

- DATE: 5/23/06 (*use the date on which you prepare the case*)
- TO: M. K. Businessperson, Pres. (*Use the "action person" from the case. Never write to your instructor or use his/her name. The instructor is merely an observer, never a participant.*)
- FROM: Kevin R. Coulson, Instructor (*This should be YOUR NAME plus a relevant title, or your group's names and titles, never a made-up name. The names here get the grade.*)
- SUBJ: Memoranda format (*The subject line should identify the major point of the case, e.g. "The loss of market share for A. B. Firm."*)
- REC: 1) Follow the prescribed format. (*The recommendation(s) should identify key actions to perform to alleviate problems, take advantage of opportunities that you have identified in your analysis of the case. Each recommendation should be a complete sentence. For example, "1) Reformulate the product to take advantage of lower cost ingredients." is acceptable while "2) More research." is not.*)
- 2) Check your spelling and grammar.
- APP: A) J. Businessperson case analysis
B) Market Share Calculations

NOTE: THE ITALICIZED MATERIAL IS EXPLANATORY AND SHOULD NOT BE INCLUDED IN YOUR MEMO!