on the GGM is determined by the recommended strategy {Build Share (on Offense/Defense), Hold Share, Harvest, or Divest/Withdraw} which in turn is based on the SBU position on the GSM (Cash Cow, Star, Problem Child, or Dog).

The NPB by SBU worksheet (see exhibit 5) are organized by SBU by year for each company. This facilitates analysis of trends (comparative static analysis) in the SBU portfolio. The NPB by Year worksheet (see Figure 6) are sorted by year by SBU for each company. This facilitates analysis of the SBU portfolio (static analysis) in the year 1-2 or year 2-3 period.

Third, the Interactive Online Product Positioning Map (PPM) graphics package Version 2.0 (Palia & Ryck, 2013) enables the user to plot the current position of each of their nine SBUs relative to competitor SBUs during the current period

(see exhibit 7) in addition to the trend plots for every period (see exhibit 8), every two periods and every four periods. Based on the current period plot, the user can determine whether each of their nine SBUs is currently in the Premium, High Value, Penetration or Rip-off quadrant relative to competitor SBUs.

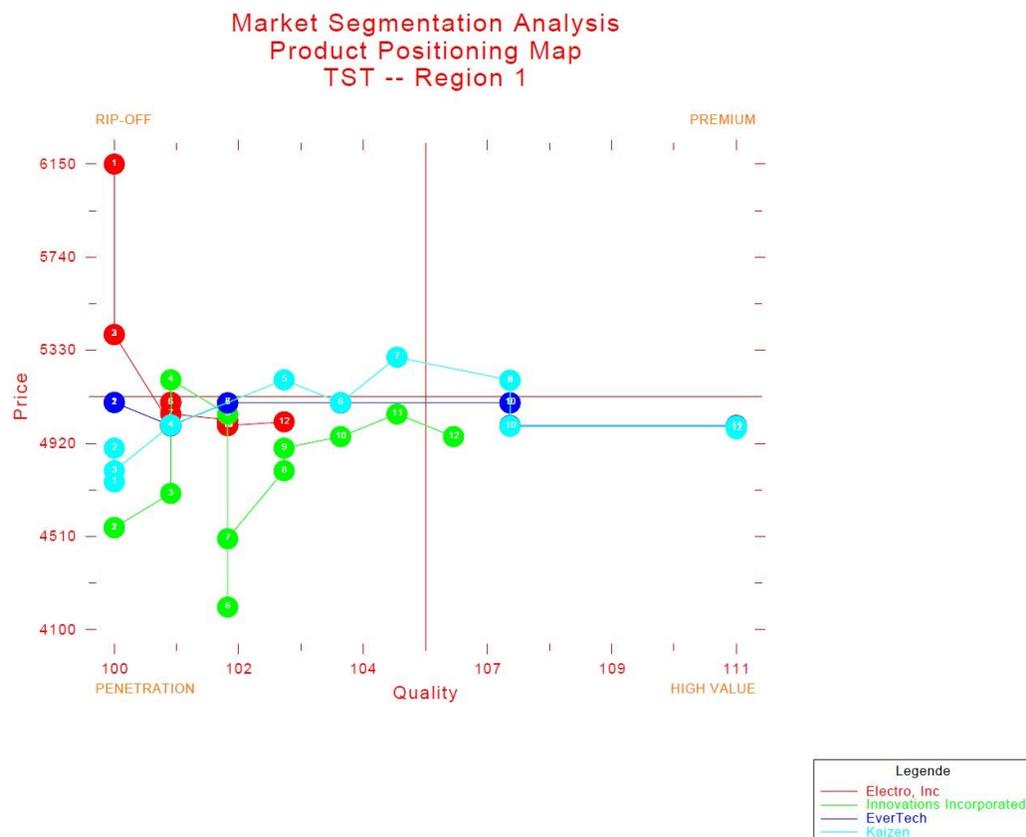
Fourth, the Competitor Analysis Package Version 2.0 (Palia & Ryck, 2015) enables the competing teams to (a) monitor company and SBU-specific performance of a specific competitor (see exhibit 9) or all competing firms (see exhibit 10), (b) identify relative strengths and weaknesses of each element of the marketing mix for each SBU of all competing firms, and (c) evaluate competitors (step 4 of the strategic market planning process) in order to develop a cogent and persuasive strategic market plan.

Finally, the Online SMP Cash Flow Package (Palia 2010) is used to determine the viability of the strategic market plan target portfolio (see exhibits 11 & 12) after the user has checked the internal balance of the SBU portfolio, looked for trends in SBU trajectories, evaluated the SBU portfolios of major competitors, considered other factors not reflected in the GSM and GGM visual displays, and developed a realistic target portfolio.

TARGET PORTFOLIO PACKAGE PROCESS

First, the participant teams generate the interactive online BCG GSM and GGM graphic displays for their own and competitor SBU portfolios. Then, they generate the interactive

EXHIBIT 8 ONLINE PPM VERSION 2.0 (DISLIN-BASED) EVERY PERIOD PPM DISPLAY



online PPM displays for their own and competitor SBUs under assessment. Next, they use the Normative Position of Brands & Trends package to assess the normative consistency of each SBU in their own and competitor SBU portfolios relative to its normative position on the GGM. Later, they use the Competitor Analysis package to identify relative strengths and weaknesses of each element of the marketing mix for each of their own and competitor SBUs.

Armed with the insights derived from the use of the above dss packages, the competing participant teams use the Strategic Analysis worksheet of the Target Portfolio.xls package to select their company number (column 1) and up to four of nine of their own SBUs targeted for expansion, harvesting, and/or divestment (column 2). In addition, they select the corresponding four SBUs for each of their major competitors (see exhibit 13).

Next, based on the interactive online BCG GSM and GGM displays and the Normative Position of Brands & Trends Package, for each targeted SBU they select (a) the GSM typology (column 3) from the options Healthy Star (H*), Sick Star (S*), Healthy Problem Child (H?), Sick Problem Child (S?), Healthy Cash Cow (H\$), Sick Cash Cow (S\$), Healthy Dog (HX), Sick Dog (SX), (b) the GGM typology (column 4) for each selected SBU from the options Gainer (G), Loser (L), Holder (H), and (c) the current recommended strategy (column 5) from the options Build Share (Offense) - BS(O), Build Share (Defense) - BS(D), Hold Share (HS), Harvest (H), Divest/Withdraw (D/W).

Then, based on the interactive online PPM displays, they select (a) the PPM Quadrant Position (column 6) from the

options Premium, High Value, Penetration, Rip-Off, (b) the Price Level (column 7) from the options Premium, Above Average, Average, Below Average, Penetration, and (c) the Quality Level (column 8) from the options High, Above Average, Average, Below Average, Low.

Later, based on their analysis of the targeted SBUs using the Competitor Analysis package, they first select the current marketing emphasis for (a) Advertising Budget (column 9) from the options Strong, Medium, and Weak. Second, they select the Media Emphasis (column 10) from the options Broadcast – Print – Sales Promotion (BC – P – SP), Broadcast – Sales Promotion – Print (BC – SP – P), Print – Broadcast – Sales Promotion (P – BC – SP), Print – Sales Promotion – Broadcast (P – SP – BC), Sales Promotion – Broadcast – Print (SP – BC – P), Sales Promotion – Print – Broadcast (SP – P – BC). Third, they select the Copy Emphasis (column 11) from the options Low Price (1), High Quality (2), Product Features (3), Customer Benefits and (4), Warranty, Service, Convenience (5). Fourth, they select the Salesforce Effort (column 12) from the options Strong, Medium, Weak. Sixth, they select the Salesforce Compensation from the options Strong, Medium, and Weak.

In summary, the user first selects the current BCG GSM and GGM position as well as the PPM position and the current marketing emphasis for each of the four SBUs targeted for expansion, harvesting and/or divestment in the upper half of the Target Portfolio Strategic Analysis worksheet. Next, in the lower half of the worksheet, for each targeted SBU the user first selects the recommended strategic thrust (column 3) from the options Brand Differentiation, Cost Leadership, Preemptive Move, Focus, and Niche. Second, the user selects the pricing

EXHIBIT 9 COMPETITOR ANALYSIS WORKSHEET – SELECTED SBUS FOR COMPANY 1

Competitor Analysis															
TriniTech Company 2 Period 6															
Co.	EPS	SBU	PPA		PPM	Price	Quality	Advertising				Salesforce			
			Typology	Strategy				BC \$s	PRT \$s	SP \$s	Total \$s	Copy #	Salary	Comm.	
		TST - 1	Select	Select	Select	\$4,500	102	\$160,000	\$ 70,000	\$ 90,000	\$ 320,000	4	37		
		TST - 2	Select	Select	Select	\$4,200	102	\$120,000	\$ 60,000	\$120,000	\$ 300,000	1	33		
		TST - 3	Select	Select	Select	\$4,550	102	\$120,000	\$ 50,000	\$100,000	\$ 270,000	4	30		
		CVE - 1	Select	Select	Select	\$ 470	101	\$160,000	\$ 60,000	\$100,000	\$ 320,000	4	37		
1	\$(0.12)	CVE - 2	Select	Select	Select	\$ 429	101	\$150,000	\$ 70,000	\$ 80,000	\$ 300,000	3	33	\$4,000	3.0%
		CVE - 3	Select	Select	Select	\$ 434	101	\$160,000	\$ 110,000	\$ 80,000	\$ 350,000	4	30		
		SSL - 1	Select	Select	Select	\$ 55	100	\$110,000	\$ 90,000	\$ 70,000	\$ 270,000	4	37		
		SSL - 2	Select	Select	Select	\$ 46	100	\$100,000	\$ 50,000	\$120,000	\$ 270,000	3	33		
		SSL - 3	Select	Select	Select	\$ 51	100	\$110,000	\$ 50,000	\$110,000	\$ 270,000	4	30		
		TST - 1	Select	Select	Select	\$4,530	102	\$110,000	\$ 80,000	\$ 80,000	\$ 270,000	3	37		
		TST - 2	Select	Select	Select	\$4,370	102	\$130,000	\$ 80,000	\$ 50,000	\$ 260,000	4	34		
		TST - 3	Select	Select	Select	\$4,570	102	\$110,000	\$ 40,000	\$150,000	\$ 300,000	3	30		
		CVE - 1	Select	Select	Select	\$ 452	101	\$150,000	\$ 60,000	\$110,000	\$ 320,000	4	37		
2	\$ 0.56	CVE - 2	Select	Select	Select	\$ 435	101	\$130,000	\$ 70,000	\$ 80,000	\$ 280,000	3	34	\$4,000	2.8%
		CVE - 3	Select	Select	Select	\$ 443	101	\$150,000	\$ 40,000	\$ 80,000	\$ 270,000	4	30		
		SSL - 1	Select	Select	Select	\$ 52	100	\$170,000	\$ 30,000	\$ 80,000	\$ 280,000	3	37		
		SSL - 2	Select	Select	Select	\$ 50	100	\$120,000	\$ 30,000	\$120,000	\$ 270,000	4	34		
		SSL - 3	Select	Select	Select	\$ 51	100	\$110,000	\$ 30,000	\$140,000	\$ 280,000	3	30		

EXHIBIT 10 COMPETITOR ANALYSIS WORKSHEET – ALL SBUS FOR ALL COMPETITORS

Competitor Analysis															
TriniTech Company 2 Period 6															
Co.	EPS	SBU	PPA		PPM	Price	Quality	Advertising				Salesforce			
			Typology	Strategy				BC \$s	PRT \$s	SP \$s	Total \$s	Copy	#	Salary	Comm.
		TST - 1	H?	BS(O)	Penetration	\$4,500	102	\$160,000	\$ 70,000	\$ 90,000	\$ 320,000	4	37		
		TST - 2	Select	Select	Select	\$4,200	102	\$120,000	\$ 60,000	\$120,000	\$ 300,000	1	33		
		TST - 3	Select	Select	Select	\$4,550	102	\$120,000	\$ 50,000	\$100,000	\$ 270,000	4	30		
		CVE - 1	Select	Select	Select	\$ 470	101	\$160,000	\$ 60,000	\$100,000	\$ 320,000	4	37		
1	\$(0.12)	CVE - 2	Select	Select	Select	\$ 429	101	\$150,000	\$ 70,000	\$ 80,000	\$ 300,000	3	33	\$4,000	3.0%
		CVE - 3	Select	Select	Select	\$ 434	101	\$160,000	\$ 110,000	\$ 80,000	\$ 350,000	4	30		
		SSL - 1	Select	Select	Select	\$ 56	100	\$110,000	\$ 90,000	\$ 70,000	\$ 270,000	4	37		
		SSL - 2	Select	Select	Select	\$ 46	100	\$100,000	\$ 50,000	\$120,000	\$ 270,000	3	33		
		SSL - 3	Select	Select	Select	\$ 51	100	\$110,000	\$ 50,000	\$110,000	\$ 270,000	4	30		
		TST - 1	Select	Select	Select	\$4,530	102	\$110,000	\$ 80,000	\$ 80,000	\$ 270,000	3	37		
		TST - 2	Select	Select	Select	\$4,370	102	\$130,000	\$ 80,000	\$ 50,000	\$ 260,000	4	34		
20		TST - 3	Select	Select	Select	\$4,570	102	\$110,000	\$ 40,000	\$150,000	\$ 300,000	3	30		
		CVE - 1	Select	Select	Select	\$ 452	101	\$150,000	\$ 60,000	\$110,000	\$ 320,000	4	37		
2	\$ 0.56	CVE - 2	Select	Select	Select	\$ 435	101	\$130,000	\$ 70,000	\$ 80,000	\$ 280,000	3	34	\$4,000	2.8%
		CVE - 3	Select	Select	Select	\$ 443	101	\$150,000	\$ 40,000	\$ 80,000	\$ 270,000	4	30		
		SSL - 1	Select	Select	Select	\$ 52	100	\$170,000	\$ 30,000	\$ 80,000	\$ 280,000	3	37		
		SSL - 2	Select	Select	Select	\$ 50	100	\$120,000	\$ 30,000	\$120,000	\$ 270,000	4	34		
		SSL - 3	Select	Select	Select	\$ 51	100	\$110,000	\$ 30,000	\$140,000	\$ 280,000	3	30		
		TST - 1	Select	Select	Select	\$4,600	103	\$ 90,000	\$ 50,000	\$ 20,000	\$ 160,000	3	39		
		TST - 2	Select	Select	Select	\$4,390	103	\$ 90,000	\$ 50,000	\$ 40,000	\$ 180,000	3	34		
		TST - 3	Select	Select	Select	\$4,730	103	\$ 40,000	\$ 40,000	\$ 80,000	\$ 160,000	3	30		
		CVE - 1	Select	Select	Select	\$ 450	101	\$120,000	\$ 70,000	\$ 50,000	\$ 240,000	4	39		
3	\$ 0.21	CVE - 2	Select	Select	Select	\$ 428	101	\$100,000	\$ 90,000	\$ 60,000	\$ 250,000	4	34	\$4,100	3.0%
		CVE - 3	Select	Select	Select	\$ 433	101	\$100,000	\$ 40,000	\$ 60,000	\$ 200,000	4	30		
		SSL - 1	Select	Select	Select	\$ 52	100	\$100,000	\$ 50,000	\$ 50,000	\$ 200,000	3	39		
		SSL - 2	Select	Select	Select	\$ 48	100	\$100,000	\$ 60,000	\$ 40,000	\$ 200,000	1	34		
		SSL - 3	Select	Select	Select	\$ 50	100	\$140,000	\$ 30,000	\$ 20,000	\$ 190,000	3	30		
		TST - 1	Select	Select	Select	\$4,500	102	\$120,000	\$ 50,000	\$ 70,000	\$ 240,000	3	42		
		TST - 2	Select	Select	Select	\$4,350	102	\$ 80,000	\$ 50,000	\$ 70,000	\$ 200,000	3	39		
		TST - 3	Select	Select	Select	\$4,490	102	\$ 80,000	\$ 50,000	\$ 70,000	\$ 200,000	3	36		
		CVE - 1	Select	Select	Select	\$ 450	101	\$100,000	\$ 50,000	\$ 60,000	\$ 210,000	3	42		
4	\$ 0.56	CVE - 2	Select	Select	Select	\$ 430	101	\$ 90,000	\$ 50,000	\$100,000	\$ 240,000	3	39	\$4,185	2.8%
		CVE - 3	Select	Select	Select	\$ 440	101	\$ 90,000	\$ 50,000	\$ 70,000	\$ 210,000	3	36		
		SSL - 1	Select	Select	Select	\$ 53	100	\$120,000	\$ 50,000	\$ 50,000	\$ 220,000	3	42		
		SSL - 2	Select	Select	Select	\$ 50	100	\$ 70,000	\$ 50,000	\$ 80,000	\$ 200,000	3	39		
		SSL - 3	Select	Select	Select	\$ 52	100	\$ 80,000	\$ 50,000	\$110,000	\$ 240,000	3	36		
		TST - 1	Select	Select	Select	\$4,500	103	\$130,000	\$100,000	\$100,000	\$ 330,000	4	45		
		TST - 2	Select	Select	Select	\$4,280	103	\$ 50,000	\$ 20,000	\$ 30,000	\$ 100,000	1	35		
		TST - 3	Select	Select	Select	\$4,700	103	\$140,000	\$ 40,000	\$ 70,000	\$ 250,000	3	32		
		CVE - 1	Select	Select	Select	\$ 450	102	\$140,000	\$ 60,000	\$110,000	\$ 310,000	3	45		
5	\$ 1.00	CVE - 2	Select	Select	Select	\$ 432	102	\$100,000	\$ 10,000	\$ 70,000	\$ 180,000	3	35	\$4,000	0.3%
		CVE - 3	Select	Select	Select	\$ 450	102	\$150,000	\$ 60,000	\$ 90,000	\$ 300,000	4	32		
		SSL - 1	Select	Select	Select	\$ 54	100	\$ 70,000	\$ 40,000	\$ 50,000	\$ 160,000	3	45		
		SSL - 2	Select	Select	Select	\$ 48	100	\$ 70,000	\$ 10,000	\$ 90,000	\$ 170,000	1	35		
		SSL - 3	Select	Select	Select	\$ 50	100	\$ 90,000	\$ 30,000	\$ 80,000	\$ 200,000	3	32		

strategy (column 4) from the options Skimming, Penetration, Competitive pricing. Third, the user selects the promotion strategy (column 5) from the options Push, Pull, Combo Push & Pull. Fourth, the user selects the distribution strategy (column 6) from the options Intensive, Selective, Exclusive for each of the targeted SBUs.

Then, the user enters the recommended tactical decisions for each of the targeted SBUs. These tactical decisions include the SBU price (column 7), advertising budget (column 8), media emphasis (column 9), copy emphasis (column 10), salesforce effort (column 11), and R&D investment in quality improvement (column 12) and cost reduction (column 13). Finally, the Online SMP Cash Flow package is used to determine the viability of the strategic market plan and to check the financial balance of the projected target portfolio.

STRENGTHS AND LIMITATIONS

The Target Portfolio Package is used in Strategic Market Planning to develop a target portfolio after checking the internal balance and trends in the company's SBU portfolio as well as the SBU portfolios of the major competitors, and considering other internal and external factors not captured in the BCG GSM and GGM displays. This package is used in conjunction with (a) the NPB & Trends package to check the internal balance and trends as well as normative position of each SBU in the SBU portfolio, (b) the PPM package to identify the current position (quadrant) of each SBU relative to competitor SBUs, (c) the Competitor Analysis package to identify the relative strengths and weaknesses of each element of the marketing mix for each SBU, and (d) the Online SMP Cash Flow package to check the financial balance of the projected target portfolio. Selection of options in each of the drop-windows presents strategic choices, and precludes input error.

Positive anecdotal student feedback was received during Spring 2016. Some students reported that the decision support packages were useful and helpful. They hoped that the dss packages would continue to be used in the future. Other students indicated that they did not make full use of the dss. Yet, all students are required to submit seven individual weekly writing assignments (10 percent of the course grade) on their analysis of the internal balance and trends in their own portfolios and those of their competitors. These individual writing assignments are edited and returned to them via e-mail

using the Track Change feature in Microsoft Word with comments. The final deliverable for the course is an individual strategic market plan for their SBU portfolio which accounts for 20 percent of the course grade. The comprehensive final exam, which accounts for 20 percent of the course grade, consists of several questions that stress comprehension and application rather than definition. A team presentation and team presentation handout at the end of the semester account for an additional 20 percent of the course grade.

Admittedly, integrated strategic market planning is a complex iterative task that requires considerable effort, judgment and experience. The user needs to (a) monitor the performance of their SBU portfolio as well as the SBU portfolios of their major competitors over several years, (b) calculate the relative market share (RMS), industry growth rates (IGR), SBU Sales Revenue (SSR), brand growth rates (BGR), weighted average growth rates (WAGR) and maximum sustainable growth rate (MSGR), (c) generate the Growth Share Matrix (GSM) and Growth Gain Matrix (GGM) visual displays, (d) interpret and analyze these displays on a sustained basis, (e) formulate an integrated strategic market plan, and (f) project performance results and expenses incurred.

Despite these limitations, the Target Portfolio Package is a simple yet powerful web-based user-centered learning tool which is used together with other dss packages that facilitate strategic market planning, preclude data entry error, and save considerable time involved in identifying and entering relevant data. Yet, in order to maximize learning about Strategic Market Planning, and actualize the potential of the Target Portfolio Package, the instructor needs to (a) explain the purpose, significance, assumptions, usage, and limitations of this dss package, (b) require inclusion of a sample analysis in a team report and/or presentation, and (c) test students on their understanding of the underlying concepts at the end of the semester.

In the final analysis, use of the Target Portfolio Package and integrated strategic market planning can help to optimize the overall performance of the SBU portfolio while maintaining cash in balance, and thereby justify the considerable effort and time involved.

EXHIBIT 11 SMP QUARTERLY SOURCES AND USES OF CASH WORKSHEET (IN \$'000S)

Period ==>	1	2	3	4	Year 1	5	6	7	8	Year 2	9	10	11	12	Year 3	Year 4	Percent Change
Sources of Cash																	
Beginning Cash Balance	\$ 100	\$ 100	\$ 817	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Sales Revenue + EOI	\$44,752	\$39,246	\$57,068	\$81,253	\$222,319	\$52,048	\$44,019	\$62,378	\$85,051	\$243,496	\$53,363	\$44,122	\$60,558	\$81,964	\$240,007		-100%
Income from Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5	\$ 130	\$ 167	\$ 289	\$ 591	\$ 252	\$ 485	\$ 557	\$ 503	\$ 1,797		-100%
Total Sources:	\$44,852	\$39,346	\$57,885	\$82,253	\$223,319	\$53,053	\$45,149	\$63,545	\$86,340	\$245,087	\$54,615	Int	\$62,115	\$83,467	\$242,804	\$ -	-100%
Uses of Cash																	
Current Production Cost	\$43,160	\$29,904	\$45,997	\$69,953	\$189,014	\$40,664	\$35,410	\$49,892	\$74,891	\$200,857	\$38,707	\$34,358	\$52,738	\$64,747	\$190,550		-100%
Storage Charge	\$ 323	\$ 258	\$ 278	\$ 476	\$ 1,335	\$ 389	\$ 393	\$ 321	\$ 539	\$ 1,642	\$ 321	\$ 273	\$ 424	\$ 310	\$ 1,328		-100%
Advertising Expenditures	\$ 1,540	\$ 1,450	\$ 1,880	\$ 2,470	\$ 7,340	\$ 1,820	\$ 1,730	\$ 2,110	\$ 2,530	\$ 8,190	\$ 2,040	\$ 1,820	\$ 2,200	\$ 2,500	\$ 8,560		-100%
Sales Force Expense	\$ 1,333	\$ 1,578	\$ 1,991	\$ 2,377	\$ 7,279	\$ 1,752	\$ 1,706	\$ 2,245	\$ 2,553	\$ 8,256	\$ 1,876	\$ 1,802	\$ 2,159	\$ 2,485	\$ 8,322		-100%
Marketing Research Cost	\$ 825	\$ 825	\$ 825	\$ 825	\$ 3,300	\$ 825	\$ 825	\$ 825	\$ 825	\$ 3,300	\$ 825	\$ 825	\$ 825	\$ 825	\$ 3,300		-100%
Consulting Fee	\$ 150	\$ 150	\$ 150	\$ 150	\$ 600	\$ 150	\$ -	\$ 150	\$ 150	\$ 450	\$ 150	\$ 150	\$ 150	\$ -	\$ 450		-100%
Administrative Expenses	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,200	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,200	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,200		-100%
Research and Development	\$ 1,750	\$ 1,750	\$ 1,750	\$ 2,500	\$ 7,750	\$ 2,500	\$ 2,500	\$ 3,000	\$ 3,000	\$ 11,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,000		-100%
Interest	\$ -	\$ 212	\$ 92	\$ -	\$ 304	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		#DIV/0!
Taxes	\$ 504	\$ 416	\$ 1,258	\$ 1,890	\$ 4,068	\$ 533	\$ 358	\$ 649	\$ 1,491	\$ 3,031	\$ 570	\$ 273	\$ 667	\$ 1,857	\$ 3,367		-100%
Total Uses:	\$49,885	\$36,843	\$54,521	\$80,941	\$222,190	\$48,933	\$43,222	\$59,492	\$86,279	\$237,926	\$47,789	\$42,801	\$62,463	\$78,024	\$229,077	\$ -	-100%
Cash Surplus or Deficit:	\$ (5,033)	\$ 2,503	\$ 3,364	\$ 1,312	\$ 1,129	\$ 4,120	\$ 1,927	\$ 4,053	\$ 61	\$ 7,161	\$ 6,826	#VALUE!	\$ (348)	\$ 7,443	\$ 13,727	\$ -	
LEGEND: Data Entry Cells																	

CONCLUSION

The Target Portfolio Package is a user-centered learning tool that helps to prepare students for strategic market planning and marketing decision-making responsibilities in their future careers. The package enables users to apply strategic market planning. They use this package to develop a target SBU portfolio after they check the internal balance of their SBU portfolio, look for trends, evaluate competitors and consider other internal and external factors not captured in the portfolio display during the strategic market planning process.

Participants apply integrated strategic market planning in order to optimize the performance of their SBU portfolio while maintaining cash in balance. This Target Portfolio Package facilitates the integration of computers, the Internet and the World Wide Web into the marketing curriculum.

EXHIBIT 12 SMP ANNUAL SOURCES AND USES OF CASH WORKSHEET (IN \$'000S)

					Year 3 - 4
Year ==>	Year 1	Year 2	Year 3	Projected Year 4	Percent Change
Sources of Cash					
Cash Position at Beg. of Period	\$ 1,000	\$ 1,000	\$ 1,000		
Sales Revenue + EOJ	\$ 222,319	\$ 243,496	\$ 240,007		-100%
Income from Investments	\$ -	\$ 591	\$ 1,797		-100%
Total Sources:	\$ 223,319	\$ 245,087	\$ 242,804	\$ -	-100%
Uses of Cash					
Current Production Cost	\$ 189,014	\$ 200,857	\$ 190,550		-100%
Storage Charge	\$ 1,335	\$ 1,642	\$ 1,328		-100%
Advertising Expenditures	\$ 7,340	\$ 8,190	\$ 8,560		-100%
Sales Force Expense	\$ 7,279	\$ 8,256	\$ 8,322		-100%
Marketing Research Cost	\$ 3,300	\$ 3,300	\$ 3,300		-100%
Consulting Fee	\$ 600	\$ 450	\$ 450		-100%
Administrative Expenses	\$ 1,200	\$ 1,200	\$ 1,200		-100%
Research and Development	\$ 7,750	\$ 11,000	\$ 12,000		-100%
Interest	\$ 304	\$ -	\$ -		#DIV/0!
Taxes	\$ 4,068	\$ 3,031	\$ 3,367		-100%
Total Uses:	\$ 222,190	\$ 237,926	\$ 229,077	\$ -	-100%
Cash Surplus or Deficit:	\$ 1,129	\$ 7,161	\$ 13,727	\$ -	
Year ==>	Year 1	Year 2	Year 3	Projected Year 4	
Total Sources:	\$ 223,319	\$ 245,087	\$ 242,804	\$ -	
	% of Total Sources	% of Total Sources	% of Total Sources	% of Total Sources	
Uses of Cash					
Current Production Cost	85%	82%	78%	#DIV/0!	
Storage Charge	1%	1%	1%	#DIV/0!	
Advertising Expenditures	3%	3%	4%	#DIV/0!	
Sales Force Expense	3%	3%	3%	#DIV/0!	
Marketing Research Cost	1%	1%	1%	#DIV/0!	
Consulting Fee	0%	0%	0%	#DIV/0!	
Administrative Expenses	1%	0%	0%	#DIV/0!	
Research and Development	3%	4%	5%	#DIV/0!	
Interest	0%	0%	0%	#DIV/0!	
Taxes	2%	1%	1%	#DIV/0!	
LEGEND:		Data Entry Cells			
		Data Extracted from Results			

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