Fall 2018 Case Competition Challenge

With regard to Stanley Black & Decker’s Makeware product and its contribution to the management of university maker spaces, develop a one year plan to refine and develop the Makeware business by selling to universities in the USA. Refer to the press release below. Using a budget of $100,000, develop a plan that addresses each of the following points:

External analysis
- Describe with some detail the industry of managing university makerspaces in which Makeware will compete
- Estimate the total size of the market of university makerspaces.
- For this industry, identify the primary competitive forces using the 5 forces model
- Identify the market segment in which Stanley Black & Decker’s Makeware will be most competitive, or able to overcome the competitive forces in the industry

Internal analysis
- Identify the key competitive advantages that Stanley Black & Decker can exploit in developing this business
- Identify the barriers to imitation that Stanley Black & Decker can exploit and leverage
- With reference to the value chain, identify the key activities and interrelationships that Stanley Black & Decker needs to exploit to develop the Makeware business

Plan
- Specify the features of Makeware that would be most appealing to university maker spaces.
- Specify other support that Stanley Black & Decker needs to include such as installation, training, tools inventory, and support.
- Recommend any organizational issues within Stanley Black & Decker that need to be addressed.
- Compose an advertising brochure that includes a slogan and a summary of the key features of Makeware that would be appealing to universities.
- Develop a one year budget that specifies the expenses that Stanley Black & Decker will need to make (within the $100,000 limit), the sources of revenue, and an argument that the revenue will exceed the expenses in the medium term (1 to 5 years).

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MNGT 481 CASE COMPETITION - MAKEWARE PROJECT

- Using reasonable assumptions, estimate the total costs and revenues to Stanley Black & Decker for three years. Identify the date at which total costs and revenues will be equal – the breakeven point.

Grading criteria

- External Analysis (20%) - Conduct thorough external analysis. Emphasis should be given to business environment and markets for both Stanley Black & Decker as a corporation and the maker space division.
- Internal Analysis (20%) - Conduct thorough internal analysis. Emphasis should be given to the competitive strengths and weaknesses, firm resources, value chain analysis, and organizational structure of the Stanley Black & Decker corporation and the maker space division.
- Recommendations (30%) - Based on your internal and external analyses, develop a one-year strategy to enter the university maker space management market. Detail the strategic decisions required and explain how, and to what extent, they will grow Stanley Black & Decker’s Makeware market share. Also, include the three year projections for costs and revenues, as well as the breakeven analysis.
- Resource Requirements (10%): Specify the resources that are needed to support your strategy. These should be feasible and based on reasonable estimates from publically available information. Include costs associated with inventory funding, market research, training, support, and brochure development. Total costs cannot exceed $100,000 in the first year.
- Threat of Imitation (10%) - Explain why competitors will find it costly to imitate this strategy. Refer to concepts of path dependency, causal ambiguity, and/or social complexity.
- Writing/Presenting Quality & Persuasion (10%) - Refer to the attached grade rubric and employ high quality business communication skills for the business audience.

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PRESS RELEASE – STANLEY BLACK & DECKER INTRODUCES MAKERWARE

Originally serving as communal gathering spots, makerspaces are evolving into gateways to technological tinkering that allow individuals and teams a place to learn, be inspired and create. Because of the capabilities they offer, makerspace popularity is exploding across the world as organizations including universities, schools, public libraries, and for-profit companies invest in them. By providing a collaborative environment to build and experiment, makerspaces enhance learning in studies including engineering, science, architecture, product development, medical, and more and are bridging the gap between academia and businesses.

To provide these capabilities, a makerspace must be run as a well-oiled machine by delivering processes including memberships, scheduling, rentals, purchasing, task management, reporting and marketing. While there are many software options that help in some of these areas, there is currently no single software package that combines these tasks into one easy to use platform.

Stanley Black & Decker is a leader in the maker movement by being not only the world’s largest tools and storage company, but also through operating its own network of makerspaces, running a STEAM focused maker program with Discovery Education, as well as sponsoring and participating in maker events around the world.

Through these partnerships, we have learned how valuable a single solution can be to makerspaces around the world. We are proud to introduce MAKERWARE, a cloud based SaaS platform that combines these distinct functions of operating your makerspace into one easy to use solution. Additionally, it also offers the world’s only direct sales channel into Stanley Black & Decker’s tools and storage brands.

MAKERWARE provides a simple solution for shop managers to easily navigate across all aspects of how their space is run through staff assignments, scheduling, and memberships, all with visually impactful reporting. At the same time, end users have an intuitive interface highlighting the resources available to them at the makerspace and how to participate in each.

Whether your makerspace is supporting students, startups or employees, MAKERWARE can seamlessly connect all the operating aspects of your space, allowing you to make and track impacts to your organization.

MAKERWARE is available today as a based monthly or yearly subscription service available at Stanley Black & Decker’s website.

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# MAKEWARE FEATURES

<table>
<thead>
<tr>
<th>FEATURES</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>Memberships</td>
<td>Keep track of memberships and certifications across users, teams or companies</td>
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<tr>
<td>Staff Scheduling</td>
<td>Coordinate staff schedules and responsibilities</td>
</tr>
<tr>
<td>Class Scheduling</td>
<td>Coordinate membership sign-ups for classes as well as what staff is responsible</td>
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<tr>
<td>Equipment Reservations</td>
<td>Coordinate equipment reservations for members</td>
</tr>
<tr>
<td>Tool Rentals</td>
<td>Track tool rentals, returns and late fees</td>
</tr>
<tr>
<td>Tool Ordering</td>
<td>Purchase and track tools purchased as well as tools needed</td>
</tr>
<tr>
<td>Materials Ordering</td>
<td>Purchase and track materials purchased as well as materials needed</td>
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<tr>
<td>Social Media</td>
<td>Manage strategy through push notifications on all social media accounts</td>
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<tr>
<td>Marketing</td>
<td>Manage event, class and makerspace marketing efforts</td>
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<tr>
<td>Task Management</td>
<td>Assign and track tasks for staff</td>
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<tr>
<td>Event Coordination</td>
<td>Manage event project management</td>
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<tr>
<td>Reporting</td>
<td>Global and visual reporting dashboard across all features</td>
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