What makes a great **Background** Description?

It provides an in-depth understanding of the situation:

- Macro Environment: Consumer Megatrends; Technology; Political, Economic & Legal factors that may affect the performance of the company.
- Micro Environment: Competitors, Suppliers, Market drivers...
- Consumer profiles: demographics, likes & wants,...

What is happening around: Opportunities & Threats



What makes a great **Background** Description?

It provides a in-depth understanding of the company:

- History and development (Products, Markets, Metrics)
- Business model & competitive positioning → Unique Proposition?
- Values, vision, past & current strategies
- Key players (people) involved
- Constraints (resources, financials, etc.)

Strengths & Weaknesses



Relevant data compilation and data presentation

All data that is needed to **understand and interpret the situation** should be incorporated in the **case Background or the problem identification**:

- Use graphs, charts, and/or tables to illustrate complex Concepts
- Describe your data

All data that might be useful to **analyze the case in-depth** should appear in the **Appendix**:

- Financial statements
- Internal statistics (production, quality, turnover, etc.)
- External statistics (market data, industry, etc.)
- Product/Service information
- Etc.



Relevant data compilation and data presentation

But...

Make sure you **JUST** include

RELEVANT INFORMATION



What makes a great **Background** Description?

It profoundly describes and connects the circumstances that are relevant to interpret the situation (the case), i. e.:

- Corporate values
- Corporate resources
- Market Dynamics
- Factors influencing management decisions

It shapes the **cohesive story** (leads directly to the Problem - Identification section).



What embraces the **Problem Identification**?

A detailed description of what happened:

- What is the situation about...
- What caused it...
- Who was involved...
- Why is it relevant (present scope)...
- How will it affect the company (future scope)...

It incorporates data needed to analyze the situation, e.g.:

- Organizational charts (reporting structures)
- Process charts (work flows)
- Financials (capital budgets, cost structures, etc.)
- Potential damage (punitive, environmental, financial, etc.)

It creates a sense of urgency!

