

2022-10-24

New market entrance projects for a small company: Responding sustainable development guidelines

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Recommended Citation

Ciutiene, R., & Meiliene, E. (2022). New market entrance projects for a small company: Responding sustainable development guidelines. European CAse Study Alliance. DOI: 10.21427/BXSE-XR39

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Funder: EU

New market entrance projects for a small company: Responding sustainable development guidelines

Case study on Master level

Reference ECASA_2021_6 EN

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Abstract

JSC “Žemaičių virvės” is small company operating in Lithuania. The company has developed its activity in cord and rope production. To guarantee high quality production and to satisfy growing customer needs and requirements, the company pays considerable attention to new technologies. The company’s products are sold in the country’s supermarkets and supplied to foreign markets. An in-depth interview with the company’s manager was conducted to identify the problems that JSC “Žemaičių virvės” faces. Projects drive change in organizations and open up growth opportunities. Therefore, students are introduced to core concepts such as projects, role of the projects aiming the development and growth of the company, barriers and factors of market entrance., the importance of stakeholders and risk identification and risk analysis and planning how to deal with risks. The case focuses on new projects that respond Sustainable development guidelines (SDG).

Keywords

Projects, stakeholders, risk management, sustainable development, foreign market, project quality assurance.

Learning objectives

- To identify and evaluate the challenges and requirements of particular foreign market.
- To identify, evaluate and justify scalable products that ensure sustainable economic growth of the company;
- To investigate barriers and factors of market entrance.
- To develop project business case and plan.
- To develop strategy of project risk and quality assurance.

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This case study was realized with the support of the European Union Erasmus+ programme.

*) [Thanks]

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Characteristics and history of JSC "Žemaičių virvės"

1.1 Situation analysis of JSC „Žemaičių virvės”

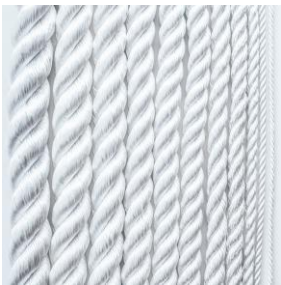
JSC „Žemaičių virvės” was established in Aleksandrija village (Skuodas region) in 1995. Since its establishment, the company has developed its activity in cord and rope production. The company emphasises maintaining traditional traditions of cord making and their application to modern production. JSC „Žemaičių virvės“ has a status of small enterprise. It is a for-profit organisation founded in compliance with the laws of the Republic of Lithuania, government regulations and company’s statutes signed by the founders.

At the moment, there are 14 members of staff working in the company, three of them in administration and others in production or service positions.

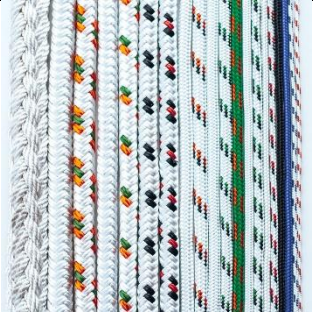



The main goal of the company is to ensure high quality production of cords and to satisfy customer needs in various niche markets. The long-term strategy of the company is associated with maintaining long-term production traditions and extending the product range (<https://www.virves.lt/>).

1.2. Products and customers






Currently the company produces five main types of cord: woven, twisted made of synthetic and natural fibers, linen cords, tow ropes and twines made of linen, cotton, polyamide and polyamide blends. The production of the company is used in fishing, building and construction, marine industry, agriculture, etc. Twines are used in gardening and meat production industry. Tow ropes are an indispensable aid for automobile drivers when they face technical problems on the road.

Product	Description	Used in
TWISTED KAPRON CORDS 	Twisted kapron cords are made of 100% UV-stabilised and highly resistant polyamide yarns. Unique characteristics of kapron cords are wear and tear resistance and ability to hold heavy loads. The elongation of the cord when loaded is approximately 25%, which also adds shock-absorption to its unique characteristics	Building and construction; Agriculture; Navy; Sailing; Fishing; Housekeeping; Leisure; Net production
WOVEN KAPRON CORDS	Woven kapron cords are made of 100% UV-stabilised and highly resistant	Building and construction Agriculture

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	<p>polyamide yarns. Unique characteristics of kapron cords are wear and tear resistance and ability to hold heavy loads. The elongation of the cord when loaded is approximately 35%, which also adds shock-absorption to its unique characteristics.</p>	<ul style="list-style-type: none"> • Navy • Sailing • Fishing • Housekeeping • Leisure • Net production
<p>TWISTED CORDS LINEN</p> 	<p>Twisted linen cords are made of 100% natural linen fibre yarns. Its diameter can be from 3 mm to 40 mm. Linen is one of the oldest types of textile in the world. Linen fibre is very strong and non-elastic. Linen cords are ecological; it is a sustainable product that causes no harm to the nature.</p>	<ul style="list-style-type: none"> • In interiors • Decoration • Agriculture
<p>TWISTED CORDS COTTON</p> 	<p>Cotton cords are made of 100% natural cotton fibre yarns. Such cords are ecological and biodegradable. Their diameter can vary from 1 mm to 40 mm</p>	<p>In Interiors For decoration Artworks</p>
<p>POLYAMIDE CORDS</p> 	<p>Unique characteristics of polyamide cords are wear and tear resistance and ability to hold heavy loads. The elongation of the cord is great when loaded, which also adds shock-absorption to its unique characteristics. Polyamide cords are easy to use as they are soft and flexible. Twisted and woven polyamide cords can be made from 6 mm to 40 mm</p>	<p>Building and construction Agriculture Navy Sailing Fishing Housekeeping Leisure Net production Sports</p>

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GARDEN CORDS 	<p>Garden cords can be made 6 mm, 8 mm and 10 mm in diameter. They are made of synthetic fibres.</p>	<ul style="list-style-type: none"> • The garden • Housekeeping • Agriculture • Sports
SUPER CORDS 	<p>Super cords are made of 100% UV-stabilised and highly resistant polyamide yarns. Unique characteristics of super cords are wear and tear resistance and ability to hold heavy loads.</p>	<ul style="list-style-type: none"> • Building and construction, • Agriculture, • Navy, • Fishing
TWISTED POLYPROPYLENE CORDS 	<p>Made of 100% highly resistant polypropylene, these cords can be used in chemical environment. They are UV-resistant and the level of their wear and tear is medium. The elongation of the rope when loaded is 25%.</p>	<ul style="list-style-type: none"> Building and construction Agriculture Navy Sailing Fishing Housekeeping Leisure
KAPRON YARNS 	<p>Kapron yarns are made of 100% UV-stabilised and highly resistant polyamide fibres. Unique characteristics of kapron yarns are wear and tear resistance and ability to hold heavy loads.</p>	<ul style="list-style-type: none"> Building and construction; Agriculture; Navy; Sailing; Fishing; Housekeeping; Leisure; Net production
TOW ROPES 	<p>Tow ropes are made of 100% UV-stabilised and highly resistant polyamide yarns. Unique characteristics of tow ropes are wear and tear resistance and ability to hold heavy loads. The elongation of the rope when loaded is approximately 25%.</p>	<ul style="list-style-type: none"> Agriculture equipment Forestry Vehicle towing

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	which also add shock-absorption to its unique characteristics.	
TWINES 	Twines are made of linen - polyamide, cotton – polyamide, linen, polyamide and cotton. Our company holds a certificate that allows the manufacturing of cords and twines that are used in meat production industry.	Cardboard tubes Plastic bags

Table 1 Product portfolio.

To guarantee high quality production and to satisfy growing customer needs and requirements, the company pays considerable attention to new technologies. The company’s products are sold in the country’s supermarkets and supplied to foreign markets. Company’s sales in foreign countries amount to a quarter of total production.



Fig. 1 ...?

1.2. General market overview

Lithuanian cordage production is on demand. Turnover of production is increasing each year. There are more and more customers who want to purchase the products or use them in their sport activities.



Production | Historical

Geography	Category	Data Type	Unit	Current Constant	2015	2016	2017	2018	2019	2020
Lithuania	Cordage, Rope, Twine and Netting	Production (turnover) MSP	EUR million	Current Prices	53	62	69	78	83	85

Research Sources:

Industrial: Euromonitor from trade sources/national statistics

Fig. 1 Prices offered by Lithuanian cordage and rope producers (Euromonitor International, 2021).

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Considering the Lithuanian market, one can see that the indicator is gradually increasing. Total market size refers to the highest number of total visible sales or customers per year. Before starting a new product or business line, it is useful to know possible market size since it may help to understand whether it is worth investing time and money (see Figure 2).



Market and Prices | Historical

Geography	Category	Categorization Type	Unit	2015	2016	2017	2018	2019	2020
Lithuania	Cordage, Rope, Twine and Netting	Total market size	USD million	18	20	22	26	27	28

Research Sources:

Industrial: Euromonitor from trade sources/national statistics

Fig. 2 Lithuanian rope and cordage market size (Euromonitor International, 2021).

Based on the data, a gradual increase in the market share occupied by Lithuanian cordage and rope producers is observed. Import is goods and services produced in a foreign country but purchased by country's inhabitants. The number of imported goods in Lithuania varies from year to year. Due to such limitations as customs taxes on third-party imports, the import is likely to decrease (see Figure 3).



Imports | Historical

Geography	Category	Categorization Type	Unit	2015	2016	2017	2018	2019	2020
Lithuania	Cordage, Rope, Twine and Netting	Total Imports	USD million	19	21	26	31	31	28

Research Sources:

Industrial: Euromonitor from trade sources/national statistics

Fig. 3 Total import of cordage and ropes in Lithuania (Euromonitor International, 2021).

Export is goods and services produced in one country and purchased by the population of another country. Competition is growing because it is not easy to increase exports of products alone (see Figure 4).



Exports | Historical

Geography	Category	Categorization Type	Unit	2015	2016	2017	2018	2019	2020
Lithuania	Cordage, Rope, Twine and Netting	Total Exports	USD million	47	49	57	67	69	68

Research Sources:

Industrial: Euromonitor from trade sources/national statistics

Fig. 4 Total Lithuanian export of cordage and ropes (Euromonitor International, 2021).

1.3. Identification and basis of the need for the development project

Having performed situation analysis, the main **issue** of the company became clear: *the possibilities to increase company's productivity are not used*. Considering the issue, the following **solution** has been put forward: *introduction of new technologies to increase*

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productivity. Implementation of solution would enable the company to achieve positive financial/non-financial benefits (see Table 1).

Table 2. Assessment of company's potential benefits

Benefit	Benefit assessment	Financial/ Non-financial	Suppliers	Competitors	Staff	Customers
Faster production processes	More production in less time. 20% increase in productivity is expected	Financial	X		X	X
Bigger market share	Production realisation increased by 20 %, there are more distribution channels, i.e. two loyal customers, due to participation in annual exhibitions.	Financial	X	X		
Lower environmental pollution	Lower electricity costs	Financial				
Reduced production costs	Fewer instances of stuck machines	Financial			X	
Increased amount of new orders	Production realisation increased by 20%	Financial	X	X		
Higher income	More income is generated	Financial		X	X	
Higher consumer satisfaction	Reduction of time costs for consumers (20% faster fulfilment of customer orders)	Financial / Non-financial		X		X

The main problem faced by JSC "Žemaičių virvės" is the company's inability to meet the entire demand for products on the market due to some technically worn-out equipment. The last

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technical equipment upgrade was in 2020 with the purchase of three cord weaving machines. The company also has old German machine tools that are technically worn out.

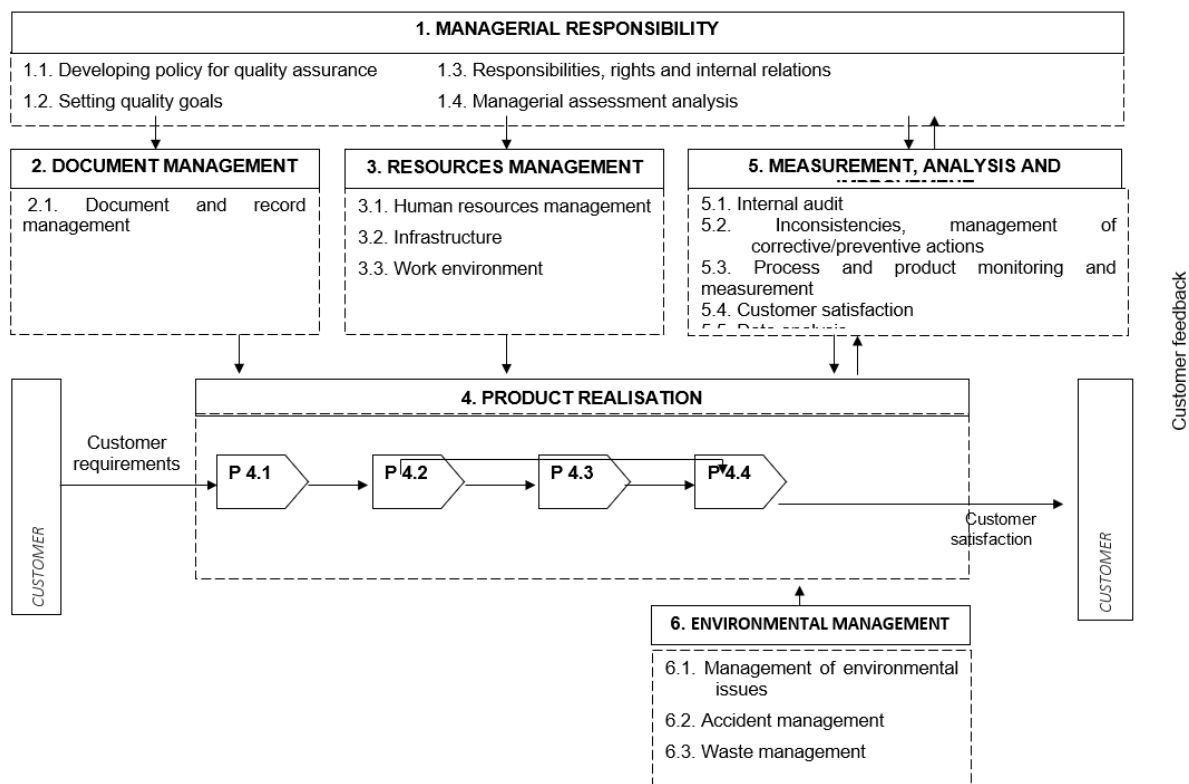
According to the data of Persistence Market Research (Synthetic Rope Market, 2018), the highest growth is expected in the synthetic rope market. This means that as the company's productivity increases, the company could focus not only on its current natural fiber cord customers, which are currently their largest, but also on customers in high demand for synthetic ropes.

1.3. Feasibility study of development project implementation

An in-depth interview with the company's manager was conducted to identify the problems that JSC "Žemaičių virvės" faces. The manager was asked to assess the company's situation and indicate the underlying issues. The following issues were identified during the interview:

- The growing needs of customers are not being met. Production time is too long. The number of orders is growing, there is a long delivery time due to delayed production time. In 2020, compared to 2019, the demand for sales volumes grew by 33.7%, the company was able to maximise production volumes by only 17.6%. Rope twisting machines made in 2012 operate in two workshops, and one workshop has machines produced in 2020. Old machines produce 60% less cords than new machines. With the potential growth of the market, it is necessary to upgrade the equipment and increase production at least to the extent that the market is growing, i.e. by 34 per cent.
- The technological equipment of the company is outdated. The main production equipment was purchased back in 2012: three cord winding machines, three cord twisting machines and a rope twisting machine HM No. 107592. As a result, machines often get stuck, production stops, orders are delayed. In addition, old equipment poses risk to the safety of workers. In 2020 three new rope twisting machines were purchased. Considering the demand, however, especially during the COVID pandemic, when the Lithuanian market no longer has access to similar products from foreign markets, 30% of demand is still not satisfied.
- Investment in equipment is fragmented. Most investments are made in the repair or refurbishment of individual parts.
- Poor organization of the production process leads to a varying level of productivity in different workshops and the incompatibility of processes.
- There is a lack of long-term partnerships in foreign markets. The company is currently working with Belarussian and Latvian markets, yet there are only few long-term contracts. Supply agreements are signed with foreign companies. To establish itself in foreign markets as stably as possible, however, it would be necessary to sign distribution agreements or to establish branches of the company. Before making a decision, it is necessary to consider both scenarios and calculate the financial burden and benefits for JSC "Žemaičių virvės" on entering the markets.
- High level of pollution. Outdated equipment is not environmentally friendly, it consumes a lot of electricity and emits large amounts of carbon dioxide.

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Process		Input data	Process manager	Output data	Descriptive MIS document	MIS records
tag	name					
1	2	3	4	5	6	7
1. Managerial responsibility						
1.1.	Establishing policy for quality assurance, environment protection and packaging hygiene	Organisational goals in terms of quality assurance, environment protection and packaging hygiene	Director	Policy for quality assurance, environment protection and packaging hygiene	IVSV	Policy for quality assurance
1.2.	Setting goals for quality assurance, environment protection, packaging hygiene	Policy for quality assurance, environment protection and packaging hygiene	Director	Measurable objectives for quality assurance, environment protection and packaging hygiene	IVSV	Plan for quality assurance, environment protection, packaging hygiene objectives
1.3.	Establishing responsibilities, rights and internal relations	Responsibility for organisation's management	Director	Employees' rights and responsibilities; internal relations		Organisational structure; Regulations IVS procedures
1.4.	Managerial assessment analysis	Audit results; Consumer feedback; Information about processes and product compliance; State of corrective and preventive actions; Implementation of results of previous managerial assessment analysis; Changes related to KVS	Director	Means for MIS improvement; Means for improving products and services provided; Need of resources	PR_02 'Managerial assessment analysis'	Protocols of managerial assessment analysis

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2. Document management						
2.1.	Document and record management	External and internal documents, records	VA	Processed documents (data)	PR_01 'MIS document and record management'	MIS documents Documents of the organisation; Management documents; Information documents; Logs of received (sent) documents; Order logs; Index of records

Process		Input data	Process manager	Output data	Descriptive MIS document	MIS records
tag	name					
1	2	3	4	5	6	7
3. Resource management						
3.1.	Provision of human resources	Need for staff training; Requirements for staff hygiene.	VA	Staff with appropriate qualification; Suitable work environment.	PR_04 'Staff management'	Employment agreements; Personal profiles of staff; Plan for training and qualification improvement; Certificates of training; Records about training performance; Hygiene documentation
3.2.	Infrastructure	Need for energy resources; Need for technological equipment; Environmental factors; Risk factors.	Director VA		IVSV, Sect. 6.3	Maintenance plans-schedules; Significant environmental factors; Control records.
3.3.	Work environment	Requirements for work environment.	Director VA	Suitable work environment.	IVSV, Sect. 6.4	Control, observation records
4. Product realisation						
4.1.	Sales management	Consumer requirements; Legal and regulatory	Director	Sales requirements; Consumer needs and expectations.	PR_05 'Sales management'	Offers sent to customers;

		requirements; Organisational requirements; Consumer satisfaction data.				Contracts; Contract log. Price lists.
Process		Input data	Process manager	Output data	Descriptive MIS document	MIS records
tag	name					
1	2	3	4	5	6	7
4.2.	Supply management	Product demand	VA	Required receipts	PR_06 'Supply management'	Methodology to assess suppliers (service providers); Lists of suppliers (service providers); Purchase applications; Orders for suppliers; Purchase agreements; Receipt certificates, etc.
4.3.	Production management	Product requirements	Director	Qualifying product	PR_07 'Production management'	Project, technological documents, production schedules, acceptance-transfer acts

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4.4.	Storage and logistics management	Qualifying product	Warehouse manager	Product storage and delivery to customer	PR_08 'Storage and logistic management'	Acceptance-transfer acts, delivery documents
5. Measurement, analysis and improvement						
5.1	Internal audit	MIS requirements Results of previous audits	VA	MIS performance indicators	PR_03 'Internal audit'	Annual plan of internal audits; Internal audit questionnaire; Acts of non-compliance; Internal quality audit report; Log of quality audit reports
5.2.	Management of inconsistencies, corrective/preventive actions	Information on inconsistencies (possible non-compliance)	VA	Corrective (preventive) actions	PR_09 'Management of inconsistencies, corrective/preventive actions'	Non-compliance acts
5.3.	Monitoring and measurement of process and product	KAVS requirements; Requirements for product/service		Monitoring and measurement data	IVSV, Sect. 8.2	Monitoring and measurement records
5.4.	Customer satisfaction	Feedback from customer	VA, staff responsible for processes	Consumer needs and expectations	PR_09 'Management of inconsistencies, corrective/preventive actions' IVSV, Sect. 8.2.1	Consumer reviews; Log of inconsistencies
5.5.	Data analysis	Monitoring and measurement data	VA	Means for process improvement	IVSV, Sect. 8.4	Protocols of managerial assessment analysis;

						Measurable quality objectives; Corrective, preventive actions
6. Environmental management						
6.1.	Management of environmental issues	Requirements for AAP	VA	Significant AAP	PR_09	AAP aspects
6.2.	Accident management	Accident and incident management	VA	Logs; Accident plans	PR_10	Accident logs
6.3.	Waste management	Waste sorting, treatment and accounting	VA	Waste accounting logs	PR_11	Evidence of waste delivery, registers, accounting logs

Current Target audience in Lithuania

Target audience is 18-55 year old male / female town or village (countryside) residents with middle or high income and tertiary/incomplete higher education who like to engage in leisure activities after work. By adapting a range of production to target consumers, the market can be divided into two **segments**: *Lithuanian individual consumers (B2B) and Lithuanian and foreign business enterprises (B2C)*.

Segment 1: Lithuanian individual consumers (B2B). These are young and middle-aged (18-55 years old) consumers with average and higher income, tertiary / incomplete higher education, living in urban or rural areas; they are self-employed. These are active and hard-working people who like to engage in various leisure activities, especially fishing, agricultural work and interior decoration.

Segment 2: Lithuanian and foreign business enterprises (B2C). These are small and medium-sized enterprises in the maritime and fisheries sectors. Companies operating in these sectors have many years of experience, are engaged in maritime transport, coastal tourism and fisheries. Ropes are needed to ensure such activities, so they allocate their funds to the renewal of ropes and can be loyal customers.

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It is no less important to define customer requirements in order to fully meet customer expectations. As customers are both self-employed individuals and Lithuanian and foreign companies, it is important for them that the products are of high quality and meet their needs and wishes, correspond to the price-quality ratio, and that orders are fulfilled on time. Due to the extremely high requirements for this product, it must comply with three main ISO international standards to ensure the quality and reliability of the product:

- *ISO 9001*. This is an international certification standard that sets criteria for a quality management system. It provides guidelines to companies and organisations which want to ensure that their products and services consistently meet the quality requirements.
- *ISO 14001*. This is the most popular international standard for environmental management systems. It is used all over the world. ISO 14001 can be applied to all business sectors, various scopes and activities. It is a truly universal standard which provides guidelines on how to improve environmental performance and ensure environmental policy commitments.
- *ISO 15593*. It is an internationally recognised standard of hygiene management in the food packaging industry. It sets out requirements for suppliers and manufacturers of food packaging, including storage and transport. This standard is based on a hazard analysis and risk assessment as well as measures at each level of the production process, indicating the appropriate levels of control points.

Recommendations

For Bachelor's students, essential information required to work on the case study should be provided in the main text or in the appendix.
For postgraduates, the search for external information essential to the case study may be part of the assignment.

Section 4: [Questions/tasks]

1. Develop business case and project for the introduction of JSC Žemaičių virves products to international markets in response to the Sustainable Development Goals (SDGs) <https://www.un.org/development/desa/disabilities/envision2030.html> .
 - 1.1. Investigate the export potential of JSC Žemaičių virves products. Identify and analyse potential challenges to respond to the Sustainable Development Goals (SDGs);
 - 1.2. Evaluate the possibilities of potential international markets to sell products; What challenges will the company face in meeting Sustainable Development Goals (SDGs);
 - 1.3. Develop Business case for introduction to international markets (list of products; target markets; marketing strategy; stakeholders; list of risks);

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- 1.4. Develop project plan (WBS, schedule, resource plan, budget, a risk and quality assurance plan).

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Teaching Note

Link to case study theme:

Projects, stakeholders, risk management, sustainable development, foreign market, project quality assurance.

Audience: Please select all that apply

UG students

PG students

(a) Synopsis and type of the case

[Synopsis] The case was developed in close cooperation with JSC “Žemaičių virvės” manager. JSC „Žemaičių virvės“ has a status of small enterprise. Since its establishment, the company has developed its activity in cord and rope production. Few interviews were conducted in order to collect qualitative data. In this case, the main products and production process of the company, collected on the basis of officially available sources, are presented. The description of international markets is based on official statistic data. An in-depth interview with the company's manager was conducted to identify the problems that JSC “Žemaičių virvės” faces. This case is about projects and project management as a tool to implement changes and to introduce of JSC Žemaičių virves products to international markets in response to the Sustainable Development Goals.

Type] This case is

Complex Case:

The complex case offers a significant issue that is immersed in a mass of data. Students are required to filter and identify the essential issue from superficial ones and to pay attention to possible interdependencies embodied in the case.

Decision Case:

The decision case asks students to state what they would do in the circumstances described and requires them to formulate a project-based action plan. In the role of a decision maker or in diverse roles (similar to a role play), students must develop a variety of feasible approaches and exercise judgment in selecting the approach with the highest probability of success. { https://www.fh-dortmund.de/de/fb/9/forschungsprojekte/casem/types_of_cases.php for identification}

Recommendations

Incident case, background case, exercise case are recommended for undergraduates; situation case, complex case, decision case are recommended for postgraduates

(b) Teaching objectives, target groups and target courses

[Objectives] This case is designed to reach such learning objectives as:

- To identify and evaluate the challenges and requirements of adaptation of a company and its business strategy to a particular foreign market.

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- To identify, evaluate and justify scalable products that ensure sustainable economic growth of the company;
- To investigate barriers and factors of market entrance;
- To develop a project business case and plan.
- To develop strategy of project risk and quality assurance...

[Target group] The case is written for Postgraduates Students

[Target courses] The case is especially intended for courses in Management, Project management and Enterprise management.

(c) Teaching approach/area and strategy/organisation

[Approach/area] The case is intended to develop project management competencies such as project conception/business case for new foreign markets initiation, project stakeholders analysis and risk management and especially concentrates on the following topics:

- a. Project conception/business case;
- b. Project as a tool to implement changes, create value and ensure grow of the company.
- c. Role of project stakeholders;
- d. The importance of project risk management;

Recommended literature:

1. A Guide to the PROJECT MANAGEMENT BODY OF KNOWLEDGE, 6th edition.
2. Better Practices Of Project Management Based On IPMA Competences, John Hermarij.
3. International project finance: law and practice, J.Dewar .
4. Project management best practices: Achieving global excellence, H Kerzner.
5. , G.Singh.
6. Product Management: Strategy, planning, marketing, organization and execution, J.Holm, C.Olesen
7. Sustainable Development Goals (SDGs)
<https://www.un.org/development/desa/disabilities/envision2030.html>

Recommendations

I competencies may be developed for bachelors (narrow, function based)

T competencies may be developed for postgraduates (wide, horizontal managerial and function based)

The case is prepared for teamwork. Therefore, before starting to work on the case students have to organize teams. The team should consist of 3-4 team members. The case can be studied in the classroom or combining homework and work in classroom.

[Strategy/organization] of the case study has been organised as follows [A TYPICAL STRUCTURE MAY BE THE FOLLOWING]:

1. **Case Briefing:** First the teacher should present topic, its purpose, time frame and course. After, students should read the case study carefully. A 40-minute time period should be allowed for this. The teacher can ask students to read case before coming to class. Students should be given time to discuss details of the case study and the

The ECASA project (2019-1-DE01-KA203-005037) is financed by Union funds (ERASMUS+). But the content of this document only reflects the views of the authors, and the European Commission cannot be held responsible for any use which may be made of the information contained therein.

associated work assignment with the teacher. A further 30 minutes should be allowed for this.

2. **Case Coaching:** While working on the case, students should have the opportunity to interact with the teacher in the form of coaching sessions. For this purpose, approx. 60 minutes should be scheduled again.
3. **Upload of analysis results:** After 2 weeks, students should upload their results to the learning platform in the form of a presentation.
4. **Case Presentation:** Participants should be given a period of 8-10 minutes to present the results and followed by 10 minutes of discussion.

(d) Evaluation/Grading

[Evaluation criteria] Evaluation shall take place based on the following criteria:

Criteria	Description
Case research	<p>Completeness (<i>disclosure of the substance of the content, use of appropriate terms</i>);</p> <p>Accuracy (<i>deep and complete understanding of the topic, ability to discuss using the information provided</i>);</p> <p>Argumentation (<i>discussion, giving appropriate examples, facts, statistics in comparison with the works of other authors</i>)</p>
Case presentation	<p>Case presentation structure (<i>clarity of the logical sequence, adherence to the sequence during presentation</i>).</p> <p>Answers to questions (<i>detailed, with examples, demonstrating deep and complete knowledge of the topic, ability to discuss</i>).</p> <p>Quality of presentation preparation (<i>volume of the presented text, whether the text is legible, clarity of graphics, absence of grammatical and stylistic errors</i>).</p>
Class participation	<p>Preparation for the class activity (<i>having the necessary material, getting acquainted with it, performing the necessary tasks before the session</i>).</p> <p>Quality of comments (<i>clarity of ideas, consistency, reasoned answer to the questions, use of appropriate terms</i>).</p> <p>Initiative and involvement in task solving, discussions</p>

1. **[Grading/weights criteria]** Evaluation shall take place based on the following criteria [A TYPICAL SCHEME MAY BE THE FOLLOWING]:

MAXIMUM NUMBER OF POINTS ACHIEVABLE, thereof for 100

- Case research: max. 50 points
- Case presentation: max. 10 points
- Class participation: max. 40 points

...

FINAL GRADUATION: 50 + 10 + 40 =100

Recommendations

Differences in the level of education and experience, e.g. master students and postgraduates, can be taken into account both in the weighting of the evaluation criteria and in differences in the requirements.