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Case Study 2
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Case Study Question #2

As the Director of African and Asian sales for SABMiller and the boss of Mauricio Levya, Managing Director in Johannesburg, I would not approve of his proposed plan to finance the renovations and redesigning of 6,000 bars at the cost of 5 million dollars on the basis of cost effectiveness. Levya's proposal to make the bar establishments more attractive to women in effort to gain sales and increase market share in this untapped market of 17 million women of legal drinking age in South Africa, is expensive with little to no hope for return on investment. My decision to reject the proposal will be supported by the four key decision-making approaches used in the Scandura (2016) text.

Rational-Decision Model

The problem with the proposal to spend 5 million dollars on redesigning and renovating 6,000 bars, is that it cannot guarantee any return on investment and isn't structured around an idea that makes each bar a financially vested partner which would ensure that SABMiller and the selected bars are equally committed to the success of the project. The proposal hinges on hope that a new look for bars will be enough to encourage women in South Africa to patronize bars

and purchase beer products made by SABMiller, however studies show that alcohol-serving venues in South Africa contribute to violence against women because alcohol contributed to aggressiveness and sexual violence, venues reinforced negative attitudes toward women, owners tolerated and perpetuated violence against women (VAW), and women risked sexual violence when leaving the venue (Watt et al., 2012, pp. 1274-1275). The proposal does not include any plan to change this culture among venues or the perception of women as it relates to the association of VAW and alcohol serving venues. I would recommend a lower cost marketing strategy aimed at women used on public transportation, billboards, etc. showing the attractiveness and acceptability of women drinking SABMiller beer.

Intuition Model

Based on the definition of intuition as “perception without conscious thinking” (Scandura, 2016, p. 144), my gut feeling and judgment would lead me to decide to reject the proposal because the challenge to overcome the cultural barriers to beer drinking habits among women in South Africa is challenging enough, but to add the challenge of having to overcome perceptions of alcohol serving venues, namely bars, seems to further complicate the effort and risk wasteful spending and no return on investment.

Wicked Organizational Problems Model

In order to determine a better alternative to the initial proposal, I would have Levy put a team together to explore and research at least five well supported alternatives for me to consider and to “choose the one that exceeds my aspiration level” (Scandura, 2016, p. 148).

Creative Problem Solving Model

As an organizational leader, creating the right conditions for creativity in an organizational setting is part of my job. Borrowing from my wicked organizational problems model, I would put together several teams assembled to put together the most creative and cost effective marketing plan targeted at legal aged women in South Africa. I would provide each team with the needed “resources, a positive work group climate, and encouragement” (Scandura, 2016, p. 154) along with the freedom to innovate. Basadur (as cited in Scandura, 2016), stated, “The most effective leaders of the 21st century will help individuals and teams to coordinate and integrate their differing styles to drive change through a process of applied creativity that includes... implementing the new solutions” (p. 156).

References

Scandura, T. A. (2016). Essentials of organizational behavior: An evidence-based approach. Thousand Oaks, CA: SAGE.

Watt, M. H., Aunon, F. M., Skinner, D., Sikkema, K. J., MacFarlane, J. C., Pieterse, D., & Kalichman, S. C. (2012). Alcohol-serving venues in south africa as sites of risk and potential protection for violence against women. *Substance Use & Misuse, 47*(12), 1271-1280.