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!