Competing in a Global Market

Laura Davis
Linfield College

Follow this and additional works at: http://digitalcommons.linfield.edu/linfield_magazine

Recommended Citation
Available at: http://digitalcommons.linfield.edu/linfield_magazine/vol3/iss1/6

This article is brought to you for free via open access, courtesy of DigitalCommons@Linfield. For more information, please contact digitalcommons@linfield.edu.
Business is booming for seniors in Sandie Kiehl’s Strategic Management class. Teams of Linfield College business majors are finding success running companies in an online computer simulation of an athletic shoe industry. Kiehl, associate professor of business, guides students through the capstone course, which integrates concepts from every Linfield business class.

Students are scored on profitability measures such as earnings per share, credit ratings and stock price, and Kiehl, who has taught the course since 1988, leads four sections each semester including one for the Adult Degree Program.

“They are held accountable in the same way they would be if they were running a company,” Kiehl explained. “They get annual results back and it’s black and white.” Throughout the semester, students make hundreds of decisions, each with the potential to make or break their company. Should they sell wholesale or retail? Branded or private label? And in what regions of the world? Other decisions follow regarding production, distribution, marketing, compensation, corporate finance and more.

Complex business concepts leap from textbooks as students find themselves dealing with issues relating to exporting, exchange rates and economies of scale.

“They are held accountable in the same way they would be if they were running a company,” Kiehl explained. “They get annual results back and it’s black and white.” Throughout the semester, students make hundreds of decisions, each with the potential to make or break their company. Should they sell wholesale or retail? Branded or private label? And in what regions of the world? Other decisions follow regarding production, distribution, marketing, compensation, corporate finance and more.

Complex business concepts leap from textbooks as students find themselves dealing with issues relating to exporting, exchange rates and economies of scale.

“The simulation forced us to take risks to find success in the business world,” one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“The simulation forced us to take risks to find success in the business world,” one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“Competing in a global market”

The simulation forced us to take risks to find success in the business world, one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“The simulation forced us to take risks to find success in the business world,” one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“Complex business concepts leap from textbooks as students find themselves dealing with issues relating to exporting, exchange rates and economies of scale.”

The simulation forced us to take risks to find success in the business world, one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“The simulation forced us to take risks to find success in the business world, one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“The simulation forced us to take risks to find success in the business world, one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“The simulation forced us to take risks to find success in the business world, one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“The simulation forced us to take risks to find success in the business world, one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“The simulation forced us to take risks to find success in the business world, one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.

“The simulation forced us to take risks to find success in the business world, one student said. “You can’t just sit back and expect things to happen. We took bigger steps than others at times and it paid off!” One of Kiehl’s former students, Ted Reimers ‘99, recently participated in the simulation. He and his team analyzed key decisions made early on paid off big for his team. Instead of going after the private label segment, Lawrence and teammates tackled the branded sector, developing a company called e-shoes.com. They marketed a high-priced shoe using endorsements and set their sights on obtaining a high image rating.

“We were able to make a popular product for the consumer,” he said. “That separated us from the rest of the class, and from then on we could invest more in our strategy.”

Lawrence said it’s critical to choose a business strategy and stick with it. He also learned to be aggressive.