

Module 1: The Decision Making Process- Case Study 2

Griffiths Guitar Works, is an individual project that requires the student to read the case study and develop short, intermediate, and long term goals for the character within the case. They will be expected to use research to identify how this character could reach these goals and the process he would have to go through to get there.

This assignment will require an oral presentation upon completion to identify and describe to the rest of the class what their project entailed.

CASE STUDY - GRIFFITHS GUITAR WORKS

"Two of the biggest barriers to starting my sole proprietorship are gathering the appropriate market information and convincing the money lenders that I am not just another long haired, 19 year old guy who wants to be a rock star. I have to convince people that I am absolutely set on pursuing my dream of building customized acoustic and electric guitars and offering a full range of stringed musical instrument repair services." These are the thoughts of Chris Griffiths of St. John's, Newfoundland as he begins his business planning during the spring of 1992.

Background Information

Music has been a lifelong interest of Chris Griffiths's, he started guitar lessons at the age of 12 and has played with various groups in his native city of St. John's, Newfoundland. After graduating high school in June 1991, Chris was undecided as to what career path to follow, so he decided to seek employment in the music field.

Finding employment with a small local music store, Chris quickly learned about the ordering, inventorying and selling of musical equipment. He also became very familiar with the many music manufacturing sales agents from which the store purchased supplies and inventory. In addition, Chris began to complete minor repairs on damaged guitars and to modify guitars to suit specific customer preferences. Even though he had always been aware of the inability of local craftspeople to carry out major guitar repair work, Chris was surprised by the steady stream of customers who were requesting these major guitar repairs. In addition, he shared his customers' frustrations concerning the inconvenience, and high costs of exporting this major repair work to the mainland. Chris began to wonder if a business opportunity was emerging.

By the fall of 1991, Chris was beginning to realize that his opportunities for growth were very limited in his music store position. Therefore, he approached Mr. Chord, the owner of the store, to discuss the possibility of attending an intensive, two-month guitar building and repair course in Michigan, US. Mr. Chord was interested in the addition of guitar manufacturing and repair services to his existing music store operations and agreed to Chris's request for a leave of absence. This demanding, one-on-one course provided Chris with the knowledge and skills required to build acoustic and electric guitars and to repair and refinish stringed musical instruments. In addition,

Chris totally built two prototype guitars while completing the course and he proudly carried them home to Newfoundland after graduation.

Chris returned to his position in the music store in December 1991, and looked forward to opportunities to demonstrate the craft he had acquired. Unfortunately, by the spring of 1992, these opportunities had not developed. Sales in the store were fading and Chris was desperately unhappy with his work situation. Fearing his job was in jeopardy, and frustrated that he was unable to pursue his craft, Chris began to think about opening his own small business. He enrolled in a small business night course at Cabot College which provided valuable information regarding the start-up of a small business. At the same time, Chris began purchasing quality tools and collecting information on the guitar industry.

The Problem

Chris's fears had been well-founded because in May 1992 Chris received his lay-off notice. That lay-off notice, in a very depressed economy, was the turning point in his career. His decision to pursue his business idea was with the realization that this was to be an all out effort with no going back or half-hearted attempts. All of his energy was to be focused on making this business venture come true. With no personal capital and limited business experience, Chris knew that a great challenge lay ahead of him. His first step towards meeting this challenge was to research the potential market for his product.

Your Task

- 1. Put yourself in Chris's position and brainstorm some options of where you could go from here. Using the guideline for creating SMART goals, develop a short, intermediate, and long-term goal for Chris. Also through research (online, career/school magazines, etc) define how Chris will be able to reach these goals and provide appropriate time frames to do so.**
- 2. Upon completion of this project you will present a short oral presentation of the work you completed. You will need to outline the goals you have prepared for Chris and describe what steps he needs to take to reach these goals.**

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Evaluation Strategy- Case Study - Griffiths Guitar Works

Question 1: Developing goals and a plan of action - 16 marks

- *6 marks for development of three goals (2 marks each - short/intermediate/Long - Do they follow the SMART goal guidelines?). (6/16 marks)*
- *9 marks for strategy to reach goals (3 marks each - short/intermediate/Long - Do they follow the SMART goal guidelines?) (9/16 marks)*
- *1 mark for appropriate length's of time to achieve goals by.*

Question 2: Oral presentation - 4 marks -

- *Clarity/Body language: 1 mark, Grammar/annunciation: 1 mark, Information presented: 2 marks (4/4 marks)*

Total = /20 marks