

Case Exercise - 01

Rochem Limited

Dr. Rhodes was losing his temper. "It should be simple enough decision. There are only two alternatives. I just can't understand why it's all blown up into such a big issue. You are only being asked to choose a machine". The Management Committee looked abashed.

The problem had been brewing for several weeks now, and although John Rhodes had seen it coming, his anger was real enough. For the last thirteen years, since he had founded the company as a young research chemist, the company seemed to have avoided major arguments over policy. That it should happen over such a trivial issue puzzled and upset him, especially now that the company was so well established.

Rochem Limited were one of the largest independent companies supplying the food processing industry. Their initial success had come in the late 60s with a food preservative, used mainly for meat-based products, and marketed under the name of "Lerentyl". Other products were subsequently developed in the food coloring and food container coating fields, so that now Lerentyl accounted for only 25% of total company sales.

THE DECISION

The problem over which there was such controversy, related to the replacement of one of the process units used to manufacture Lerentyl. Only two such units were used, both of the same make, "Chemex", a local company. It was the older of the two Chemex units which was giving trouble. High breakdown figures, with erratic quality levels, mean that output level requirements were only just being reached. The problem was, should the company replace the ageing Chemex with a new Chemex, or should it buy the only other plant on the market which was capable of the required process, the German "AFU" unit. The Chief Chemist's staff had drawn up a comparison of the two units, shown below.

	Chemex	AFU
Capital cost	£100,000	£80,000
Unit cost of processing at capacity	£18	£15
Design capacity	2,000 kg/month	2800 kg/month

Quality	99.5% = 0.5% priority Manual Testing	99.5% = 0.5% priority Auto Testing
Maintenance	Adequate but needs regular servicing	Not known - probably good
After sales service	Very good	Not known - unlikely to be good
Delivery	3 months	Immediate

The body considering the problem was the newly formed Management Committee. John Rhodes had recently decided that the company was now of a size where the rather autocratic (albeit friendly) decision process he had adopted should be formalized. The committee consisted of the four senior managers in the firm. The Chief Chemist and the Marketing Manager, who had been with firm since the beginning, together with the Production Manager and Accountant, both of whom had joined the company only six months ago. This was only the second meeting of the committee, and Rhodes was already starting to regret its formation.

THE MARKETING MANAGER

This year the market for this type of preservative had reached a size of some 20 million, of which Rochem Limited supplied approximately 48%. There had, of late, been significant changes in the market - in particular many of the users of preservatives were now able to buy products similar to Lerentyl. The result had been the evolution of a much more price sensitive market. Future market projections were somewhat uncertain. It was clear that the total market would not shrink (in volume terms), and best estimates suggested a market of perhaps 24 million in four years' time (at current prices). However, there were some people in the industry who believed that the present market only represented the tip of the iceberg as far as the real potential in food preservation was concerned, especially in the export market which was hardly exploited at all.

Lerentyl was sold in either solid, powder or liquid form, depending on the particular needs of the customer. However, despite this complication, prices tended to be related to the weight of chemical used. Thus, for example, this year the average market price was approximately 200

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**Nigel Slack, Stuart Chambers, Robert
Johnston**



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Table of Contents Answers To Rochem Ltd Chapter 8

1. Understanding the eBook Answers To Rochem Ltd Chapter 8
 - The Rise of Digital Reading Answers To Rochem Ltd Chapter 8
 - Advantages of eBooks Over Traditional Books
2. Identifying Answers To Rochem Ltd Chapter 8
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Answers To Rochem Ltd Chapter 8
 - User-Friendly Interface
4. Exploring eBook Recommendations from Answers To Rochem Ltd Chapter 8
 - Personalized Recommendations
 - Answers To Rochem Ltd Chapter 8 User Reviews and Ratings
 - Answers To Rochem Ltd Chapter 8 and Bestseller Lists

5. Accessing Answers To Rochem Ltd Chapter 8 Free and Paid eBooks
 - Answers To Rochem Ltd Chapter 8 Public Domain eBooks
 - Answers To Rochem Ltd Chapter 8 eBook Subscription Services
 - Answers To Rochem Ltd Chapter 8 Budget-Friendly Options
6. Navigating Answers To Rochem Ltd Chapter 8 eBook Formats
 - ePub, PDF, MOBI, and More
 - Answers To Rochem Ltd Chapter 8 Compatibility with Devices
 - Answers To Rochem Ltd Chapter 8 Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Answers To Rochem Ltd Chapter 8
 - Highlighting and Note-Taking Answers To Rochem Ltd Chapter 8
 - Interactive Elements Answers To Rochem Ltd Chapter 8
8. Staying Engaged with Answers To Rochem Ltd Chapter 8
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Answers To Rochem Ltd Chapter 8
9. Balancing eBooks and Physical Books Answers To Rochem Ltd Chapter 8
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Answers To Rochem Ltd Chapter 8
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Answers To Rochem Ltd Chapter 8
 - Setting Reading Goals Answers To Rochem Ltd Chapter 8
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Answers To Rochem Ltd Chapter 8
 - Fact-Checking eBook Content of Answers To Rochem Ltd Chapter 8
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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