**A Case for Analysis: Catastrophe or Opportunity?**

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**Abstract**

The case study presented by author helpful to understand the process of strategy and various plans related to the strategy. The case study is mainly based on a real incident, which is happened in the Malden mills in the year of 1995 and it also deals with various problems faced by the management due to issue of the catastrophic fire at Malden Mills, the author approached the case study in a strategic way in which we have to take decision in order for determining the operational modes. Based on the issues presented in the case, we have to find out a suitable strategy which helps the company to solve the current issues in a productive way. In order for getting the right outcome, we have to analyze and apply concepts related to strategic models and business environment. Now we can analyze the case study in an critical way in order identifying the various problems and providing suggestion to the same.

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8. Overview of the Case:

In order for meeting the needs of the customers during the winter time, the introduced a product called Arctic Cloth, the product got great acceptance from the designer houses and clothing manufactures in which the it is available in different colors and forms. Most of the major decision in the company is taken by Farnsworth family, in which the company gained great reputation as local company which produces high quality products, with the success of product Arctic Cloth company created long term impact in the local market, but due to changes in the technology and other related aspects, the company and other related regions and towns faced cut-throat competition from the foreign companies in the textile business. Most of the towns faced problem technological advancement in which they failed to provide basic services to the residents. Family Fabrics sustains the town of Farnsworth, in which they were succeed in providing the requirements of the customers, and the company includes two-thousand employees which only small portion of the entire people in the town.

Family fabrics gained advantage in attracting the customers in an effective way, in which they created impact among the people in the town

1. Main Characters:

While analyzing the main characters in this we can able to understand Jacob Farnsworth is making all the key decisions in the company, with his experience in the field he clearly understand the each and every problem related with the industry in an effective way. He is key man behind the product idea of Arctic cloth and his is good leader, who keeps healthy relationships with the investors, banks and other related people. With his innovative ideas and plans the companied gained a competitive advantage over other competitors in a productive way. He also considers the employees for taking the major decisions in an effective way.

Most of the time, he acted in a logical way, by understanding the tough competition in the industry, he consulted with Town Council, in order for taking the strategic moves, whatever the decision taken by him will include the matter concerned with the town. He clearly understand the current situation of the company, he successfully utilized the situation for making revenue in an effective way. He also can be called as visionary, because in order planning the future activities of the company, he consulted with an external strategic expert. He understand that, fact that, it is the right time to think about the future aspects, you are also part of the strategic team for assisting the Jake in taking the right decisions.

1. The Disaster:

It cannot good think for the company and Jake, while expert team including me, making arrangements for the tomorrow’s meeting, that happened, we heard a loud voice and see the thick clouds of smoke, we were searching for getting the information about thick cloud and fire, at last we understand the great factory of family fabrics caught with an fire and everything destroyed in an drastic way, it cannot be good day for Jake and company, what we have to do, go back to home, without attending the meeting or stay back with Jake for solving the issue. We understand the will power and determination of great leader, Jake said to us that, whatever happens today will not be reason for not conducting a meeting tomorrow, we have different options and this is not the end of company. It can be called as an emotional and painful situation, but we feel motivated with the words of Jake, the key man behind the success of the company

1. Your role:

It is time for you to be part of the problem in which you have assist and guide the Jake and his company for attaining the objectives. And it can be done only with the help of strategic plan and policies; it is responsibility to formulate fruitful strategies for making the company productive in all the areas. In order for formulating the plan of action, you can use the strategic thinking practices and plans in an effective way, by understanding the problem you have to create

Proper plan of action, include analysis of stakeholders and other internal and external customers. Then based on the knowledge in the strategic process, we can provide effective suggestions to solve the issue. Then we also have to provide an feasible and different business strategies for solving the issues of family fabrics, and at last based on the alternative and other aspect provide a summation to the entire problem.

*N.B., Your analysis is to be completed as though you were approaching the problem “live”, that is using business conditions and knowledge as those conditions exist today. Although the case is adapted from historical events, the learner should approach it in “real time.”*

1. A guide to the case for the learner:

In order for dealing with this case, we have to clearly understand the major characters included in the case and we analyze them in critical way in order for developing profitable strategy for the company. As a key person you have evaluate the internal and external factors, which affects the case in an effective way.

As a key decision maker you have to consider the each and every factors affecting the case, it includes

* Analysis of the company operations
* Situation analysis
* Analysis of decisions taken by the Jake
* Analysis the town in an strategic way

All these facts has to be considered in a serious way, in which the goals and objective of the organization also has to keep in mind, while deciding the plans for the survival the company has to consider the actions taken by the company and Jake from time to time, you can use various resources in order for collecting the information in an productive way. As a key decision maker you also have to consider the vision and mission and core competency of the company, you can have an look in to the critical success factors of the company.

All the above details will help you and your team in order creating a competitive advantage for the company, by considering the all facts in an critical way. With the help of academic and business resources, you able to develop the key result areas and key performance indicators of the company

Suggested Readings and Resources (Arranged by topic)

For the Overview of the case, Main Characters and the Disaster sections:

Gini, A., & Marcoux, A. (n.d.). *Malden Mills:When Being a Good Company Isn't Good Enough.* Retrieved November 6, 2011, from University of St. Thomas Center for Catholic Studies: http://www.stthomas.edu/cathstudies/cst/conferences/thegoodcompany/finalpapers/gini and marcoux fin.pdf

*Moral Hero Aaron Fuerstein.* (n.d.). Retrieved from MoralHeroes inspiration for the hero inside of you: www.moral heroes.org/aaron-fuerstein

The New York Times. (n.d.). *Article Collections-Aaron Fuerstein.* Retrieved from New York Times: www.nytimes.com/keyword/aaron-fuerstein

Weiss, J. (2006). *Business Ethics: A Stakeholder & Issues Management Approach 4e.* Mason, Ohio: Cengage Learning, South-Western.

Wells, S. (1998). *Choosing the Future:The Power of Strategic Thinking.* Boston: Butterworth-Heinemann/Elsevier.

For the Your Role and Guide to Case for the Learner Sections:

Bryson, J. M. (2011). *Strategic Planning for Public and Nonprofit Organizations* (4th ed.). San Francisco: Jossey-Bass/Wiley.

Dickel, C. (2010). Reflection: A Taxonomy and Synthesis of Descriptions of Reflective Practice/Reflective Inquiry. *unpublished paper*. Omaha, Nebraska: Creighton University.

Hill, C. W., & Jones, G. R. (2010). *Strategic Management:An Integrated Approach.* Mason, Ohio: South-Western, Cengage Learning.

Peters, T. J., & Waterman, R. H. (1982). *In Search of Excellence.* New York: Warner Books.

Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland III, A. J. (2010). *Crafting and Executing Strategy:Concepts and Readings* (18th ed.). New York: McGraw-Hill/Irwin.

Wells, S. (1998). *Choosing the Future:The Power of Strategic Thinking.* Boston: Butterworth-Heinemann/Elsevier.

Additionally, the author of the case suggests reference to the *Essex Group Strategic Planning Workbook* (n.d.) for specific exercises that can guide your thought processes as you move through the case. As this work is not commercially available, you may request reprints from the case author at:

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1. Sample Case Analysis & Suggestions for Case:

**Immediate Response**:

Due to the fire the company incurred huge amount expenses, in which most of business functions were stopped and the company faces the risk of operations. It also affected the performance of the employees and organization, in relation with this we also have to analyze the various aspects such as works, resources and the most important matter of concern is the HSW, health, welfare and safety of the employees and organization. For making future business in an effective way, the company needs to use the updated technologies and methods such as reflection-in-action and reflection-on-action. So many people is depending on the company, so it is the duty to find out best available solution to solve the issues.

**Formulation of a Strategic Plan and Strategic Thinking Process**:

It is better to the company to apply a team based approach, in which they can easily implement the changes in a productive way, in order for creating a better team, we can create task team for achieving the objectives in an effective way, it is the duty of the Jake to protect the needs of the stake holder and town in effective way. As a dynamic leader he has to use various tools and principles for developing the action plan which gives fruitful results. He also have to understand the importance of stake holder in the decision making process. With the insights in the field of strategic management, we have to develop a unique strategy to guide the company to attain the success in a profitable way. The planning process will also be competent enough in order developing the perfect mission and vision statements for the company, it is better to the company to follow an value based approach for achieving the goals. In order planning the future activities of the organization, it better to conduct an SWOT/c or TOWS analysis, with the help of SWOT analysis, we can able to find out strength, weakness, opportunities and threats , some time it also gives the company to evaluate the constraint in the process. According to Thomas and other authors, the company needs to develop a long term plan, which helps the company to recover the all the issues in a productive way, with the help of long term plan the company estimate the future issues in an effective way. We know the fact, core advantage of the company is mainly depend upon the product of ArticCloth, so it is the time to think about diversification and plan about attracting the target groups in an active way. The team of experts also has to analyze the various operational aspects such as contract terms, procurement and suppliers management. It is the best time for the company to think about the introduction of new products and company can also think about changes in the current business place, they can move to another place, in order for gaining more profit and customers

All the plans will work on the basis of effective vision and mission polices, the company has to think about the creation of a sustainable competitive advantage in order facing the competition from the other firms in a effective way. The company also needs to consider the present changes in the economy and need for implementing sophisticated technology with the support of skilled labor. It is the best time for the company to introduce the new changes, and it can be done only by integrating the goals with vision and mission statement. While analyzing the case, we can able to understand that, we need to apply so many concepts and tools used in the strategic management and other disciplines. As a member of a team, the responsibility is to support the jake by developing a competitive strategic plan by analyzing all the facts in an effective way, we have to consider the core principles of the business in order integrating the same in the process.

References:

Bryson, J. M. (2011). *Strategic Planning for Public and Nonprofit Organizations* (4th ed.). San Francisco: Jossey-Bass/Wiley.

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